

THE EFFECT OF ORGANIZATIONAL FAIRNESS AND JOB CHARACTERISTICS ON EMPLOYEE ATTACHMENT

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Abstract

The purpose of this study is to determine the Effect of Organizational Justice and Job Characteristics on Employee Attachment to PT. Ching Luh Indonesia, either partially or simultaneously at PT. Ching Luh Indonesia. This study used associative method with quantitative approach. A lot of sampling was 78 people. Descriptive data analysis techniques are used to determine the picture of respondents' answer responses and data distribution, while inferential statistical analysis is for hypothesis testing. Data processing is assisted by Microsoft excel and SPSS software version 25. Based on the correlation test of Organizational Fairness (X1), and Job Characteristics (X2) with Employee Attachment (Y) have a strong relationship. Organizational Fairness and Job Characteristics can project Organizational Fairness with a positive influence, this can be seen from the equation $Y = 2.881 + 0.622X1 + 0.304X2$ which means that the higher or increased the Employee Attachment. Organizational Fairness and Job Characteristics contributed 55.30% while the remaining 44.70% was influenced by other variables classified in epsilon, namely other factors that affect Employee Attachment but were not careful in this study.

Keywords: Organizational Fairness, Job Characteristics, Employee Attachment

1. Introduction

Human resource management (HRM) is responsible for the activities of the organization. Human resource management is an effort in dealing with various problems in everything related to employees, workers, managers and all workers who support all activities of an organization, to achieve the goals that have been targeted by the company.

One of the human resources desired by a company or organization to achieve its goals is through employee attachment. Employee attachment is an important thing for every employee at work. Without attachment, employees will feel bored at work, then will feel tired both physically and mentally at work, therefore companies need strategies that increase employee attachment.

In other words, employee attachment is a positive concept or action that reflects an individual characterized by passion, dedication, and a strong passion for working within the company. Employees who are involved in certain activities in their company will feel themselves needed and have an important role in the company because of the psychological and physical support so that they are truly related to their work. Indirectly reflects the fact that a healthy environment and self-motivation will improve one's performance at work which automatically greatly affects employee engagement in the

company. This is in accordance with the indicators that represent it, namely Vigor, Dedication and Absorption according to Schaufeli, Bakker, and Salanova (2014) in Karlina, Kusniawati, and Herlina (2019): namely (1) Vigor, a person's enthusiasm for his work with his courage and enthusiasm to try earnestly in completing work and not easily tired in doing work. (2) Dedication, a strong commitment to work shown through work interest and pride when doing work. (3) Absorption, refers to the focus and overall, in work, feeling happy and liking the work that makes time seem fleeting while working.

Factors that affect employee attachment based on research conducted by Nuryaman and Dewi (2021) Organizational Justice and Job Characteristics. Meanwhile, what is done by Dewantara and Wulanyani (2019) that affects employee satisfaction is Job Satisfaction and Organizational Fairness. Then the research conducted by Putra and Raharso (2019) that affects employee attachment is the characteristics of work. Then the research conducted by Montori, Adolfini, and Dotulong (2019) that affects employee attachment is Organizational Support, Job Characteristics and Career Development and research conducted by Anggaraini, Nainggolan, Muslikah (2020) that affects employee attachment is Organizational Justice.

The first factor thought to influence employee engagement is organizational fairness which can be interpreted as a degree to which an individual feels treated equally within the organization or company (Gibson et al, 2012) When employees believe they are being treated fairly by the company by increasing its performance, which leads to the emergence of a sense of attachment to an organization.

The second factor that is thought to affect employee attachment is that job characteristics are the nature of employee duties which include types of duties, responsibilities, and levels of satisfaction obtained from the characteristics of the job itself (Stoner and Freeman in Sumarsono, 2014). When employees receive many different jobs in an organization, employees will not feel bored in doing work and will eventually have an attachment to the company or organization. This assumption is supported by previous research conducted by (Rai & Maheswari, 2020) which showed a significant relationship between job characteristics and employee attachment.

2. Theoretical Background

2.1 Organizational Fairness

According to Greenberg, (1990) in Lestiyanie & Yanuar (2019), organizational justice as a concept that expresses workers' perceptions regarding how much their existence is needed in the company and their perceptions in contributing to company results. Tabibnia, Satpute, & Lieberman, (2008), argue that organizational justice includes issues related to the perception of reward justice, having the same opportunity to get a chance of promotion accompanied by appropriate selection procedures.

