



## ***ROLE OF JOB SATISFACTION IN MEDIATING THE EFFECT OF ORGANIZATIONAL JUSTICE ON EMPLOYEE COMMITMENTS***

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### **Abstract**

This study aims to examine and analyze the effect of organizational justice on commitment at PT. Wijaya Karya (Persero) Tbk infrastructure division 2.

The data was collected using a survey method, using a questionnaire instrument made on the Google Form platform and distributed to 171 employees with two groups of employee status, namely organic and skilled. Of the 171 employees, 152 employees responded. Data analysis using Path Analysis with the help of the SPSS version 26 application.

The results showed that organizational justice had a positive and significant effect on employee commitment. The results of the analysis also show that organizational justice has a positive and significant effect on employee commitment through mediating job satisfaction.

**Keywords:** *Organizational Justice; Job Satisfaction; Employee Commitment.*

### **PRELIMINARY**

Employees who have a high commitment to their organization will encourage the success of the organization in achieving the goals that have been set. Organizational commitment reflects a form of identification, loyalty and involvement expressed by employees towards the organization. Employee commitment will be created through job satisfaction supported by conducive working conditions. Where, high job satisfaction will increase employee commitment to the organization, and vice versa. Therefore, assessing the strategy and factors related to commitment is very important for an organization. From the results of observations and direct observations of the author who for 8 years career in Finance, Accounting and Human Capital at PT. Wijaya Karya (Persero) Tbk produced a view that organizational justice does not affect employee organizational behavior although it can directly affect the satisfaction and commitment of the employee concerned. For example, the case of an employee continues to carry out work according to the responsibilities assigned and by trying to achieve the set targets even though several times voicing dissatisfaction

with the company and discussing turnover intention which indicates a loss of commitment to the company. After going through the question and answer session it was revealed that the employee felt that the rewards given by the company for the efforts that had been made were not evenly distributed to all personnel, and that continuing to carry out their work was merely a moral burden to achieve the team's targets. Another example is the results of an institution survey conducted at PT. Wijaya Karya (Persero) Tbk., Which shows employee engagement data in 2019 where there are still around 5% permanent employees (Organic and Skilled) who are actively disengaged, while 14% are passive / not engaged and 81% are engaged. This of course illustrates that there are still 5% of permanent employees who feel that working at PT. Wijaya Karya (Persero) Tbk., Is not in accordance with their wishes or expectations so that it weakens their attachment and commitment to the company, while 14% feel that their focus is only on the tasks ordered regardless of their good or bad performance and how it affects sustainability company.

## **LITERATURE REVIEW**

### **A. Organizational Justice**

Griffin & Moorhead (in Kaswan, 2015: 254) states that the theory of the motivation for justice is based on a relatively simple premise that people in organizations want to be treated fairly. The theory defines justice (equity) as the belief that we are treated fairly in relation to other people. Meanwhile, inequity is the belief that we are treated unfairly compared to other people.

Justice is a balance between the input that an individual brings into a job and the results he gets from that job (Simamora, 2009: 451). Indicators to measure organizational justice can be seen from three things, namely:

1. Fairness related to the fairness of resource allocation (Distribution Justice).
2. Justice in the process of decision making (Procedural Justice).
3. Justice in the perception of fairness for the maintenance of interpersonal relationships (Interactional Justice).

### **B. Employee Commitment**

According to Robbins (2008), organizational commitment is the level to which an employee sides with an organization and its goals and desires to maintain membership in the organization.

defines the notion of organizational commitment by referring to the opinions of Meyer and Allen (1993), Curtis and Wright (2001), and S.G.A. Smeenk, et.al. (2006) where organizational commitment is defined as a psychological state that characterizes the employee's relationship with the organization or its implications that affect whether employees will remain in the organization or not, which are identified in three components, namely: affective commitment, continuous commitment and normative commitment.

### **C. Job Satisfaction**

According to Robbins (2008), job satisfaction is a positive feeling about one's job which is the result of evaluating its characteristics. Positive or negative feelings about work are the result of an internal evaluation process within a

person. Job satisfaction can give rise to a pleasant or unpleasant feeling that is felt by individuals regarding their work conditions. In the research of Judge and Locke (1993) in Gama (2011) references to measure job satisfaction are the job itself, salary, supervision, relationships with coworkers, and promotion opportunities.

