

**THE INFLUENCE OF JOB CHARACTERISTICS AND
PERCEIVED FAIRNESS TOWARD PSYCHOLOGICAL
EMPOWERMENT AMONG EMPLOYEES IN PT PERUSAHAAN
LISTRIK NEGARA, INDONESIA**

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By

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**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
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in Fulfillment of the Requirement for the Degree of MSc. Management**

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Abstrak

State-Owned Enterprises (SOE) memainkan peran penting terhadap ekonomi negara. Didalam perpindahan nyanyake pada persekitaran yang lebih kompetitif secara global, untuk dapat berjaya dalam mempertahankan keuntungan kompetitif dalam menyediakan perkhidmatan terhadap pelanggan, pekerja jama memainkan peran penting dalam sumbangannya terhadap kejayaan dan arise sebuah organisasi. Oleh kerana itu, organisasi harus dapat meningkatkan motivasi para pekerja jama. Pemberdayaan membawa manfaat baik terhadap karyawan dan upaya untuk organisasi itu sendiri. Dalam hal ini, para karyawan membawa manfaat kepada organisasi yang ingin mendapatkan keuntungan kompetitif melalui penyesuaian, respon yang tepat dan inovasi. Namun, hal ini membuat cabaran baru bagi organisasi untuk mereka bentuk semula persekitaran kerja mereka dan mempertimbangkan faktor-faktor keadilan agar dapat membina pekerja jadi berjaya. Oleh kerana itu, kajian ini bertujuan untuk meneliti pengaruh karakteristik pekerja jama dan keadilan terhadap pemberdayaan psikologis para pekerja di PT Perusahaan Listrik Negara (PLN), Indonesia. Kaedah ini dijalankan berdasarkan kriteria edah kuantitatif dan menggunakan soal seli dik sebagai alat untuk mengumpulkan data yang telah dibangun berdasarkan beberapa instrumen daripada kajian terdahulu. Analisis regresi sederhana dan bergantung pada teknik analisis hubungan dan pengaruh dari faktor-faktor karakteristik pekerja jama dan keadilan sebagai variabel bebas terhadap pemberdayaan psikologis. Melalui kajian ini, ditemukan beberapa faktor yang berpengaruh terhadap pemberdayaan psikologis. Penelitian ini diharapkan dapat memberikan kontribusi dalam aplikasi pemberdayaan pekerja jama dalam perspektif Indonesia dan untuk memberikan pengetahuan dan rekomendasi mengenai *State-Owned Enterprises* di Indonesia.

Kata kunci: *Pemberdayaan Psikologis, Karakteristik Pekerjaan, Keadilan, Gelagat Organisasi, State-Owned Enterprises.*

Abstract

State-Owned Enterprises play a central role in the national economy. As they have moved towards a more global and competitive environment, in order to be successful in sustaining the competitive advantages in providing service to customer, employees play an important role in contributing to the success of organization. Therefore, organization should be able to increase motivation of its employees. Empowerment brings benefits to both employees and organizations. Employees offer advantages to contemporary organizations wanting to gain competitive advantage through adaptability, rapid response and innovation. However, this creates new challenges to organization to redesign the work and to consider the fairness determinants in order to successfully empowered employees. Thus, the purpose of this research is to examine the influence of job characteristics and perceived fairness toward psychological empowerment among employees in PT Perusahaan Listrik Negara (PLN), Indonesia. This research is conducted based on quantitative method and questionnaire was established as the data collection tool based on several instruments adopted from previous research. Simple and multiple regression analysis were used to analyze the correlation as well as the influence of job characteristics and perceived fairness as independent variables toward psychological empowerment as dependent variable. This research found considerable evidence about the influence of job characteristics and perceived fairness toward psychological empowerment. Furthermore, this research has a high expectation on the study of empowering employees in Indonesia perspective to provide more knowledge and suggestions contribute to the Indonesian State-Owned Enterprises sector development as a foundation to be succeeded in facing more competitive business environment.

Keywords: Psychological Empowerment, Job Characteristics, Perceived Fairness, Organizational Behavior, State-Owned Enterprises.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter provides a comprehensive background to the research focusing on the research topic. Specifically, this chapter presents the background of the study, profile of the company, problem statement, followed by the research questions, research objectives, significant of the research, scope and limitation of the research, and finally the organization of the research.

1.2 Background of Study

Competing with employee importance and often unknown challenges, managers of organizations are anxious to know how to survive for future and stay competitive (Shah, 2011). As organizations face new challenges in today's fast-paced, high-tech, information-based competitive environments, they are forced to move toward more decentralized structure (Houghton & Yoho, 2005). Fried and Ferris (1987) found that the important role that human resource practices as selection or staffing and employee development programs might serve in improving the match between the job and the individual. Yukl and Becker (2006) believed that organization with formal structures and standardized rules will hinder empowerment, while decentralized structure will provide more opportunities for employees to take initiative in determining how to do the work. Moreover, effectively managing employees is very important to achieve the target and objective of organization. In other word, decentralized structure encourages employees to take greater responsibility for their own job tasks and work behaviors (Houghton & Yoho, 2005).

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