THE INFLUENCE OF ORGANIZATIONAL JUSTICE AND TRANSFORMATIONAL LEADERSHIP THROUGH JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT

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Informasi Naskah

Abstract

The purpose of this study was to determine the mediation of job satisfaction in a relationship between organizational justice and transformational leadership on organizational commitment. A total of 170 participants who are working in BIAS Yogyakarta have joined this research. Method of collecting data using a questionnaire by conducting regression with analyzing use t-test, F-test, Path analysis with Sobel test. The result of this study found that organizational justice has positive and significant impact on job satisfaction, transformational leadership have positive and significant impact on job satisfaction, organizational justice has negative impact on organizational commitment, transformational leadership have positive and significant impact on organizational commitment, job satisfaction has negative impact on organizational commitment, job satisfaction have mediating effect between organizational justice and organizational commitment, and job satisfaction have mediating effect between transformational leadership and organizational commitment.

Kata Kunci: organizational justice, transformational leadership, job satisfaction, organizational commitment

INTRODUCTION

Organizational commitment is an important thing in the organization. It could be one of many ways to achieve the organization’s vision. According to Mayer and Allen (1991), and organizational commitment could be in a good state, only if the employee shows they have a
feeling of happiness and pride in their jobs, and willing to continue with the loyalty to the organization.

There are a few factors that could make an impact on organizational commitment. One of the factors is organizational justice (Rahman et al., 2016; Dyne and Grama, 2005; Koopman, 2003). Employee’s perception of organizational justice is really important because it will give an impression of happiness to their job and bring up the organizational commitment (Buluc & Gunes, 2017; Qureshi et al., 2016). It proved that organizational justice has a positive impact on organizational commitment (Li, et al., 2017; Cheah et al., 2016; Suliman & Kathairi, 2013; Zeinabadi & Salehi, 2011). However, there’s still some earlier research that can’t prove that organizational justice has an impact on organizational commitment (Lambert, 2007).

The next factor of organizational commitment is transformational leadership. Robbins and Judge (2015) explained, the transformational leader is capable of making the employees have a high commitment and loyalty to the organization. Some earlier research supported this pronouncement, which explains that transformational leadership has a connection to organizational commitment (Porter, 2015; Gumusluoglu et al., 2013; Farahani et al., 2011). Yet, there’s some earlier research that can’t prove that transformational leadership has an impact on organizational commitment (Ling et al., 2013).

This pronouncement supported by earlier research (Ismail, 2014; Altinoz et al., 2012; Zehir et al., 2012; Yucel & Bektas, 2012; Salehi & Ghloltash, 2011; Zeinabadi, 2010). However, some earlier research can’t prove that job satisfaction has an impact on organizational commitment (Gangai and Agrawal, 2015).

Usually, job satisfaction is obtained based on the payment of employees' performance. It proved that job satisfaction got influence from the current employee’s perception of organizational justice (Ajala, 2017; Mahboob, 2017; Afridi&Baloch, 2018; Kashif et al., 2016; Nojani et al., 2012; Dundar&Tabancali, 2012; Hao et al., 2010; McCain et al., 2010. Yet, there’s still some earlier research which shows that organizational justice can’t influence the job satisfaction (Rahman, et al., 2015; Lotfi& Pour, 2013; Zainalipour et al., 2010).

Furthermore, job satisfaction also obtained from the role of a transformational leader who takes apart to always support and develop the employees as a reflection of transformational leadership. Earlier research proved that transformational leadership had influenced the employee’s job satisfaction (Saleem, 2015; Braun et al., 2013; Munir et al., 2012). Also, there’s still some earlier research that can’t prove that transformational leadership had influenced the employee’s job satisfaction (Boamah et al., 2018; Long et al., 2014). Some research which proved that job satisfaction has a no direct impact to the connection of organizational justice toward the organizational commitment is (Kim & Chung, 2019; Lambert et al., 2019; Suifan et al., 2017; Irawan & Sudarma, 2016; Saadati et al., 2016; Rejeki & Wulansari, 2015) also proved that job satisfaction has a no direct impact to the connection of transformational leadership toward organizational commitment (Darmawan & Putri, 2017; Mohamad, 2016; Yang; 2012). Still, some earlier research proved that satisfaction couldn’t approach the connection of organizational justice toward organizational commitment, also the connection of transformational leadership toward organizational commitment (Saifi & Shahzad, 2017; Dewi, 2013).

