

The Effect of Empowerment, Self-Efficacy, Procedural Justice, And Organizational Culture on Employee Job Satisfaction at Owabong Waterpark Purbalingga

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ABSTRACT

This study aims to analyze the influence of empowerment, self-efficacy, procedural justice, and organizational culture on employee job satisfaction at Owabong Waterpark Purbalingga. This study uses a quantitative approach. The population in this study consists of all permanent employees at Owabong Waterpark, totaling 120 people. This study employs a saturated sampling technique (total population sampling). Data analysis is conducted using SEM-PLS to determine the relationships among the variables. The results of the analysis indicate that the four variables empowerment, self-efficacy, procedural justice, and organizational culture – have a positive and significant influence on employee job satisfaction.

INTRODUCTION

Tourism is one of the strategic sectors that plays a significant role in driving economic growth at both national and regional levels (Sunı & Badollahi, 2019). Along with increasing economic progress and prosperity, tourism has become an essential part of the needs and lifestyle of modern society. Tourism activities have encouraged the mobility of millions of people to explore the natural and cultural riches in various parts of the world. This movement further creates an interconnected economic chain, thus making tourism a service industry that contributes significantly to the global, national economy, to the improvement of the economic welfare of local communities, especially in tourist destination areas (Demak et al., 2023).. One form of tourism that is increasingly in demand is waterparks, which are now growing rapidly in various regions. Competition between water parks is intensifying, requiring each destination to provide excellent service to increase visitor satisfaction (Wiyaringtyas et al., 2021).

Owabong Waterpark, situated in Purbalingga, Central Java, is one of the leading water tourism destinations, offering a variety of enjoyable rides, including wave pools and water slides. Although widely recognized and highly attractive, Owabong faces internal challenges that could threaten its service quality. It is feared that this condition will have a direct impact on employee performance in serving visitors, and in the long run, affect the image and competitiveness of Owabong Waterpark.

Job satisfaction is among the essential elements in human resource management that directly impacts employee performance and the achievement of organizational goals (Dinda Sukma Putri et al., 2024). Employee satisfaction can be an emotional response, which is a feeling of satisfaction (positive) or dissatisfaction (negative). If the employee is emotionally satisfied, it means that job satisfaction is achieved, and vice versa; if not, it means that the employee is dissatisfied (Kerja et al., 2020). The more aspects of the job that meet individual desires will lead to a higher level of satisfaction. Conversely, the fewer aspects of the job that align with the individual's wishes, the lower the level of satisfaction (Mubyl et al., 2023).

The level of employee job satisfaction is also influenced by the extent to which the organization can facilitate the development of individual potential through empowerment programs (Kerja et al., 2020). Empowerment plays a crucial role in fostering employee creativity, which in turn serves as the primary foundation for innovation (Wulandari, N.L.A.A., Sumadi, N.K., & Swara, 2020). Creative employees tend to be proactive in finding more effective and efficient work methods to provide optimal service to visitors (Kerja et al., 2020). Conceptually, empowerment is a method that provides autonomy, fosters leaders' trust in their subordinates, and motivates them to innovate in completing tasks effectively (Setyanti et al., 2022). The results of research by (Dewi, 2021; Kerja et al., 2020; Oktri & Zulfadil, 2019; Soniati & Dewi, 2022) indicate that empowerment significantly impacts employee job satisfaction. Whereas research by (Beno et al., 2022; Sulistiono et al., 2020) reveals that empowerment does not

significantly affect job satisfaction. So this provides an opportunity for further research.