Gibson, Donnelly, Ivancevich, and Konopaske (2012) define organizational justice as the degree to which an individual feels treated equally in the organization he or she works for. Another definition says that organizational fairness is a person's fair perception of decisions taken by his superiors (Colquitt, Jeffery, and Michael, 2013). According to Kreitner and Kinicki (2010), organizational fairness describes the extent to which people feel that they are treated fairly in the workplace.

2.2 Job Characteristics

Irawati (2021) explained that the theory of job characteristics is closely related to the task itself which is the key that can motivate employees. Boring and monotonous work hinders motivation to work well. Conversely, challenging work increases motivation.

The characteristics of work according to Purwaningsih (2008) are different characteristics between one type of work and another that are specific and are the core of work that contain traits that exist in all jobs and are felt by workers so as to affect work behavior towards their work.

2.3 Employee Attachment

According to Kahn (1990), employee attachment is individuals who are able to express themselves physically, cognitively, and emotionally while carrying out their work-related tasks. According to Federman (2009), employee attachment is measured by the degree to which individuals are committed to a company and the impact of that commitment on individual performance. Schaufeli et al. (2002) describe employee attachment into three dimensions, namely vigor, dedication, dan absorption.

Employee attachment can be interpreted by the desire and ability of employees to play an active role in every job for the sustainable success of the company. So employee engagement can be seen as workplace attachment designed to ensure that employees are motivated to contribute to the success of the organization and also commitment to their organizational goals and seirig it can also increase their sense of well-being (Goswami & Goswami, 2021).

3. Methods

3.1 Population and Sample

The population in this study is PT. Ching Luh Indonesia in the Assembling section of building B as many as 350 people. The sampling calculation uses the following Slovin formula is:

$$n = \frac{350}{1 + 350(0,1)^2} = \frac{350}{1 + 350(0,01)}$$
$$= \frac{350}{1 + 3,5} = \frac{350}{4,5} = 77,7 \approx 78$$

3.2 Data Collection Methods

The collection technique in this study used literature study techniques, interviews, observations, questionnaires.

4. Results and Discussion

4.1 Descriptive Statistics

Descriptive statistics are used to describe the characteristics of respondents' answers to statements in questionnaires given to respondents, so that the mode or score of respondents' answers that are often answered by respondents is known, the average value (mean) is known, and the minimum value or most score statement given by respondents.

Table 1. Statistics Descriptive

		Statistics									
		X1	X1	X1	X1	X1	X1	X1	X1	X1	X1
		1	2	3	4	5	6	7	8	9	10
N	Valid	78	78	78	78	78	78	78	78	78	78
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		3.47	3.41	3.41	3.29	3.47	3.56	3.36	3.40	3.38	3.35
											4
Mode		3	3	3	4	4	4	3	4	4	4
Std. Deviation		1.10	1.07	.986	1.02	1.07	1.00	1.10	1.04	1.07	1.159
Minimum		1	1	2	1	2	1	1	1	2	1
Maximum		5	5	5	5	5	5	5	5	5	5

Source: SPSS 25, 2023

4.2 Instrument Test

The results of validity testing consist of organizational fairness (X1), job characteristics (X2), employee attachment (Y). In this study the author used 30 respondents for trials, so that the sample of 28 $df = 30 - 2$ with a table r value of 0.361. It can be concluded that the entire question is valid.

4.3 Multiple Linear Regression Analysis

Table 2. Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	2.881	3.271		.881	.381
	Keadilan Organisasi	.622	.085	.596	7.281	.000
	Keterikatan karyawan	.304	.085	.288	3.516	.001

Source: SPSS 25, 2023

Based on the output of table 4.6 in Unstandardized Coefficients column B for the value of Constant (a) is 2.881 while the value of the coefficient of organizational fairness (b) is 0.622 and the coefficient of job characteristics (b) is 0.304 so that the regression equation can be written:

$$Y = 2,881 + 0,622X_1 + 0,304X_2 + e$$

The coefficient (b) is called the regression direction coefficient and expresses the change in the variable X as large as one unit. This change is an increase if b has a positive sign and a decrease if b has a negative sign. So that from the results of the equation in this study, it is translated that employee attachment in a fixed state or not is influenced by organizational justice and job characteristics, employee attachment conditions already have a value of 2.881, then after being influenced by organizational fairness with an increase of 1, it increases the value of employee attachment by 0.622 and from the variable job characteristics by 0.304 from every increase 1.

