



Analysis of Employee Empowerment, Organizational Commitment and Organizational Justice to Employee Job Satisfaction at Kardinah General Hospital of Tegal City

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Abstract. Job satisfaction is what is needed by every employee as a person's feelings towards work as a result of low job satisfaction can lead to low performance. To create job satisfaction itself there are several factors in it, such as employee empowerment, organizational commitment, organizational justice. This research aims to look at the impact of employee empowerment, organizational commitment and organizational fairness on employee job satisfaction. The total population of the research amounted to 947 respondents and with probability sampling techniques, stratified random sampling proportionally obtained by 95 respondents based on work units. Requirements are determined by a tenure of more than 1–15 years, and the level of education of respondents ranging from high school to master's degree. The study's technical test data includes validity and reliability testing, classical assumption tests, multiple regression analysis tests, t tests and F tests to test and prove research hypotheses. The data was collected by distributing questionnaires with 72 item statements on a 5-point Likert Scale. Analytical technique used is multiple linear regression analysis. Data is processed using analytical techniques with the help of statistical packages for the social sciences (SPSS). Based on the results of the analysis, it was found that the variables of employee empowerment, organizational commitment, organizational fairness have a significant and positive on employee job satisfaction at Kardinah Hospital in Tegal City. The level higher of employee empowerment, organizational commitment, and perceived organizational fairness, the higher job satisfaction with the organization, according to these findings by providing a sense of justice, appreciation, and empowerment of employees, so that job satisfaction grows and they remain with the organization.

Keywords: Employee empowerment · Organizational commitment · Organizational fairness · Job satisfaction

1 Introduction

Job satisfaction is a crucial behavioral target in Human Resources (HR) management, because it will directly or indirectly affect employee performance. Job satisfaction is a manifestation of employee perceptions which are reflected in attitudes and focused on behavior towards work. Positive feelings towards one's work are known as one's job satisfaction with work which is the result of an assessment of its characteristics [1]. Wexley and Yukl [2], Scheermenhorn et al. [3], and Porter [4] in Sarianti, that job satisfaction is the degree of a person's feelings, both positive and negative towards his work [5]. Kardinah Hospital is one of the hospitals in Tegal City that tries to prioritize public services with LEKON-TANGI (Online Kardinah Hospital Emergency Service-Quick Come and Handle). Kardinah Hospital Tegal City presents innovations in handling pre-hospital medical emergencies, namely handling before patients enter the Emergency Room (IGD), at home, office, school, highway, tourist attraction and so on. The goal is to increase the quality of public services by Kardinah Hospital, and increase the level of public confidence in emergency services/pre-hospital emergency. Hospital success is strongly influenced by performance and job satisfaction [6]. Satisfaction is a representation of the quality of service provided by the hospital to its patients [7]. Job satisfaction is of work as a result of character assessment [8]. So the job satisfaction of employees is a manifestation of the perception that is reflected in attitudes and focuses on employee behavior towards work activities. Employee feelings and satisfaction affect the development of routine interaction patterns, through behavior that can be achieved organizational effectiveness [9]. Many factors influence employee job satisfaction, including employee empowerment, organizational commitment, and organizational fairness. Empowerment is important and has a significant impact on job satisfaction for employees. Organizational commitment as a personal cognitive employee, emotionality, and behavior that leads to organizational goals [10]. Building employee organizational commitment is not easy and takes a long time. Organizational commitment can be achieved if there is trust in the organization. In addition, organizational justice is said to be treatment, and actions that employees receive regardless of position [11]. Organizational fairness is concerned with employees' perceptions of whether they have been treated fairly at work or vice versa. Employees' perceptions of how they are treated fairly and fairly in their organizations, as well as how these perspectives affect organizational outcomes such as employee commitment and job satisfaction, are referred to as organizational fairness. Novelty of this research is empirical research on the impact of employee. The aims of this research to assess the level the level of job satisfaction among Kardinah Hospital employees in Tegal City, to determine the factors that have an impact employee job satisfaction, and to identify factors that contribute to increased employee satisfaction.