In addition to empowerment programs, which are crucial for increasing job satisfaction, attention also needs to be paid to employee self-efficacy (Soniati & Dewi, 2022). Self-efficacy is defined as a person's belief in their ability to successfully perform specific tasks (Mubyl et al., 2023). Employees need to develop self-efficacy to enhance their ability to complete assigned tasks. It is hoped that if the company can operate at its best, employee job satisfaction will also increase (Setyanti et al., 2022). Self-efficacy refers to one's self-belief regarding one's ability to mobilize the cognitive resources and actions necessary to successfully carry out specific tasks (Bagis et al., 2022). The results of research by (Azhari et al., 2022; Soniati & Dewi, 2022; Sumaila & Rossanty, 2022) revealed that self-efficacy has a positive and significant effect on job satisfaction. Meanwhile, research conducted by (Nurul Izzy & Djamil, 2023; Prastica & Silitonga, 2022) states that self-efficacy has no direct effect on employee job satisfaction.

In addition to empowerment and self-efficacy, procedural justice also affects employee job satisfaction (Praptopo et al., 2020). Procedural justice refers to an employee's perception of the appropriateness and the fairness of the procedures applied to allocate rewards and decisions (Fauzi, 2022). Procedural justice is related to job satisfaction, considering that procedural justice is related to the implementation of procedures for employees, when employees feel procedural justice, it is believed that job satisfaction in employees will be realized, the higher the procedural justice felt by employees will increase the value of job satisfaction felt by employees (Praptopo et al., 2020). The results of research by (Ganto, 2019; Hastari et al., 2023; Mardhatilah, 2021) indicate that procedural justice has a positive and significant impact on employee job satisfaction. However, different results were found in research by Herawati et al. (2022) who concluded that procedural justice has no significant effect on employee job satisfaction.

Another factor that affects job satisfaction is organizational culture (Sumaila & Rossanty, 2022). Organizational culture, which is manifested in effective internal communication within an organization, can help realize the desires and aspirations of organizational members, thereby becoming a strong source of motivation that fosters job satisfaction among employees (Prasetyo, 2022). In the context of public or government organizations in Indonesia, the performance of public organizations plays a crucial role in creating a transparent and effective government, as well as supporting the government's mandate to give the best services to the community (Hariyanto et al., 2021). The results of (Inayah & Rohmah, 2021; Prasetyo, 2022; Sumaila & Rossanty, 2022) research indicate that organizational culture has a positive and significant impact on increasing job satisfaction among members or employees. Conversely, research by Yusuf et al., (2021) yielded different results, concluding that culture has no significant effect on employee job satisfaction.

Given the inconsistency of previous findings and the lack of studies that comprehensively examine the four variables in an integrated model within the

water tourism sector, this study has both theoretical and practical urgency. This study builds upon previous research by Soniati & Dewi (2022), which only examined empowerment and self-efficacy in the hospitality sector, by adding two new variables: procedural justice and organizational culture. The research focuses on the Owabong Waterpark, a water tourism destination in Purbalingga.

LITERATURE REVIEW

Herzberg's two-factor theory

Referring to Herzberg's (1959) two-factor theory, the determinants of job satisfaction are categorized into: hygiene factors as well as motivational factors. Herzberg states that people carrying out their Work are influenced by two factors: hygiene factors or maintenance factors, provided by the organization, which consist of salary, working conditions, administration, interpersonal relationships, and quality of supervision (Puspita, 2022). In contrast, motivational factors such as responsibility, recognition, achievement, and personal development play a role in increasing job satisfaction (Nirmalasari, 2018). Empowerment, such as granting autonomy, responsibility, and involvement in decision-making, is categorized as a motivator factor in Herzberg's theory, as it relates to the meaning and satisfaction of the job itself (Malkawi, 2025). Individuals with high self-efficacy are usually more confident in taking responsibility, seeking achievement, and enjoying job challenges, all of which are at the core of Herzberg's motivator factors (Thant & Chang, 2021). Procedural justice is an important part of the hygiene factors in Herzberg's theory. It prevents job dissatisfaction and supports a healthy work environment, but does not directly increase job satisfaction (Hussain & Diaz, 2020). In the two-factor theory by Herzberg, organizational culture serves as both a hygiene factor and a supporting motivator factor; therefore, the formation of a synergistic work culture is necessary to optimize employee satisfaction and motivation (Joseph, 2023). This theory provides an important foundation for understanding that dissatisfaction and satisfaction are not two distinct poles, but are influenced by conceptually different factors.