4.4 Test Coefficient of Determination (R²)

Table 3. Multiple Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.565	.553	3.462

Source: SPSS 25, 2023

The SPSS output in table 3 above obtained an Adjusted R Square value of 0.553 then multiplied by 100% according to the coefficient of determination test formula ($r^2 \times 100\%$) so that a result of 55.30% was obtained. Thus, the amount of contribution of organizational fairness and job characteristics to employee attachment is 55.30%, while the remaining 44.70% is influenced by other variables that are not studied.

4.5 Uji Hypothesis

4.5.1 F Test

Table 4. F Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1165.867	2	582.933	48.640	.000 ^b
	Residual	898.851	75	11.985		
	Total	2064.718	77			

Source: SPSS 25, 2023

Table 4 in column F obtained F_{calculate} of 48.640 greater than F_{table} 3.12 (f table attached) or by comparing probability values (sig. F change) = 0.000 < 0.05 then the decision is H_a accepted which means: There is a significant effect of Organizational Fairness and Job Characteristics together on Employee Attachment.

4.5.2 T test

Table 5. Test Results t

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.881	3.271		.881	.381
Keadilan Organisasi	.622	.085	.596	7.281	.000
Keterikatan karyawan	.304	.086	.288	3.516	.001

Source: SPSS 25, 2023

Based on ana's results, the regression in table 4.24 obtained a t value calculating organizational justice of 7.281 greater than t table 1.992 and a significance value of 0.000 below 0.05 and obtained a t value calculating job characteristics of 3.516 greater than t table 1.992 and a significance value of 0.000 less than 0.05. So that in conclusion there is a significant influence of Organizational Justice on Employee Attachment, and there is also a significant influence of Job Characteristics on Employee Attachment.

5. Conclusion

Based on the results of data analysis and discussions that have been carried out by researchers regarding organizational fairness and job characteristics on employee attachment to PT. Ching Luh Indonesia, then can be found some conclusions as follows:

- 1) The results of the organizational fairness hypothesis have a significant influence on employee agility. obtained t count 7.281 greater than t table 1.992 and significance value 0.000 below 0.05 at a 95% confidence interval so that it is interpreted that organizational fairness with the variable employee attachment (Y) has a significant influence on employee attachment.
- 2) The results of the job characteristics hypothesis obtained a t value calculating job characteristics of 3.516 greater than t table 1.992 and a significance value of 0.000 smaller than 0.05 at a 95% confidence interval so that the conclusion of job characteristics has a significant effect on employee attachment.

- 3) Organizational fairness and job characteristics contributed 55.30% while the remaining 44.70% was influenced by other variables classified in epsilon, namely other factors that affect employee attachment but were not studied in this study.

The results of the hypothesis significance test obtained a calculated F value of 48.640 greater than the table F of 3.12 and a probability value (sig. F change) = 0.000 < 0.05 which means that there is a significant effect of organizational fairness and job characteristics together on employee engagement.

Based on the results of the research, discussion and conclusions obtained, the suggestions that can be given are as follows:

- 1) Based on the results of the research, companies are advised to pay more attention to the fairness of the organization that exists in the company in the work they receive in accordance with the rewards.
- 2) Based on the results of research, job characteristics are very necessary in companies, especially to increase employee attachment. Job characteristics have a greater relative influence; therefore, it is necessary to improve job characteristics that are still considered low.
- 3) Based on the results of the company's research, it is recommended to be able to increase employee attachment, so that employee attachment owned by a worker will encourage him to work with the organization, so that this will make him willing to support progress in the organization.
- 4) Further researchers can develop this research by examining other factors that can affect employee attachment variables, such as employee motivation, work environment, leadership, discipline, to make it more varied. In addition, the researcher also suggested expanding the scope of research on the effect of organizational fairness and job characteristics on employee attachment used in this study.

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