LITERATURE REVIEW AND HYPOTHESIS
Relationship between Organizational Justice and Job Satisfaction

Organizational justice significantly influences employee job satisfaction (Mahboob, 2017; Kashif et al., 2016; Afridi & Baloch, 2016; Nojani et al., 2012; Dundar & Tabancali, 2012; Hao et al., 2010; McCain et al., 2010). Research on teacher satisfaction increased when there is justice in the forms of distributive, procedural, and interactional justice (Dundar & Tabancali, 2012; Mahboob, 2017; Kashif, et al., 2016). Afridi & Baloch (2018) stated that the components of distributive justice and procedural justice affect job satisfaction.

Organizational justice is a condition that determines whether employees are treated fairly at their work, and this will bring an effect on other variables (Moorman, 1991). In general, organizational justice brings practical benefits to job satisfaction as mentioned by Kreitner and Kinicki (2014), so this is in line with the previous studies described previously.

Based on the findings of some previous research and explanation based on some predetermined theories, the hypothesis proposed as follows:

H1: Organizational justice has a positive and significant effect on job satisfaction.

Relationship between Transformational Leadership and Job Satisfaction

In transformational leadership, Munir et al. (2012) mentioned that employees can assess the satisfaction they perceive when a leader gives inspiration and a clear picture of the organizational visions, and when he/she is creative and innovative, thus being able to direct the employees easily according to what is expected by the leader.

According to the theory proposed by Bass and Avolio (2000), transformational leadership is a process of achieving organizational goals, and one of the ways is by providing direction to increase employees’ confidence and by giving attention to the employees during the process of giving direction to them. Based on the findings of some previous research and explanation based on some predetermined theories, the hypothesis proposed as follows:

H2: Transformational leadership has a positive and significant effect on job satisfaction.

Relationship between Organizational Justice and Organizational Commitment

When a company can provide organizational justice in terms of distributive justice, procedural justice, and interactional justice, then employees will have high organizational commitment (Buluc & Gunes, 2017; Li et al., 2017; Cheah et al., 2016; Rahman et al., 2016; Qureshi et al. 2016; Suliman & Kathairi, 2013; Zeinabadi & Salehi, 2011;).

Organizational commitment is influenced by perceived distributive justice and procedural justice (Qureshi et al., 2016; Rahman et al., 2016). Cheah et al. (2016) concluded that organizational justice is one of the things which affect organizational commitment among employees. Kreitner and Kinicki (2014) also concluded that organizational justice based on the three dimensions of justice has a positive effect on organizational commitment. It is also in line with the findings from previous research, showing that organizational justice influences organizational commitment.

Based on the findings of some previous research and explanation based on some predetermined theories, the hypothesis proposed as follows:

H3: Organizational justice has a positive and significant effect on organizational commitment.

Relationship between Transformational Leadership and Organizational Commitment

The success of transformational leadership processes in terms of organizational
commitment that exists in an organization (Porter, 2015; Selamat et al., 2013; Gumusluoglu et al., 2013; Farahani et al., 2011). Porter (2015), in his study, proved that transformational leadership that focuses on managerial and executive levels could encourage commitment among employees.

Based on the findings of some previous research and explanation based on some predetermined theories, the hypothesis proposed as follows:

**H4: Transformational leadership has a positive and significant effect on organizational commitment.**

### Relationship between Job Satisfaction and Organizational Commitment

Studies on job satisfaction which affects organizational commitment are often highlighted and expected to keep being conducted (Ismail, 2014; Altinoz et al., 2012; Yucel & Bektas, 2012; Zehir et al., 2012; Salehi & Gholtash, 2011; Zeinabadi, 2010).

Job satisfaction influences organizational commitment (Ismail, 2014; Altinoz et al., 2012; Zehir et al., 2012). Meanwhile, the findings from other studies suggested that job satisfaction, an antecedent to organizational commitment, is required to build organizational citizenship behavior (OCB) (Zeinabadi, 2010; Salehi & Gholtash, 2011).