Job Satisfaction

Job satisfaction, according to Safitri & Nuratama (2021) is defined as a positive psychological condition that employees experience in the work environment, arising from their contributions to the organization and the fulfillment of their needs. Job satisfaction can be defined as a positive or pleasant emotional state that arises from work-related assessments and individual work experiences (Kerja et al., 2020). Job satisfaction can be seen or said to be satisfied at Work if the income earned can meet the needs of the worker. At the company, the employee feels comfortable at Work and has no other worries, such as receiving an insufficient salary, lack of health or safety insurance, or concerns about old age or retirement (Wulandari, N.L.A.A., Sumadi, N.K., & Swara, 2020). Indicators of job satisfaction according to Luthans (2007) in Bisnis et al (2017) namely: (1) satisfaction with salary or wage payments, (2) satisfaction with the job itself, (3) satisfaction with coworkers, (4) satisfaction with promotions, and (5) satisfaction with work supervision.

Empowerment

Empowerment, according to Rozi et al (2025) is a process or effort that aims to strengthen the capacity and autonomy of individuals or groups, enabling them to control and manage their own lives. Empowerment can be defined as a process that gives individuals the ability and authority to think, act, make decisions, and manage Their Work independently (Kerja et al., 2020). When employees are empowered, they can become motivated and committed individuals who will put in maximum effort at Work and produce better performance (Dewi, 2021). According to dari Khan (1997) as cited in Leovani (2016) there are six indicators of empowerment: Desire, Trust, Confidence, Credibility, Accountability, and Communication. Research conducted previously by (Dewi, 2021; Rozi et al., 2025) revealed that empowerment has a positive and significant effect on employee job satisfaction. Referring to these findings, the following is the formulation of this study's first hypothesis:

H1: Empowerment has a positive and significant effect on Employee Job Satisfaction at Owabong Waterpark Purbalingga.

Self efficacy

According to Yosier et al (2019) Self-efficacy is a person's assessment of their capacity or competence in producing Work in their performance, realizing specific goals, and carrying out a task. Meanwhile, according to Sumaila & Rossanty (2022) defined self-efficacy as an individual's assessment of their capabilities or competence in efforts to complete tasks, achieve goals, and overcome obstacles. Self-efficacy refers to one's self-confidence in their abilities, aiming to motivate the cognitive resources and actions necessary to achieve specific tasks (Azhari et al., 2022). According to Suwandana (2016) Self-efficacy variables have three dimensions, namely magnitude, generality, and strength. Earlier research by (Indriyani et al., 2020; Sumaila & Rossanty, 2022) states that self-efficacy affects employee job satisfaction. Based on this explanation, the following is the second hypothesis in this research:

H2: Self-efficacy has a positive and significant effect on Employee Job Satisfaction at Owabong Waterpark Purbalingga.

Procedural justice

According to Hastari et al (2023) procedural justice refers to an understanding of the justice process for decision-making, ensuring that every member of the organization feels involved. Procedural justice refers to an employee's perception of the fairness and appropriateness of the procedures used in allocating rewards and making decisions (Fauzi, 2022). Procedural justice refers to the perceptions that employees have regarding the application of the company's rules. Therefore, if the company implements the rules correctly, employees will feel treated fairly, and vice versa (Praptopo et al., 2020). The findings of research conducted by (Fauzi, 2022; Praptopo et al., 2020) reveal that procedural justice has a positive and significant effect on job satisfaction. Referring to this explanation, the following is the formulation of the third hypothesis in this study:

H3: Procedural Justice has a positive and significant effect on Employee Job Satisfaction at Owabong Waterpark Purbalingga.