The Job Satisfaction Indicators put forward by Robbins (2008) are as follows:

1. Favorable working conditions.
2. Appropriate salary or wages.
3. Supportive co-workers.

The hypotheses tested in this study are as follows:

1. It is suspected that organizational justice has a positive and significant effect on employee commitment of PT. Wijaya Karya (Persero) Tbk
2. It is suspected that organizational justice has a positive and significant effect on employee commitment of PT. Wijaya Karya (Persero) Tbk through mediation of job satisfaction

**Figure 1: Research Concept Framework**



## RESEARCH METHODS

### Research Location and Design

This research was conducted in all working areas of PT. Wijaya Karya (Persero) Tbk Infrastructure Division 2 from June 2020 to August 2020.

In this study, the authors used quantitative methods with an explanative approach. This study is designed to analyze and examine the effect of organizational justice on employee commitment through mediating job satisfaction.

The reason for choosing this type of research is because the researcher wanted to know how much influence the influence of organizational justice on employee commitment through mediating job satisfaction at PT. Wijaya Karya (Persero) Tbk Infrastructure Division 2.

### Population and Sample

The population in this study were all Organic and Skilled employees at PT. Wijaya Karya (Persero) Tbk. Infrastructure Division 2, totaling 171 people with a composition according to the following table:

**Table 1** Composition of Employees by Work Unit

Work Unit	Number Of Employee
Department of Operations 5 (East Java-Kalimantan)	105
Department of Operations 6 (Sulawesi-Maluku)	39
Department of Operations 7 (Nusa Tenggara-Papua)	27
Total	171

The sample is taken using the Slovin formula, from 171 people in total population, the value determined as a sample with a 5% margin of error is 120 people with the following composition:

**Table 2** Proportional stratification sample

Stratification	Population Members	Percentage (%)	Proportional Sample
1	2	3	4=(3x120)
Department of Operations 5 (East Java-Kalimantan)	105	61%	74
Department of Operations 6 (Sulawesi-Maluku)	39	23%	27
Department of Operations 7 (Nusa Tenggara-Papua)	27	16%	19
Total	171	100%	120

### Method of collecting data

The data was collected using an instrument in the form of a questionnaire with questions that have been designed structurally based on the theoretical theory described in the Literature Review Chapter. In addition to being structured, the data collection method is carried out openly, where respondents get information about the objectives of this study in order to provide answers that are in accordance with the research objectives and do not deviate which can result in biased research results due to the mismatch of the data obtained.

The distribution of questionnaires is carried out in the form of a google form so that it will make the input process more efficient, the distribution of google forms to selected respondents is done through the WhatsApp chat application, in collaboration with employees at the Human Resources unit at each selected research location.

### **Data analysis method**

To test the quality of the data, the validity and reliability tests were carried out in which the researcher chose the application of analysis using Path Analysis using SPSS 26 software. The data validity test was used to measure whether an item in the questionnaire was valid or not.

Reliability test is a tool to measure the consistency of a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be realistic or reliable if someone's answer to a question is consistent or stable over time. A variable is said to be relevant if it provides a Cronbach alpha value  $\geq 0.60$ .

## **EMPIRICAL RESULT**

### **Data Description**

The research data that was collected after the distribution of the questionnaire link made on the google form platform via the whatsapp messenger application, from 171 questionnaire links that were distributed and given a time limit of 2 (two) weeks of filling time because considering the intensity of the respondents' busyness, only 152 people gave responses to the questionnaire link.

### **Research result**

#### **Validity and Reliability Test**

From the validity test conducted on 15 question items for variable X (organizational justice), the results found 9 items with strong validity categories (X2, X6, X8, X10, X11, X12, X13, X14 and X15), 4 question items with categories sufficient validity (X1, X3, X5 and X9), 2 question items with weak validity categories (X4 and X7). The validity test was carried out on 15 items of variable question M1 (job satisfaction), the results found 8 items with strong validity categories (M1.2, M1.3, M1.4, M1.5, M1.8, M1.12, M1.13, and M1.15), 6 question items with sufficient validity categories (M1.1, M1.6, M1.7, M1.9, M1.10 and M1.15), 1 question item with the validity category weak (M1.11). The validity test was carried out on 15 items of M2 variable (OCB) questions, the results found 7 items with strong validity categories (M2.1, M2.2, M2.4, M2.12, M2.13, M2.14 and M2.15), 7 question items with sufficient validity categories (M2.5, M2.6, M2.7, M2.8, M2.9, M2.10 and M2.11), 1 question item with a very strong validity category (M2.3). The validity test was carried out on 15 question items with variable Y (employee commitment), the results found 4 items with strong validity categories (Y2, Y3, Y5 and Y14), 5 question items with sufficient validity categories (Y1, Y4, Y6, Y7 and Y11), 1 question item with a very strong validity category (Y8), 2 question items with a weak category (Y9 and Y15), and 3 question items with a very weak category (Y10, Y12 and Y13).