2 Methodology

The type of research used in this research is quantitative research. This study also uses descriptive quantitative research methods, which is a study that presents data and explains systematically what is happening in an organization which can change over time according to circumstances and then analyzes based on existing theory. This study employs a

descriptive research design along with a survey method. Research using primary data and secondary data. Secondary data was gathered from published papers, books, scientific studies, and webpages that were publicly available. The population in this research all employees/medical and non-medical personnel at Kardinah Hospital, Tegal City, amounting to 947 people, which were divided into 3 parts, namely 528 medical personnel, 149 medical support personnel, and 275 non-medical personnel. Furthermore, using probability sampling technique, with proportional stratified random sampling obtained 95 respondents, with a working period of more than 1 to more than 15 years, and the education level of respondents ranging from high school to master's degree (see Table 1).

Before being tested to respondents, questionnaires tested validity and rehabilitation on employees outside Kardinah Hospital. It is further tested with classical assumptions. The research site at Kardinah Hospital, Tegal City, was selected to collect primary data and researchers visited each medical/non-medical personnel to gather information about the variables studied. The data was analyzed and tabulated descriptive and inferential after collecting all of the necessary information. There is also this study using a Likert Scale in answering the statements in the research questionnaire. The Likert scale is implemented to measure opinions, attitudes, perceptions of a person or group of people about social phenomena [12]. The Likert scale used is a 5 scale with categories, namely: Strongly Disagree (STS): Score: 1 Disagree: 2, Neutral: 3, Agree: 4, Strongly Agree: 5. The data is processed using analytical techniques with the help of the statistical package (SPSS). While the reliability testing criteria is carried out by looking at

Table 1. Respondent data

No	Employees/Position	Number of Population	Number of Sample
1	Medical Personnel	72	7
2	Clinical Psychology	1	1
3	Nursing	365	34
4	Midwifery	74	7
5	Pharmacist	69	6
6	Case Staff	4	2
7	Environmental Health Worker	6	2
8	Dental Worker (Nutritionist)	8	2
9	Physical Therapist (Akfis, Aot)	4	2
10	Medical Technicians (RM, D3 Lab, Kardiovaskir)	24	2
11	Biomedical Engineering Personnel	37	3
12	Structure Force	13	2
13	Non-Medical/Non-Health Personnel	270	25
	Total	947	95

the Conbarch's Alpha coefficient which aims to show the extent to which a measurement result. The reliability test method using Cronbach's Alpha was processed using SPSS software. Cronbach's Alpha which is quite acceptable (acceptable/reliable) is a minimum of 0.60. There are four types of variables in this research, namely employee empowerment (independent), organizational commitment (independent), organizational justice (independent) and job satisfaction (dependent). The three variables were measured using an interval scale. The statement items from each variable were adopted from: employee empowerment measured using 4 dimensions and 13 statement items regarding employee empowerment adopted from Spreitzer in Ari Fadzilah [13]; organizational commitment is measured using 3 dimensions and 18 statement items regarding organizational commitment adopted from Meyer and Allen in Robbins [14]; organizational justice is measured using 4 dimensions and 20 statement items regarding organizational justice adopted from Niehoff and Moorman [15]; job satisfaction is measured using 4 dimensions and 21 statement items regarding job satisfaction adopted from Donnelly [16]; Fichter and Cipolla [17]. The dimensions of research variables can be seen in Table 2.

Table 2. Dimensions of research variables

No	Variable	Sub Variable
1	Employee Empowerment (X1); Spreitzer in Ari Fadzilah [13]	Sense of meaning
		Sense of competence or self-efficacy
		Sense of self-determination
		Sense of impact
2	Organizational Commitment (X2); Meyer and Allen in Robbins [14]	Affective Commitment
		Continuance Commitment
		Normative Commitment
3	Organizational Justice (X3); Niehoff and Moorman [15]	Distributive justice
		Procedural justice
		Interactional justice
		Informational justice
4	Job Satisfaction (Y) Donnelly [16]; Fichter and Cipolla [17]	The work itself
		Salary received by employees (salary)
		The opportunity to be given a promotion at work (opportunity for promotion)
		Bosses and coworkers (supervisors and coworkers)

2.1 Data Analysis Techniques

There are three classical assumption tests to variables. This study uses the homepage regression test. Multiple regression test was used to measure the strength of the influence of the independent variable on the dependent variable [18].