Organizational culture

According to Sumaila & Rossanty (2022) Organizational culture can be defined as a set of habits, philosophies, beliefs, assumptions, values, and norms that have been formed over time by members, leaders, and founders. Organizational culture is long-established habits that are implemented in work activities as driving forces to improve the quality of Work for company employees and managers (Yusuf et al., 2021). Organizational culture reveals the core values shared by every member of the organization. Additionally, it can provide stability for an organization, but it can also be an obstacle to change (Inayah & Rohmah, 2021). Organizational culture reveals the core values that every member of the organization shares. Organizational culture can provide stability for an organization, but it can also be an obstacle to change (Bagis et al., 2022). Research by (Inayah & Rohmah, 2021; Putri et al., 2023) concluded that organizational culture positively and significantly affects employee job satisfaction. Referring to this explanation, the following is the formulation of the third hypothesis in this study:

H4: Organizational culture has a positive and significant effect on employee job satisfaction at Owabong Waterpark Purbalingga.

The hypothesis framework is presented in the following figure:

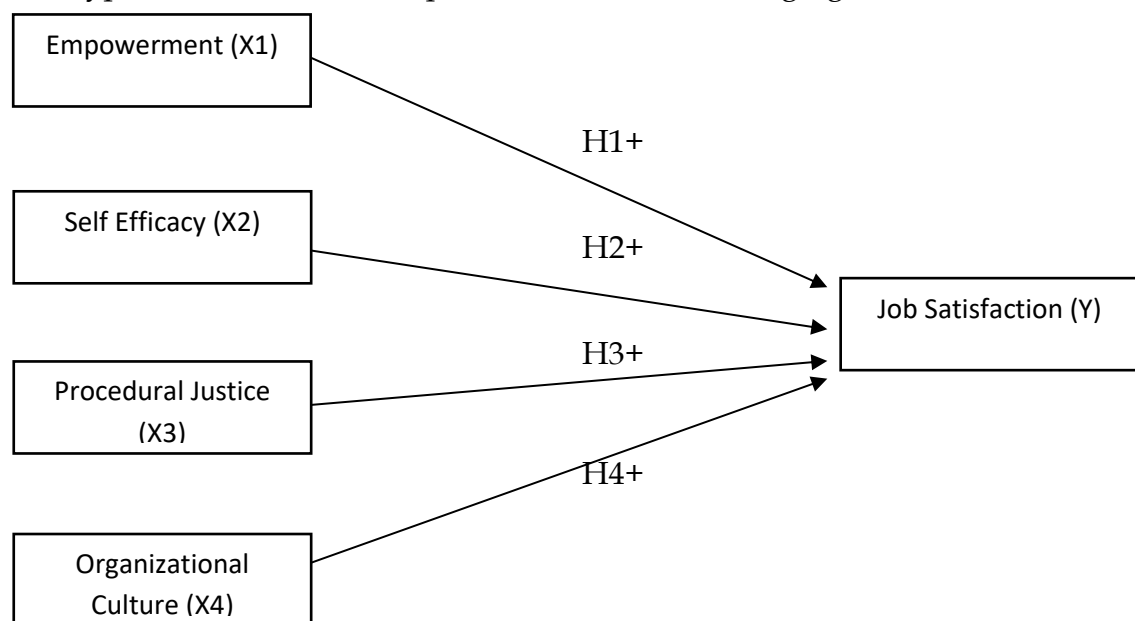


Figure 1. Conceptual Framework

METHODOLOGY

This research is a quantitative study that aims to analyze the effect of empowerment, self-efficacy, procedural justice, and organizational culture on employee job satisfaction. The research location is at Owabong Waterpark, Purbalingga, a water tourism destination characterized by direct service-based

operations. The data used in this study are primary data, which were obtained through distributing questionnaires to all respondents.

The population in this study consisted of all permanent and contract employees at Owabong Waterpark, totaling 120 individuals. Saturated sampling technique (total population sampling), was applied, which is a sampling technique in which every member of the population is used as samples because the population is relatively small and can be thoroughly reached (Sugiyono, 2017). Thus, the total of this study's sample was 120 respondents.

