

The Effect of Organizational Communication and Organizational Justice on Employee Job Satisfaction at Kapal Garden Hotel Malang

Defi Ratnasari^{1*}, Achmad Mohyi², Siti Nurhasanah

^{1,2,3} Management Department, Universitas Muhammadiyah Malang, Indonesia

Corresponding E-mail: ratnasaridefi11@gmail.com

Abstract

The purpose of this study was to determine the influence of organizational communication and organizational justice on employees' job satisfaction at Kapal Garden Hotel Malang. The population and sample on this study were all hotel employees totaling 30 people using a sampling technique, namely saturated sampling. Data collection techniques were using questionnaires and interviews. The data analysis method used was a scale range and multiple linear regression analysis. The results of this study indicated that the calculation of the organizational communication scale range showed good results, organizational justice shows fair results, and job satisfaction showed satisfactory results. The results of the regression analysis showed that organizational communication had a positive and significant effect on employees' job satisfaction. And organizational justice influenced positively and significantly towards employees' job satisfaction.

Keywords — *organizational communication, organizational justice, job satisfaction.*

Abstrak

Tujuan penelitian ini yaitu untuk mengetahui pengaruh komunikasi organisasi dan keadilan organisasi terhadap kepuasan kerja karyawan pada Kapal Garden Hotel Malang. Populasi dan sampel pada penelitian ini yaitu seluruh karyawan hotel berjumlah 30 orang dengan menggunakan teknik pengambilan sampel yaitu sampling jenuh. Teknik pengumpulan data dengan menggunakan kuesioner dan wawancara. Metode analisis data yang digunakan adalah rentang skala dan analisis regresi linier berganda. Hasil penelitian ini menunjukkan bahwa perhitungan rentang skala komunikasi organisasi menunjukkan hasil yang baik, keadilan organisasi menunjukkan hasil yang adil, dan kepuasan kerja menunjukkan hasil yang memuaskan. Hasil dari analisis regresi menunjukkan bahwa komunikasi organisasi berpengaruh secara positif dan signifikan terhadap kepuasan kerja karyawan. Dan keadilan organisasi berpengaruh secara positif dan signifikan terhadap kepuasan kerja karyawan.

Kata kunci: *Komunikasi Organisasi, Keadilan Organisasi, Kepuasan Kerja*

INTRODUCTION

Human resources are one of the important assets for companies that must be improved because humans have reason and minds and have a unique variety of behaviors. In addition, the existence of good quality human resource management will increase the efficiency and effectiveness of the organization at work. In the era of globalization, of course, there is a lot of competition. This causes

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Corresponding Email: ratnasaridefi11@gmail.com

companies to start adapting quickly so that the company can keep running and achieve the goals that have been planned. Job satisfaction is very important for company employees because if employees are satisfied with the company, employees will feel enthusiastic about work and have positive emotions so that they can improve their performance. Job satisfaction can be influenced by organizational communication and organizational justice so that employee satisfaction needs to be improved. Organizational communication is also important for companies because, with effective and easy-to-understand communication, employees can work optimally and create job satisfaction for the results they have done, employees will feel that they are given precise and clear information (Fuadiputra & Novianti, 2021; Novianti & Roz, 2020). Creating human resources that have good quality, a company must create good communication and be easy to understand. According to Septiadi and Supartha (2013) said that employees can provide and receive information properly so that it can increase the morale of each individual in the organization so that they can carry out the tasks assigned by the company to achieve the job satisfaction.

Organizational justice is also important for the company, because if the company is fair to all employees, then employees will feel satisfied and loyal to the company, where the perception of fair or unfair decisions made by the company will affect the behavior of the employees themselves, therefore organizational justice in The company must always be improved for employee satisfaction. Organizational justice influences job satisfaction where employees will feel satisfied when the company treats them fairly. According to Marta (2016), organizational justice is the treatment or action that all employees receive equally regardless of their job status or position and can be said to be fair if employees receive their rights following their contribution to the company. Meanwhile, according to Putra & Indrawati (2018) organizational justice is a measure of justice received by employees in decision making including managerial decision making and statements regarding individual perceptions of justice within the organization.

This research was conducted at the Kapal Garden Hotel Malang which is located on Jl. Raya Mulyoagung No. 188 Dau Sengkaling, Malang district, East Java 65151. There are several phenomena related to job satisfaction, namely hotel employees are satisfied with their work environment, the attitude of their superiors, and their co-workers. Because the working environment in the company is comfortable, then the superior's attitude is fair and open management towards employees and superiors don't make decisions that burden their employees, as well as good co-workers and can be invited to work together. While things that do not make employees feel satisfied are communication, lack of promotion for employees, and salaries. Where when doing their work there is still a lot of miscommunication, such as the many channels that must be passed, for example, such as information from the manager to employees because they still have to go through several section heads so that the possibility of changing information is greater, lack of promotion for employees and employees are also not satisfied with the salary given, because the salary given by the company is not commensurate with the work done.