The results of the reliability test led to the Cronbach's Alpha value of 0.942, so it can be said that the variable items of this study fall into the good reliability category as shown in the table below:

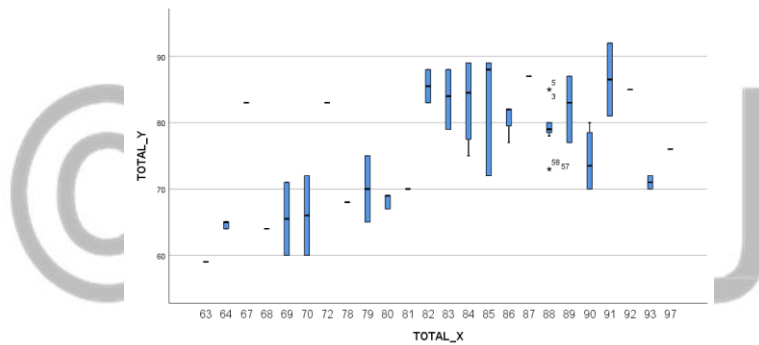
**Table 5.2.5** Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.942	4

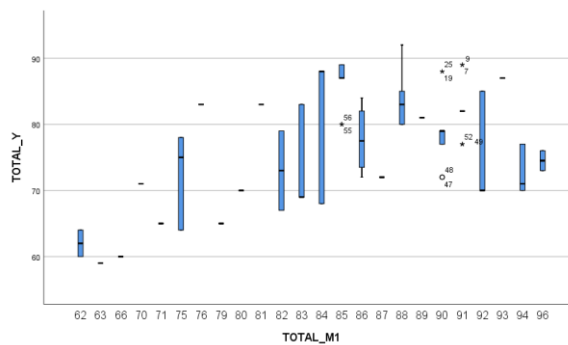
**Normality Test**

The normality test is carried out to test whether in a regression model, an independent variable and the dependent variable or both have a normal or abnormal distribution. If a variable is not normally distributed, the results of statistical tests will decrease. The results of data processing using the help of the SPSS v26 program show that there is data that is not normal so it is recommended to be excluded from the research model as shown in the following figure:

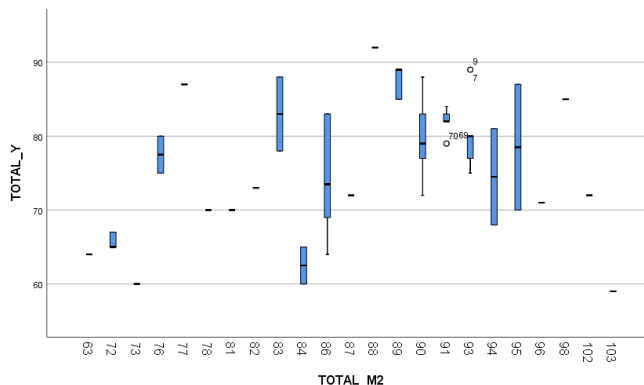
**Figure 1** Boxplots X to Y



**Figure 2** Boxplots M1 to Y

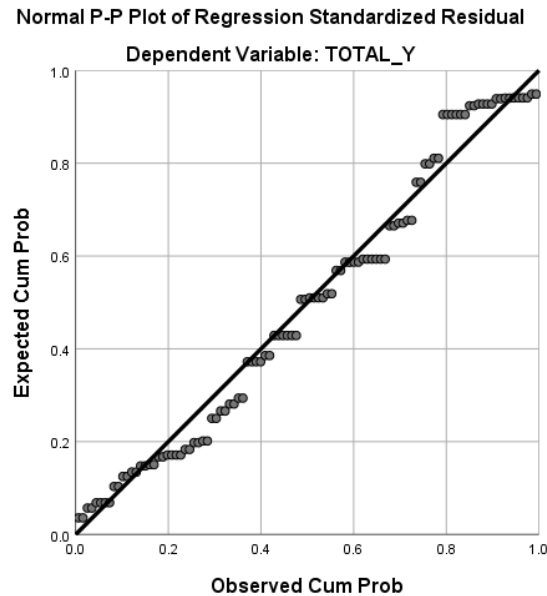


**Figure 3** Boxplots M2 to Y



After removing the data that is not normally distributed, the normality of the data will be seen through the graph method, namely the dots spread around the line and follow the diagonal line as shown below:

**Figure 4** Normal P-Plot of Regression Standardized Residual



### Path Analysis Result

#### Direct Effect

To see the direct effect of the variables for each path, it can be seen from the following structural equation:

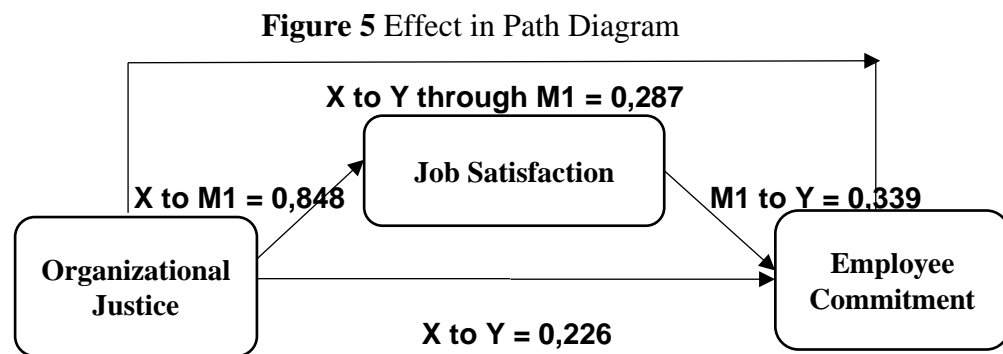
1. The direct effect of variable X (Organizational Justice) on the variable M1 (Job Satisfaction) is the value of Standardized Coefficient Beta X on M1, that is 0.848.
2. The direct effect of variable X (Organizational Justice) on variable Y (Employee Commitment) is the value of Standardized Coefficient Beta X on Y, that is 0.226.
3. The direct effect of variable M1 (Job Satisfaction) on variable Y (Employee Commitment) is the value of Standardized Coefficient Beta M1 on Y, that is 0.339.

#### Indirect Effect

To see the indirect effect of the variables for each path, it can be seen from the following structural equation:

The effect of X-M1-Y =  $(0.848 \times 0.339) = 0.287$ , this value is higher than 0.226 which is the value of the direct effect of variable X on variable Y, thus H0 is rejected and H7 is accepted, so it can be said that organizational justice through variable mediation Job satisfaction has a positive and significant effect on employee commitment.

From the explanation of the results of the data analysis above, it can be stated in the form of the image below:



## DISCUSSION

### Effect of Organizational Justice on Employee Commitment

Based on the results of the path analysis, organizational justice has a significant positive effect on employee commitment with a beta value of 0.226 (22.6%). It can be explained that each increase in the organizational justice variable by one unit will have an effect on the increase in the employee commitment variable by 22.6%. The results of this study support the research conducted by Anggraeni tri rejeki (2015), showing that organizational justice has a significant effect on organizational commitment.

According to Robbins (2008), organizational commitment is the level to which an employee sides with an organization and its goals and desires to maintain membership in the organization. Whereas Justice is a balance between the input that an individual brings into a job with the results he gets from that job (Simamora, 2009: 451).

Employees or members of the organization will commit to the company or organization if they feel that their goals and desires are in line with the organization, so that the work results and income earned need to be balanced both by the employee and by the organization.

### The Influence of Organizational Justice on Employee Commitment through mediation of Job Satisfaction

Based on the results of path analysis, organizational justice has a positive effect on employee commitment through mediating job satisfaction significantly with a beta value of 0.287 (28.7%), greater than the direct effect of organizational justice on employee commitment. Then it can be explained that every increase in the work motivation variable by one unit will have an effect on the increase in the work loyalty variable by 28.7%.

The results of this study are in line with previous research by Anggraeni tri rejeki (2015) Emdy Mahardika Putra and I Made Artha W (2015) and Sentot Kristanto (2013) which concluded that organizational justice has a positive and significant effect on employee satisfaction. This means that the higher the organizational justice they feel, the higher their satisfaction at work, thereby



increasing employee commitment. So that organizations need to consider job satisfaction as an important aspect in maintaining employee commitment. If there is a decrease in job satisfaction, it is possible that the employee's commitment to continue working in the organization will also decrease. Of course, decreased employee commitment will have an impact on the level of achievement of organizational performance.

## CONCLUSION

Organizational justice and job satisfaction are two variables that have a positive and significant effect on organizational member commitment. Based on the results of this study, the effect of organizational justice on employee commitment through mediation of job satisfaction has a greater value than the direct effect of organizational justice on employee commitment. It can be said that the more satisfied an employee is, the more committed the employee will be to the organization, this illustrates that organizational justice has been going well.

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