Data analysis was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, which aims to test the predictive relationship between latent constructs. Data processing was conducted using SmartPLS software version 3.0. By the guidelines from Ghazali and Latan (2015), PLS analysis includes three main components, namely: (1) measurement model (outer model) that tests the validity and reliability of indicators, (2) structural model (inner model) that tests the relationship between latent constructs, and (3) overall model test (Goodness of Fit) to assess the overall suitability of the model. The PLS approach was chosen because it can accommodate complex models with a moderate number of samples and does not require strict assumptions about standard distributions.

RESEARCH RESULT

Table 1 presents the characteristics of this study's respondents. Respondents are characterized by their marital status, age, gender, level of education, as well as length of service. The characteristics of respondents are obtained as follows.

Table 1. Description of respondents

Characteristics of respondents	Category	Number	Percentage (%)
Gender	Male	92	76,67
	Female	28	23,33
	Total	120	100,00
Age	< 21 years old	0	0,00
	21-30 Years	32	26,67
	31-40 Years	41	34,165
	41-50 Years	41	34,165
	≥ 50 Years	6	5,00
	Total	120	100,00
Status	Married	101	84,167
	Not Married	19	15,83
	Total	120	100,00
Education	Junior high school/equivalent	33	27,50
	High school/equivalent	67	55,83

Characteristics of respondents	Category	Number	Percentage (%)
	Bachelor's degree (S1)	9	7,50
	Diploma	10	8,33
	Post-graduate	1	0,83
	Total	120	100,00
Duration of Work	< 5 years	20	16,67
	5-9 years	35	29,2
	10-14 years	27	22,5
	15-19 years	22	18,33
	≥ 20 years	16	13,3
	Total	120	100,00

Source: Data processed, 2025

Based on the results of the demographic analysis of respondents, it shows that the majority of respondents are male, with a percentage of 76.67%. Based on the age group, the most dominant age ranges are the 31-40 years and 41-50 years groups, each accounting for 34.2% of the total respondents. Most respondents are married, with a proportion of 84.2%. From the aspect of education level, the majority of respondents are graduates of Senior High School (SLTA) or equivalent, amounting to 55.83%. Regarding the length of service, most respondents have work experience ranging from 5 to 9 years, accounting for 29.17% of the total. These characteristics reflect that respondents have a sufficient level of age maturity and work experience, which can influence their perceptions of the organizational variables studied.

Convergent Validity

The evaluation of the measurement model (outer model) aims to assess the validity and reliability of indicators in measuring latent constructs. According to Ghozali (2015), the outer model evaluation is conducted through three leading indicators: convergent validity, discriminant validity, and construct reliability. Convergent validity is assessed through the outer loading as well as AVE values, while construct reliability is evaluated using the values of Cronbach's alpha along with Composite Reliability.

Convergent validity is used to prove that each statement in each variable is acceptable. A study is considered reliable and valid if the outer loading value is greater than 0.70, with an Average Variance Extracted (AVE) value of more than 0.50 (Hair et al., 2019). Based on the analysis results shown in Table 2, all statement indicators from each variable exhibit an outer loading value above 0.70, and the results indicate that all AVE values exceed 0.50. This value indicates that each indicator is valid and the convergent validity test is met.

Furthermore, reliability testing ensures that the indicators used can be measured by the constructs, providing stable and consistent results. To assess reliability, Cronbach's Alpha and Composite Reliability values exceeding 0.70 are used, indicating good reliability (Hair et al., 2019). Based on the analysis shown

in Table 2, all Cronbach's Alpha and Composite Reliability values exceed 0.70, indicating that the reliability test is fulfilled and the construct demonstrates good reliability.