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

3 Results and Discussion

3.1 Research Results

The data in Table 3, with a significance value below 0.05, its means that the data has a significant difference with the standard normal data, meaning that the data is normally distributed.

Table 4 shows that the tolerance value is greater than 0.10 and the VIF value for each variable is less than 10, so it can be concluded that there are no symptoms of multicollinearity between the independent in the regression model equation used.

3.1.1 Heteroscedastisity Test

See the results of the heteroscedastisity can be seen in Fig. 1.

3.1.2 Multiple Regression Analysis

The results of the interpretation of the regression model in Table 5 is as follows. The value coefficient value of the employee empowerment (X₁), of 0.575, indicates that

Table 3. Normality test result

	Empowerment Employee (X ₁)	Justice Organization (X ₂)	Commitment Organization (X ₃)	Satisfaction Work (Y)
Kolmogorov-Smirnov Z	1.066	.892	1.084	1.305
Asymp. Sig. (2-tailed)	.206	.404	.190	.066

Table 4. Multicollinearity test results

Variable	Tolerance	VIF	Conclusion
Empowerment Employee (X ₁)	.875	1.143	Multicolinerity Free
Justice Organization (X ₂)	.852	1.174	
Commitment Organization (X ₃)	.854	1.172	

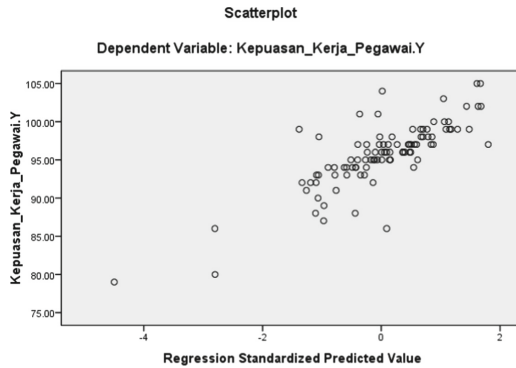


Fig. 1. Heteroscedastisity test results.

Table 5. Multiple Regression Analysis

Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	35.980	4.706	7.646	.000
	(Employee Empowerment)	.575	.073	7.901	.000
	(Organizational Commitment)	.171	.039	4.365	.000
	(Organizational Fairness)	.215	.054	3.977	.000

Table 6. Correlation coefficient test results and coefficient of determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
.807a	.651	.639	2.66890

if the employee empowerment variable (β_1) increases by one unit, it will result in an increase in job satisfaction of 0.575 with the assumption that other variables are constant. The value of the organizational commitment coefficients (X_2), of 0.171 means that if the organizational commitment variable (β_2) increases by one unit, it will result in an increase in job satisfaction of 0.171 with the assumption that other variables are constant. The coefficient which means that if the organizational justice coefficient (X_3) of 0.215 indicates that if the organizational justice variable (β_3) increases by one unit, it will result in an increase in job satisfaction of 0.215 assuming other variables are constant.

3.1.3 Analysis of Correlation Coefficient (R) and Coefficient of Determination (R²)

The results of the correlation coefficient test and the coefficient of determination can be seen in Table 6.

Table 7. t test results

	Model Anova	T	Sig.
1	(Employee Empowerment)	7.646	.000
	(Organizational Commitment)	7.901	.000
	(Organizational Fairness)	4.365	.000
	(Employee Empowerment)	3.977	.000

Table 8. F test results

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1207.343	3	402.448	56.500	.000
Residual	648.193	91	7.123		
Total	1855.537	94			

The point of the correlation coefficient (R) means how closely the relationship between variable (employee empowerment (X_1), organizational commitment (X_2), and organizational justice (X_3)) and the dependent (job satisfaction (Y)), the value of R Square is 0.651, which means that 65.10% job satisfaction can be explained by the variables of employee empowerment (X_1), organizational commitment (X_2), and organizational justice (X_3), while the remaining 34.90% is influenced by variables other than the model studied.

3.2 Hypothesis Testing

With the problem formulation and research hypothesis proposed in previous section, it can be explained that the variables that affect job satisfaction are employee empowerment (X_1), organizational commitment (X_2), and organizational justice (X_3) (see Table 7).