LITERATURE REVIEW

According to Novianti & Roz (2020) job satisfaction is a person's attitude towards his work and shows the difference between the awards received by employees and the number of awards that employees should receive. Job satisfaction is an emotional attitude of someone who likes his job, because this attitude shows employee discipline, achievement, and work morale. In addition, according to (Heidari et al., 2012) employee job satisfaction is an attitude or positive emotional state of a person who is seen based on work experience and the employee's job assessment.

Gök et al., (2013) organizational communication is the sending and receiving of information in formal or informal organizations. Organizational communication is the activity of creating and exchanging messages that depend on each other to overcome organizational problems that are insecure or changing. Organizational communication is a flow of information, exchange of information, and transfer of meaning within an organization. Organizational justice is the treatment or action that all employees receive equally regardless of their job status or position and can be said to be fair if employees receive their rights following their contribution to the company. Organizational justice is a measure of justice received by employees in decision making including managerial decision making and statements regarding individual perceptions of justice within the organizations (Gök et al., 2013). In addition, organizational justice is a person's feeling or condition when he believes that the company where he works treats all employees fairly or equally. Then can be seen the concept of the research framework as shown below:

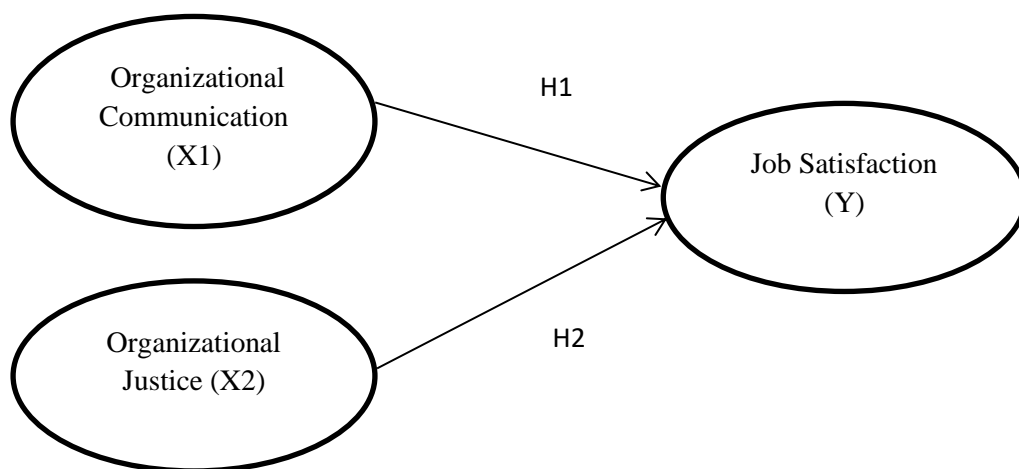


Figure 1. Conceptual Framework

RESEARCH METHODS

This research was conducted at the Ship Garden Hotel Malang. Which is located on Jl. Raya Mulyoagung No. 188 Dau Sengkaling, Malang district, East Java 65151. The type of research used in this research is the descriptive quantitative method. The population of this study is all employees of Kapal Garden Hotel Malang with 30 employees. The sample that will be used in this study is saturated sampling where the entire population of 30 employees is used for research. Data collection techniques were used in this study directly by using questionnaires and interviews. The data analysis technique used is a scale range and multiple linear regression analysis.

RESULTS AND DISCUSSION

The study was conducted to determine the influence of organizational communication (X1) and organizational justice (X2) variables on job satisfaction (Y) variables. Tests were carried out using statistical calculation assistant applications, namely SPSS and Microsoft Excel applications.

Table 1. Validity Test

Variable	Items	r _{count}	r _{table}	Information
Organizational Communication (X1)	X1.1	0.740	0.361	Valid
	X1.2	0.856	0.361	Valid
	X1.3	0.708	0.361	Valid
Organizational Justice (X2)	X2.1	0.714	0.361	Valid
	X2.2	0.649	0.361	Valid
	X2.3	0.805	0.361	Valid
	X2.4	0.785	0.361	Valid
	X2.5	0.596	0.361	Valid
Job Satisfaction (Y)	X2.6	0.646	0.361	Valid
	X2.7	0.725	0.361	Valid
	Y1	0.527	0.361	Valid
	Y2	0.370	0.361	Valid
	Y3	0.639	0.361	Valid
	Y4	0.697	0.361	Valid
	Y5	0.805	0.361	Valid
	Y6	0.763	0.361	Valid

A questionnaire is said to be reliable if the respondent's answer to the statement is stable. It is said to be reliable if the value of Cronbach's alpha is greater than 0.60. The results of the reliability of each variable can be seen in Table 2 below:

Table 2 Reliability Test

Variable	Cronbach's Alpha. value	Information	Information
Organizational Communication (X1)	0.649	>0.60	Reliable
Organizational Justice (X2)	0.830	>0.60	Reliable
Job Satisfaction (Y)	0.728	>0.60	Reliable

Based on table 2, it can be seen that the Cronbach alpha value of each variable is greater than 0.60. It shows that the value of the Cronbach alpha coefficient of the variables of organizational communication, organizational justice, and job satisfaction shows a reliable coefficient.