Table 2. Convergent Validity and Reliability

Variabel	Question Item	Outer Loading	Cronbach Alpha	Composite Reliability	AVE
<i>Empowerment</i>	E1	0.884	0.961	0.966	0.762
	E2	0.862			
	E3	0.859			
	E4	0.856			
	E5	0.870			
	E6	0.878			
	E7	0.897			
	E8	0.860			
	E9	0.887			
<i>Self efficacy</i>	SE1	0.838	0.931	0.942	0.646
	SE2	0.864			
	SE3	0.828			
	SE4	0.797			
	SE5	0.797			
	SE6	0.727			
	SE7	0.759			
	SE8	0.821			
	SE9	0.793			
<i>Procedural justice</i>	KP1	0.846	0.966	0.971	0.768
	KP2	0.870			
	KP3	0.873			
	KP4	0.910			
	KP5	0.869			
	KP6	0.935			
	KP7	0.892			
	KP8	0.880			
	KP9	0.873			
	KP10	0.811			
<i>Organizational culture</i>	BO1	0.825	0.961	0.967	0.744
	BO2	0.836			
	BO3	0.857			
	BO4	0.868			
	BO5	0.803			
	BO6	0.859			
	BO7	0.890			

Variabel	Question Item	Outer Loading	Cronbach Alpha	Composite Reliability	AVE
	BO8	0.902			
	BO9	0.926			
	BO10	0.850			
Job satisfaction	KK1	0,846	0.953	0.959	0.703
	KK2	0.855			
	KK3	0.855			
	KK4	0.871			
	KK5	0.873			
	KK6	0.884			
	KK7	0.834			
	KK8	0.840			
	KK9	0.751			
	KK10	0.766			

Discriminant Validity

Discriminant validity is a testing process that aims to assess the extent to which a construct and its indicators are genuinely different from other constructs in the model. The determination of discriminant validity indicates that the construct possesses unique characteristics and can represent certain phenomena that are not explained by other constructs. The high value of discriminant validity in a construct and its indicators reflects the level of distinctiveness of the construct compared to other constructs in the model. Discriminant validity can be evaluated through the Fornell-Larcker criterion, where the AVE square root value of each variable must be greater than its correlation with other variables in order to be said to meet the validity requirements (Hair et al., 2019). Based on the analysis shown in Table 3, it is evident that the AVE root value of each variable exceeds the AVE roots of its correlations with other variables, indicating that discriminant validity is met and the model is valid.

Table 3. Discriminant validity test (Fornell-Lacker criterion)

	Organization al culture	Empowerment	Procedural justice	Job satisfaction	Self efficacy
Organization al culture	0.862				
Empowerment	0.654	0.873			
Procedural justice	0.727	0.713	0.876		
Job satisfaction	0.754	0.707	0.754	0.838	
Self efficacy	0.741	0.699	0.749	0.751	0.804

Coefficient of Determination (R Square)

The R Square (R^2) value is used to measure the extent to which independent variables can explain the variation that occurs in dependent variables, as well as to assess whether the influence is substantive. A model is said to have good predictive power if the R^2 value is close to 1, indicating that the independent variable significantly explains the dependent variable in the model (Hair et al., 2019). Based on the analysis results shown in Table 4, the R-squared value for job satisfaction is 0.691, or 69.1%, indicating that the variables of empowerment, self-efficacy, procedural justice, and organizational culture can explain 69.1% of the variance in employee job satisfaction. In comparison, the remaining 30.9% is explained by other variables not examined in this study.

Table 4. R Square Job Satisfaction

Description	R Square
R Square	0.703
R Square Adjusted	0.691

F Square

The F Square test aims to measure the extent to which an independent variable affects a dependent variable, after considering the existence of other independent variables in the model. According to Haryono (2016), the F Square value is used to assess the strength of this influence, with the following interpretation criteria: a value of 0.02 indicates a weak influence, 0.15 indicates a moderate influence, and 0.35 indicates a strong influence. Based on Table 5, the effect of empowerment on employee job satisfaction is 0.051, indicating that this variable has a weak partial effect on employee job satisfaction. Self-efficacy is considered to have a weak influence on employee job satisfaction, with an F Square value of 0.056. Procedural justice also has a weak influence on employee job satisfaction, with an F-squared value of 0.065. Similarly, organizational culture is considered to have a weak influence on employee job satisfaction, with an FSquare value of 0.104.