Mayer and Allen (1991) explained that employees who have sustainability commitment are faced with any possible consequences that these employees might receive when choosing to either continue their works or wish to transfer from their jobs. All the things related to sustainability commitment are influenced by the presence of job satisfaction perceived by employees.

Based on the findings of some previous research and explanation based on some predetermined theories, the hypothesis proposed as follows:

**H5: Job satisfaction has a positive and significant effect on organizational commitment.**

### Relationship between Organizational Justice on Organizational Commitment and Job Satisfaction as Mediation

An organization certainly expects to have competent human resource assets. Therefore it is necessary to provide employee job satisfaction and by providing organizational justice, employees are expected to be committed to their works (Lambert et al., 2019; Suifan et al., 2017; Irawan & Sudarma, 2016; Saadati et al., 2016; Rejeki & Wulansari, 2015).

Job satisfaction can be a mediator between organizational justice and organizational commitment (Saadati et al., 2016; Rejeki & Wulansari, 2015).

Referring to the explanation given by Kreitner and Kinicki (2014) regarding organizational justice, it is certainly inseparable from the effect of employee job satisfaction. Managers make efforts to implement justice in terms of distributive, procedural and interactional justice to achieve employee job satisfaction. Based on the findings of some previous research and explanation based on some predetermined theories, the hypothesis proposed as follows:

**H6: The mediation of job satisfaction has a positive and significant effect on the relationship between organizational justice and organizational commitment.**

### Relationship between Transformational Leadership on Organizational Commitment and Job Satisfaction as Mediation

Organizational commitment can increase among employees who feel satisfied when
they see that their leader can convince her/his employees during the transformation processes of the organizational visions. These studies proved the relationship of transformational leadership with organizational commitment through job satisfaction as a mediation (Darmawan & Putri, 2017; Mohamad, 2016; Yang; 2012).

Based on the findings of a study by Mohamad (2016) and Darmawan & Putri (2017), job satisfaction could mediate transformational leadership and organizational commitment. Transformational leadership has a relationship with job satisfaction which generally refers to the theory of two factors, i.e., the presence of dissatisfiers and satisfiers (Greenberg & Baron, 2003). Based on the findings of some previous research and explanation based on some predetermined theories, the hypothesis proposed as follows:

\( H_7: \) The mediation of job satisfaction has a positive and significant effect on the relationship between transformational leadership and organizational commitment.

RESEARCH METHOD

Participants
The population of the study included 170 teachers and employed in Bina Anak Sholeh (BIAS) Yogyakarta - Indonesia. All populations will be a sample in this research.

Data Collection Tools
Data of the research were gathered by organizational justice scale by Moorman (1991) dimensions; distributive justice, procedural justice and interactional justice with 18 items, Transformational leadership scale by Bass and Avolio (2000) dimensions; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration with 20 items, job satisfaction by Weiss, et al. (1967) dimensions; intrinsic satisfaction, extrinsic satisfaction and general satisfaction with 20 items and organizational commitment by Mayer and Allen (1991) dimensions: affective commitment, continuance commitment and normative commitment with 24 items.

Data Analysis
The instrument tool is a questionnaire with a five-point Likert scale. Data analysis method with t-test, F-test, multiple regression and Sobel test. Data will analyze with SPSS version 25.

**FINDING**

*Organizational justice and transformational leadership on job satisfaction*

The equation is $Z = 11.304 + 0.273X_1 + 0.583X_2$. The regression coefficient of organizational justice toward job satisfaction was 0.273. Organizational justice had a significant positive influence on job satisfaction, with a significance value of 0.000. The regression coefficient of transformational leadership on job satisfaction 0.583. Transformational leadership had a significant positive influence on job satisfaction, with a significance value of 0.000. Thus, H$_1$ and H$_2$ are accepted.