The point of significance of independent variables on the t-test is 0.000 or <0.05 . This indicates that H_0 is rejected and H_1 is accepted. Thus, all free variables partially have a significant effect on job satisfaction in employees at Kardinah Hospital.

Based on Table 8, the magnitude of the significance value is 0.000 or <0.05 . This shows that H_0 is rejected and H_1 is accepted, meaning that the independent variables simultaneously have a significant effect on employee job satisfaction at Kardinah Hospital.

3.3 Discussion of Research Results

Employee empowerment has a significant impact on job satisfaction, according to the findings. The t-test analysis resulted in a significance as 0.000 for employee empowerment, which is smaller than $= 0.05$ (0.000 0.05). Furthermore, the results of the regression analysis with the regression coefficient value of the employee empowerment

variable indicate that employee empowerment has a positive effect on job satisfaction. This means that the higher the employee empowerment variable, the employee's job satisfaction also increases, so it can be assumed that high employee empowerment will increase employee satisfaction and encourage them to stay in the company. The results showed that there was a significant effect between organizational commitment and job satisfaction. The results of the t-test analysis obtained a significance value of t organizational commitment of 0.000, smaller than $= 0.05$ ($0.000 < 0.05$). In addition, the results of multiple linear regression analysis with the regression coefficient value of the organizational commitment variable indicate that the effect of organizational commitment on job satisfaction is positive. This means that if the organizational commitment variable is increased, then employee job satisfaction will increase, so it can be assumed that high organizational commitment will be able to increase the level of employee satisfaction to stay working in the organization. The findings revealed that organizational justice has a significant impact on job satisfaction. The t test analysis yielded a significant level value of 0.000 for t organizational justice, which is less than $= 0.05$ ($0.000 < 0.05$). Furthermore, the results of regression analysis using the organizational justice variable's regression coefficient value indicate that organizational justice has a positive effect on job satisfaction. Means that if the organizational justice variable is increased, the employee's job satisfaction will increase, so it can be assumed that high organizational justice will be able to increase the level of employee satisfaction to continue working in the organization. The research was conducted in a short time span, where the researcher could not expand the research.

4 Conclusion

Variable X_1 has a significant positive effect on job satisfaction at Kardinah Hospital. The X_2 variable has a significant positive effect on employee job satisfaction at Kardinah Hospital. The X_3 variable has a significant positive effect on job satisfaction of Kardinah Hospital employees. Based on the research results and conclusions regarding the effect of employee empowerment, organizational commitment and organizational justice on job satisfaction on employee job satisfaction at Kardinah Hospital, suggestions that can be given to Kardinah Hospital are as follows. On the employee job satisfaction variable, job satisfaction is a positive and negative assessment of an individual towards his place of work. Therefore, the Kardinah Hospital must be able to maintain and maintain the job satisfaction of its employees. This can be done by meeting the needs of employees by paying attention to every employee's aspirations, for example being flexible in providing work leave opportunities, more decent salaries and incentives, health service facilities, promotion of job opportunities based on competence and years of service, salary, etc. In the employee empowerment variable, employee empowerment is related to trust between employees and the organization. This factor is also the most dominant influencing employee satisfaction to stay in the organization. For this reason, the Kardinah Hospital, must realize that employee empowerment is an organizational governance management, especially human resources which is very important. That the development of the hospital will depend on the competence of its employees in working to serve stakeholders. On the variable of organizational justice is related to the subjective

perception of individuals on the treatment they receive compared to other employees around them. This factor also affects employee satisfaction to stay in the organization. For this reason, the Kardinah Hospital must treat all medical or non-medical employees/employees the same when working, such as in terms of giving rewards, procedures and social interactions. On the organizational commitment variable, organizational commitment is related to the psychological contract of the level of loyalty felt by employees to the organization. For this reason, the Kardinah Hospital must be able to maintain and maintain the commitments. Efforts to increase commitments are to build trust between management and employees, by providing information evenly, hospitals must also treat all employees fairly. In addition, it is necessary to keep the commitments that have been made in a particular meeting forum.

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