Table 5. F Square Test Results

	Job satisfaction (Y)	Description
Empowement (X1)	0,051	Weak
Self efficacy (X2)	0,056	Weak
Procedural justice (X3)	0,065	Weak
Organizational culture (X4)	0,104	Weak

Hypothesis Testing Results (Bootstrapping)

Hypothesis testing is conducted to assess the significance of the path statistical coefficient or hypothesis derived through bootstrapping testing. Hypothesis is considered influential and significant if the P value is greater than 0.05 and the T statistic is greater than 1,960 (Hair et al., 2019). The analysis presented in Table 6 indicates that all relationships between variables exhibit

positive path coefficients. Additionally, all criteria stating that the value is less than 0.05 and the T-statistic is greater than 1.960 have been met. Thus, this indicates that all hypotheses can be accepted.

Table 6. Hypothesis Test

	Original sample (0)	T Statistics (0/STDEV)	P Values	Description
<i>Empowerment</i> → job satisfaction	0.190	2.524	0.032	Accepted
<i>Self efficacy</i> → job satisfaction	0.225	2.045	0,021	Accepted
Procedural justice → job satisfaction	0.241	1.990	0.024	Accepted
Organizational culture → job satisfaction	0.287	2.524	0.006	Accepted

DISCUSSION

The effect of empowerment on employee job satisfaction

The results of the analysis show that empowerment has a positive and significant effect on employee job satisfaction. Employees who feel empowered tend to have higher levels of job satisfaction because they gain trust, responsibility, and a sense of participation in the decision-making process (Dewi, 2021). Empowerment also provides opportunities for personal growth and development through training and skill enhancement. In this context, empowerment reinforces a sense of belonging, increases intrinsic motivation, and fosters self-confidence, which ultimately drives overall job satisfaction.

This finding aligns with Herzberg's (1959) Two-Factor Theory, which posits that job satisfaction is influenced by motivator factors, including responsibility, achievement, recognition, and personal growth. Empowerment provides direct access to these motivating factors, as it involves employees in meaningful activities and allows them to contribute more to organizational goals. When employees feel their psychological needs are met through challenging yet rewarding work experiences, they will exhibit higher levels of job satisfaction. Thus, empowerment becomes one of the important strategies in creating a motivating and productive work environment.

These results are reinforced by several previous studies, which also found that empowerment has a positive and significant effect on job satisfaction, as demonstrated by (Ivet et al., 2021; Oktri & Zulfadil, 2019; Soniati & Dewi, 2022; Wulandari, N.L.A.A., Sumadi, N.K., & Swara, 2020). These studies indicate that empowered employees feel their contributions are valued, have control over their Work, and are better able to align personal roles with organizational goals, thus having a direct impact on increasing job satisfaction.

The effect of self-efficacy on employee job satisfaction

The results of the analysis show that self-efficacy has a positive and significant effect on employee job satisfaction. This suggests that employees with high levels of self-efficacy tend to have a positive perception of their Work, which can increase employees' intrinsic motivation and enable them to contribute optimally to the achievement of organizational goals (Mubyl et al., 2023). Thus, increasing employee self-efficacy can be employed as an organizational strategy to create a more productive work environment and support job satisfaction.

This finding aligns with Herzberg's (1959) Two-Factor Theory, which suggests that self-efficacy can increase motivator factors, the primary source of job satisfaction. Workers will be happier with their jobs if they believe that the job offers challenges, opportunities for growth, and recognition. As their basic needs are met, those with higher levels of self-efficacy tend to have higher levels of job satisfaction.

The results of this study are supported by several previous studies, which have also found that self-efficacy has a positive and significant influence, as demonstrated by research by (Ariani et al., 2023; Azhari et al., 2022; Soniati & Dewi, 2022). These studies indicate that the higher the level of self-efficacy possessed by employees, the higher the level of job satisfaction felt. This shows that individual beliefs in their abilities play a crucial role in shaping positive perceptions of Work, increasing intrinsic motivation, and encouraging work involvement, which ultimately results in higher levels of job satisfaction.