**Table 1.**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Unstandardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Justice ($X_1$)</td>
<td>0.273</td>
<td>4.447</td>
<td>0.000</td>
</tr>
<tr>
<td>Transformational Leadership ($X_2$)</td>
<td>0.583</td>
<td>11.659</td>
<td>0.000</td>
</tr>
<tr>
<td>Constant (a)</td>
<td>11.304</td>
<td>2.810</td>
<td>0.006</td>
</tr>
</tbody>
</table>

*Organizational justice, transformational leadership, job satisfaction on commitment organizational*

The equation is $Y = 12.517 + 0.111X_1 + 0.276Z + 0.413X_2$. The regression coefficient of organizational justice toward commitment organizational was 0.111. Organizational justice had a significant negative influence on commitment organizational, with a significance value of 0.239. The regression coefficient of transformational leadership on commitment organizational 0.413. Transformational leadership had a significant positive influence on commitment organizational, with a significance value of 0.000. The regression coefficient of job satisfaction toward commitment organizational was 0.276. Organizational justice had a significant negative influence on commitment organizational, with a significance value of 0.015. Thus, H$_3$ and H$_5$ are not accepted, and H$_4$ is accepted.

**Table 2.**

<table>
<thead>
<tr>
<th>Independent</th>
<th>Variable</th>
<th>Unstandardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Justice ($X_1$)</td>
<td>Commitment Organizational (Y)</td>
<td>0.111</td>
<td>1.181</td>
<td>0.239</td>
</tr>
<tr>
<td>Transformational Leadership ($X_2$)</td>
<td></td>
<td>0.413</td>
<td>4.217</td>
<td>0.000</td>
</tr>
<tr>
<td>Job Satisfaction ($Z$)</td>
<td></td>
<td>0.276</td>
<td>2.455</td>
<td>0.015</td>
</tr>
<tr>
<td>Constant (a)</td>
<td></td>
<td>12.517</td>
<td>2.094</td>
<td>0.038</td>
</tr>
</tbody>
</table>
Sobel test job satisfaction as a mediator from relationship organizational justice to organizational commitment

\[ Sab = \sqrt{b^2S_a^2 + a^2S_b^2 + S_a^2S_b^2} \]

\[ Sab = \sqrt{(0.593)^2 \times (0.067)^2 + (0.692)^2 \times (0.088)^2 + (0.067)^2 \times (0.088)^2} \]

\[ Sab = \sqrt{0.00157 + 0.00370 + 0.00003} \]

\[ Sab = 0.0728 \]

\[ t = \frac{ab}{Sab} = \frac{(0.692)(0.593)}{0.0728} = \frac{0.410356}{0.0728} = 5.636 \]

Sobel test result job satisfaction as a mediator from organizational justice to organizational commitment shows the value of \( t \) 5.636 is greater than the value of \( t \) table with a significance level of 0.05 that is 1.9732. The significance result states that job satisfaction can mediate the relationship of organizational justice to organizational commitment. Thus, H6 is accepted.

Sobel test job satisfaction as a mediator from relationship transformational leadership to organizational commitment
Transformational Leadership (X1) → Job Satisfaction (Z) → Commitment (Y)

Sab = √(b²Sa² + a²Sb² + Sa²Sb²)
Sab = √((0.319)²(0.043)² + (0.714)²(0.106)² + (0.043)²(0.106)²)
Sab = √(0.00018 + 0.00572 + 0.00002)
Sab = 0.076

Sobel test result is greater than the value of t table with a significance level of 0.05 that is 1.9732. Thus, H7 is accepted.

DISCUSSION

Based on the data, most respondents are female (114), most respondents are 23 – 32 years old (56), most respondents are married (112), most respondents (76) completed a bachelor’s degree, and 56 respondents have worked for BIAS for 1 – 6 years.

Table 5. Summary of Respondent Descriptive Analysis

<table>
<thead>
<tr>
<th>No</th>
<th>Category</th>
<th>Highest Category</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Gender</td>
<td>Female</td>
<td>114</td>
<td>67,1</td>
</tr>
<tr>
<td>2</td>
<td>Age</td>
<td>23 – 32 years old</td>
<td>56</td>
<td>33</td>
</tr>
<tr>
<td>3</td>
<td>Marital Status</td>
<td>Married</td>
<td>112</td>
<td>65,6</td>
</tr>
<tr>
<td>4</td>
<td>Education</td>
<td>Bachelor degree</td>
<td>76</td>
<td>44,7</td>
</tr>
<tr>
<td>5</td>
<td>Length of work</td>
<td>1 - 6 years</td>
<td>57</td>
<td>33,5</td>
</tr>
</tbody>
</table>

