

**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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Abstrak

State-Owned Enterprises (*SOE*) memainkan peranan penting terhadap ekonomi negara. Didalam perpindahannya ke padapersekitaran yang lebih kompetitif secara global, untuk dapat berjaya dalam mempertahankan keuntungan kompetitif dalam menyediakan perkhidmatan terhadap pelanggan, pekerjamemainkan peranan penting dalam sumbangannya terhadap kejayaan dan kesejahteraan organisasi. Olehkeranaitu, organisasi harus dapat meningkatkan motivasi para pekerjanya. Pemberdayaan membawa manfaat baik terhadap karyawan mahupun terhadap 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 merekabentuk semula persekitaran kerja amereka dan mempertimbangkan faktor-faktor keadilan agar dapat membina pekerjadengan berjaya. Olehkeranaitu, kajian ini bertujuan untuk meneliti pengaruh karakteristik pekerjaan dan keadilan terhadap pemberdayaan psikologis para pekerja di PT Perusahaan Listrik Negara (PLN), Indonesia. Kaedah ini dijalankan berdasarkan kaedah kuantitatif dan menggunakan soalseli diksebagai alat untuk mengumpulkan data yang telah dibangunkan berdasarkan beberapa instrumen dari kajian terdahulu. Analisis regresi sederhana dan berganda telah digunakan untuk menganalisis hubungan dan pengaruh dari pada karakteristik pekerjaan dan keadilan sebagai variabel bebas terhadap pemberdayaan psikologis sebagai variabel terikat. Melalui kajian ini, ditemukan beberapa bukti mengenai pengaruh karakteristik pekerjaan dan keadilan terhadap pemberdayaan psikologi. Penelitian ini diharapkan dapat memberikan kontribusi dalam aplikasi pemberdayaan pekerjadalam 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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TABLE OF CONTENTS

Permission to Use	ii
Abstrak	iii
Abstract	iv
Acknowledgements	v
Table of Contents	vi
List of Tables	ix
List of Figures	x
CHAPTER 1: INTRODUCTION	1
1.1 Introduction	1
1.2 Background of Study	1
1.3 Profile of PT Perusahaan Listrik Negara, Indonesia	7
1.3.1 The Key Business Segments	7
1.3.2 Company Vision and Mission	9
1.3.3 Roadmap of PT Perusahaan Listrik Negara	9
1.4 Problem Statement	11
1.5 Research Questions	12
1.6 Research Objectives	13
1.7 Significance of the Research	13
1.8 Scope and Limitations of the Research	14
1.9 Organization of Study	14
1.10 Conclusion	15
CHAPTER 2: LITERATURE REVIEW	16
2.1 Introduction	16
2.2 Review of Related Literature	16
2.2.1 Psychological Empowerment	16
2.2.2 Job Characteristics	23
2.2.3 Perceived Fairness	26
2.3 Theories Related to the Research	31
2.3.1 Self-Efficacy Theory	31

2.3.2	Equity Theory	32
2.4	The Association between Job Characteristics and Psychological Empowerment	32
2.5	The Association between Perceived Fairness and Psychological Empowerment	36
2.6	Sample of Journal Reviews	40
2.7	Research Framework	45
2.8	Conclusion	46
CHAPTER 3: RESEARCH METHOD		49
3.1	Introduction	49
3.2	Research Design	49
3.2.1	Type of Study	49
3.2.2	Sources of Data	50
3.2.3	Unit of Analysis	50
3.2.4	Population Frame	51
3.2.5	Sample	53
3.3	Variables Operational Definition	54
3.4	Measurement of Variables	55
3.4.1	Job Characteristics	56
3.4.2	Perceived Fairness	56
3.4.3	Psychological Empowerment	57
3.5	Questionnaire Design	57
3.6	Pilot Study	59
3.7	Data Collection	63
3.8	Technique of Data Analysis	63
3.9	Conclusion	65
CHAPTER 4: RESULTS AND DISCUSSION		66
4.1	Introduction	66
4.2	Response Rate	66

4.3	Analysis of Respondents	67
4.3.1	Respondents' Gender	68
4.3.2	Respondents' Age	69
4.3.3	Respondents' Level of Education	71
4.3.4	Respondents' Job Position	72
4.3.5	Respondents' Tenure	73
4.3.6	Respondents' Current Work Shift	75
4.4	Regression Analysis	76
4.5	Comparison of Research Findings	88
4.6	Implication of the Research Findings	93
4.7	Conclusion	93
CHAPTER 5: CONCLUSION AND RECOMMENDATION		95
5.1	Introduction	95
5.2	Research Process Overview	95
5.3	Overview of Research Findings and Discussion	96
5.4	Summary of Research Findings	97
5.5	Recommendation	98
5.6	Conclusion	99
	References	103
	Appendices	111

LIST OF TABLES

Table 1.1	Key Business Segments of PLN	8
Table 2.1	Sample of Journal Reviews	41
Table 3.1	Sample Proportion	54
Table 3.2	Description of Questionnaire's Sections.....	58
Table 3.3	The Rules of Thumb for Cronbach's Alpha Coefficient Size	59
Table 3.4	Reliability Coefficient of Variables	59
Table 3.5	Corrected Item-Total Correlation Values.....	61
Table 3.6	Coefficient of Variables	62
Table 4.1	Response Rate	67
Table 4.2	Respondents' Gender	68
Table 4.3	Respondents' Age	69
Table 4.4	Respondents' Level of Education	71
Table 4.5	Respondents' Job Position	72
Table 4.6	Respondents' Tenure	73
Table 4.7	Respondents' Current Work Shift	75
Table 4.8	Coefficient Correlation	77
Table 4.9	Model Summary of Job Characteristics on Psychological Empowerment	77
Table 4.10	ANOVA of Job Characteristics on Psychological Empowerment	78
Table 4.11	Coefficients of Job Characteristics on Psychological Empowerment ..	79
Table 4.12	Model Summary of Perceived Fairness on Psychological Empowerment	80
Table 4.13	ANOVA of Perceived Fairness on Psychological Empowerment	81
Table 4.14	Coefficients of Perceived Fairness on Psychological Empowerment ..	82
Table 4.15	Model Summary of Job Characteristic and Perceived Fairness on Psychological Empowerment	83
Table 4.16	ANOVA of Job Characteristics and Perceived Fairness on Psychological Empowerment	84
Table 4.17	Coefficients of Job Characteristics and Perceived Fairness on Psychological Empowerment	85
Table 4.18	Comparison of Research Findings	89

LIST OF FIGURES

Figure 1.1	Company Logo of PLN	7
Figure 1.2	PLN's Roadmap	10
Figure 2.1	Theoretical Framework of the Research	46
Figure 3.1	Trend of Recruitment in PLN	51
Figure 3.2	Number of Employees at PLN Bandar Lampung	52
Figure 4.1	Respondents' Gender	69
Figure 4.2	Respondents' Age	70
Figure 4.3	Respondents' Level of Education.....	72
Figure 4.4	Respondents' Job Position	73
Figure 4.5	Respondents' Tenure	74
Figure 4.6	Respondents' Current Work Shift	76

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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