The effect of procedural justice on employee job satisfaction

The results of the analysis show that procedural justice has a positive and significant effect on employee job satisfaction. The implementation of fair procedures in organizational decision-making creates a perception of fairness among employees, which in turn increases a sense of security, trust in management, and the belief that each individual is treated equally and has the same opportunity to develop (Ganto, 2019). Therefore, consistent implementation of procedural justice not only encourages job satisfaction but also shapes a conducive work environment and strengthens organizational commitment.

This finding aligns with Herzberg's (1959) Two-Factor Theory, which posits that procedural justice is more closely related to hygiene factors – factors that do not directly increase job satisfaction but, if not fulfilled, can lead to dissatisfaction. Procedural justice can be thought of as part of company policy and administration, as well as the quality of relationships with superiors, which are aspects of Herzberg's hygiene factors. If organizational procedures are perceived as unfair, employees will feel disappointed, frustrated, or even offended, which can lead to a decrease in their job satisfaction.

These results are reinforced by several previous studies, which also found that procedural justice has a positive and significant effect on job satisfaction, as shown by research by (Ganto, 2019; Hastari et al., 2023; Mardhatilah, 2021; Yulianto & Idris, 2023). When organizational procedures are implemented in a fair, transparent, and participatory manner, employees tend to feel valued and

recognized, which ultimately increases job satisfaction. Conversely, the non-achievement of procedural justice can lead to feelings of disrespect among employees, which in turn impacts motivation, loyalty, and overall job satisfaction levels.

The effect of organizational culture on employee job satisfaction

The results of the analysis show that organizational culture has a positive and significant effect on employee job satisfaction. An inclusive, open, and collaborative organizational culture fosters a work environment that supports employees' emotional engagement, enhances their sense of belonging, and promotes loyalty and satisfaction in their task performance. When employees feel an integral part of the organization, they tend to be more motivated, highly committed, and demonstrate greater job satisfaction. Conversely, a weak or negative organizational culture can trigger conflict, reduce cooperation between individuals, and hinder job satisfaction (Kair et al., 2023). Employees who do not feel valued in such a work culture are likely to experience stress, loss of motivation, and low loyalty to the organization.

This finding aligns with Herzberg's (1959) Two-Factor Theory, which suggests that organizational culture can encompass both hygiene and motivator factors, depending on how the culture is implemented. According to Herzberg's theory, a strong and supportive organizational culture can minimize dissatisfaction by fulfilling hygiene factors and increase job satisfaction by fulfilling motivator factors. Employees who work in a healthy organizational culture tend to feel more valued, more motivated, and more satisfied with their jobs because the values in the culture are aligned with their psychological needs at Work.

These results are reinforced by several studies, which also found that organizational culture has a positive and significant effect on employee job satisfaction, as shown by research by (Hariyanto et al., 2021; Kair et al., 2023; Prasetyo, 2022; Putri et al., 2023). These studies suggest that a positive organizational culture can foster a supportive work environment, thereby contributing to increased employee job satisfaction.

CONCLUSIONS

This study concludes that empowerment, self-efficacy, procedural justice, and organizational culture each have a positive and significant effect on employee job satisfaction. The granting of authority, belief in self-efficacy, implementation of fair and transparent procedures, and an inclusive and collaborative work culture together create a supportive work environment, resulting in a substantial increase in employee job satisfaction. These findings confirm the importance of creating a supportive, participatory, and fair work environment in enhancing job satisfaction in the tourism services sector.

ADVANCED RESEARCH

This study has limitations in scope, as it only covers one organization and does not consider other variables, such as leadership style or workload. Therefore, future research is recommended to expand the scope of the study,

employ a mixed-methods approach, and consider additional variables to gain a more comprehensive understanding of employee job satisfaction.

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