Table 3 Results of Multiple Linear Regression Analysis

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	3.411	2,740		1,245	.224
1 Organizational Communication	.793	.208	.464	3.817	.001
Organizational Justice	.380	.090	.514	4.229	.000

From the table above, it can be seen that the constant value or a value is 3.411 and for organizational communication is 0.793, while organizational justice is 0.380. So that the multiple linear regression equation can be obtained as follows:

$$Y = 3.411 + 0.793X1 + 0.380X2 + e \quad (1)$$

Table 7. T-Test Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.411	2,740		1,245	.224
1 Organizational Communication	.793	.208	.464	3.817	.001
Organizational Justice	.380	.090	.514	4.229	.000

The significant value of organizational communication (X1) is 0.001 with a significance level of 0.05. Which shows that 0.001 is smaller than 0.05. So that the results of the T-test show that the organizational communication variable (X1) has a positive and significant effect on job satisfaction (Y) for employees of Hotel Kapal Garden Malang. Based on the t-table is 2.048 and t-count 3.817. So the value of t-count is greater than t-table ($3.817 > 2.048$), then H0 is rejected and Ha is accepted. So it can be concluded that there is a partial significant effect between organizational communication (X1) on employee job satisfaction (Y). The significant value of organizational justice (X2) is 0.000 with a significance level of 0.05. This shows that 0.000 is smaller than 0.05. So that the results of the T-test show that the organizational justice variable (X2) has a positive and significant effect on job satisfaction (Y) for the employees of Hotel Kapal Garden Malang. Based on t-table 2,048 and t-count = 4.229. So the value of t-count is greater than t-table ($4.229 > 2.048$), then H0 is rejected and Ha is accepted. So it can be concluded that there is a partial significant effect of organizational justice (X2) on employee job satisfaction (Y).

Based on the results of the analysis of the organizational communication scale range for the employees of Hotel Kapal Garden Malang, it belongs to the good category. Especially on indicators with statements on how to communicate between employees and leaders through social media that have been set such as WhatsApp or email that can be relied upon to have the highest score, this shows that the quality of the media is done well because the information obtained is reliable from several social media. In addition, the indicator with the statement of disseminating information to colleagues according to facts, easy, and accountable has the lowest score, this shows that some employees are still lacking when disseminating or conveying information to their co-workers so that the information disseminated is less accurate. The results of the analysis of the organizational communication scale range for the employees of Hotel Kapal Garden Malang are classified in the fair category. However, the indicator of the interactional justice section with the statement of getting a fair promotion opportunity has the lowest score in the sufficient category. This shows that the level of promotion by superiors is quite fair because to get a promotion, employees must improve their abilities. In addition, the indicator of the distributive justice section with the statement that I received an award for responsibility has the highest score with most of the respondents answering agree. This shows that an award given to employees following their responsibilities is fair because employees can do work following the responsibilities that have been given by the company. Based on the results of the scale of the job satisfaction of hotel employees classified in the category of satisfied. Especially on indicators with statements of co-workers helping each other have the highest score with most respondents answering strongly agree. This shows that employees are satisfied with their co-workers because they help each other when their co-workers have problems or difficulties when doing their work. In addition, the indicator with the statement that it is easy to get a promotion has the lowest

score in the sufficient category, and most of the respondents answered disagree. This shows that to get a promotion employees must improve their abilities.

Based on the results of the multiple linear regression analysis that has been done, it shows that organizational communication has a positive effect on employee job satisfaction, so the higher the organizational communication, the higher the level of employee job satisfaction. In this study, a T-test has been carried out showing that organizational communication has a positive and significant effect on the job satisfaction of employees of Hotel Kapal Garden Malang. The findings of this study strengthen the findings of previous research conducted by Putri (2016) which concluded that organizational communication has a significant positive effect on job satisfaction. Likewise, it strengthens the findings of previous research conducted by Bakar and Mustaffa (2013) which concluded that organizational communication has a positive and significant effect on employee job satisfaction.

Based on the results of the multiple linear regression analysis that has been done, it shows that organizational justice has a positive effect on employee job satisfaction. Then in this study, a T-test was carried out showing that organizational justice had a positive and significant effect on job satisfaction of employees of Malang Garden Hotel Malang. The findings of this study strengthen the findings of previous research (Ghaziani et al., 2012) which concluded that organizational justice has a positive and significant effect on job satisfaction. Likewise, it strengthens the findings of previous research conducted by Murtaza (2011) which concluded that there is a positive and significant effect of organizational justice on employee job satisfaction. Based on the results of the comparison of multiple linear regression coefficients, it can be seen that organizational communication variables have the most influence on employee job satisfaction. This shows that organizational communication gives real meaning to job satisfaction because good communication will increase employee job satisfaction.

CONCLUSION

Based on the results of data analysis that has been done, it can be concluded that the calculation of the organizational communication scale range shows good results, organizational justice shows fair results, and job satisfaction shows satisfactory results. Organizational communication has a positive and significant effect on employee job satisfaction at Hotel Kapal Garden Malang. Organizational justice has a positive and significant effect on employee job satisfaction at Hotel Malang Garden Malang. Organizational communication has a greater influence on employee job satisfaction Kapal Garden Hotel Malang.

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