Influence of Organizational Justice on Job Satisfaction

H1 was accepted, with a significance value of 0.000. The positive and significant effect of organizational justice on job satisfaction was supported by Dundar dan Tabancali (2012).
shows that this research with previous research carried out in the education industry. Afridi and Baloch (2018) show that there is a positive and significant influence of organizational justice on job satisfaction. The research conducted by Mahboob (2017) shows that there is a positive and significant relationship between organizational justice and job satisfaction.

**Influence of Transformational Leadership on Job Satisfaction**

H2 was accepted, with a significance value of 0.000. The positive and significant effect of transformational leadership on job satisfaction was supported by Saleem (2015), where the results of the study prove that transformational leadership has a positive and significant influence on job satisfaction. The similarity lies in the current and previous research, namely the selection of research subjects which are the teaching staff and the education industry. Previous research conducted by Braun et al. (2013) has also responded that transformational leadership has a positive influence on job satisfaction.

**Influence of Organizational Justice on Organizational Commitment**

H3 was not accepted, with a significance value of 0.239. The positive and not significant effect of organizational justice on organizational commitment was supported by Lambert et al. (2007). Meanwhile, previous research references in this study found many studies that prove that organizational justice influences organizational commitment. However, the difference between previous research with this research is about the industry.

**Influence of Transformational Leadership on Organizational Commitment**

H4 was accepted, with a significance value of 0.000. The positive and significant effect of transformational leadership on organizational commitment was supported by Porter (2015). Gumusluoglu et al. (2013) have involved R&D personnel by proving that transformational leadership has a positive and significant influence on organizational commitment. Also, research conducted by Farahani et al. (2011) have different types of industries compared to current research. This previous research chose the health industry. The results of this study alone indicate that there is an influence of a positive direct relationship between transformational leadership on organizational commitment.

**Influence of Job Satisfaction on Organizational Commitment**

H5 was not accepted, with a significance value of 0.015. The positive and not significant effect of job satisfaction on organizational commitment was supported by Gangai dan Agrawal (2015). The following previous studies are studies that do not have the same similarity in the scope of the industry as in the current study.

**Influence of Organizational Justice through Job Satisfaction on Organizational Commitment**

H6 was accepted, with a value of $t = 5.636$ is greater than the value of the $t$ table with a significance level of 0.05 that is 1.9732. The significance result states that job satisfaction can mediate the relationship of organizational justice to an organizational commitment with a mediation coefficient of 0.4103. Job satisfaction has a positive and significant effect when mediating organizational justice and organizational commitment, supported by Saadati et al. (2016) research. That research has the same industry in this research. The following previous studies are studies that do not have the same similarity from the scope of the industry as in the current research. In a study conducted by Kim and Chung (2019) in the transportation industry. The results of this study prove that job satisfaction has proven the influence as a mediator.
Influence of Transformational Leadership through Job Satisfaction on Organizational Commitment

H7 was accepted, with a value of t 5.636 is greater than the value of the t table with a significance level of 0.05 that is 1.9732. The signification result states that job satisfaction can mediate the relationship of organizational justice to an organizational commitment with a mediation coefficient of 0.4103. Job satisfaction has a positive and significant effect when mediating transformational leadership and organizational commitment supported by Darmawan & Putri (2017). The similarity obtained between previous research and current research is the selection of the type of industry that is educational in conducting research. Other previous research by Mohamad (2016) which has proven that there is an influence of job satisfaction, becomes a mediation between the relationships of transformational leadership to organizational commitment.

CONCLUSION

Based on the results of the research data analysis conducted at the BIAS Yogyakarta, organizational justice and transformational leadership had a positive and significant influence on job satisfaction partially and simultaneously. Organizational justice and commitment organizational had positive and not significant. Only transformational leadership had a positive and significant influence on organizational commitment. Job satisfaction has a positive and significant effect when mediating organizational justice and transformational leadership on organizational commitment.

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