

# Pengaruh program coaching penilaian kinerja pada atasan terhadap peningkatan organizational justice dan kepuasan kerja pada bawahan di Head Office PT. XXY = Effect of performance appraisal's coaching program for supervisor to enhance organizational justice and job satisfaction toward subordinates at head office PT. XXY

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## Abstrak

Penelitian ini bertujuan untuk melihat pengaruh program coaching pada atasan terhadap peningkatan organizational justice dan kepuasan kerja pada bawahan PT. XXY. Karyawan mempersepsikan dirinya mendapat perlakuan yang fair di tempat kerja akan merasa lebih puas dengan pekerjaannya dan akan lebih termotivasi untuk bekerja dengan lebih baik. Penelitian terhadap 20 karyawan PT. XXY dengan alat ukur adaptasi dari organizational justice (Moorman, 1991) dan kepuasan kerja (Spector, 1997) menunjukkan ada pengaruh yang signifikan dari organizational justice terhadap kepuasan kerja yaitu sebesar 50,4% ( $\alpha=0.01$ ) Merujuk pada hasil tersebut maka dilakukan intervensi untuk meningkatkan organizational justice dan kepuasan kerja melalui program coaching penilaian kinerja pada perusahaan. Hasil intervensi menunjukkan bahwa terdapat perbedaan skor pada organizational justice dan kepuasan kerja saat sebelum dan sesudah intervensi. Dengan demikian maka organisasi perlu melakukan beberapa hal diantaranya penilaian kerja secara berkala, melakukan pembenahan terhadap beberapa sistem terkait reward, memberikan training terhadap karyawan.

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This study aims to see the effect of performance appraisal's coaching program for supervisor to enhance organizational justice and job satisfaction toward subordinates at head office of PT. XXY. Employees who perceived themselves as being treated fairly, will be more likely to be satisfied with their jobs and motivated to do well. Study of 20 employees of PT. XXY with an instrument adapted of organizational justice (Moorman, 1991) and job satisfaction (Spector, 1997) showed a significant effects of organizational justice on job satisfaction equal to 50.4% ( $\alpha = 0.01$ ). Furthermore, intervention is given to improve organizational justice and job satisfaction through the performance appraisal's coaching program. The results indicate that there are differences in intervention scores on organizational justice and job satisfaction before and after intervention. Thus, the organization needs to do several things including periodic performance appraisal, improve reward-related systems and providing training to employees.