

Distributive Justice, Job Satisfaction and Ethical Leadership Effect On Employee Organizational Commitment

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Abstract

This research is motivated by an organization or company success whose biggest factors are influenced by employee performance. This study used employee respondents of PT Pelindo III (Persero) Tanjung Perak Port Surabaya which consist of 225 respondents taken using accidental sampling techniques. Data analysis using multiple linear analysis. The results showed that fair distribution, job satisfaction, and ethical leadership influenced the organization's committee. This is influenced by several factors, such as companies that can allocate rewards appropriately, employees who are satisfied with the work they do and the existence of organization leaders or companies that can be exemplary and motivating.

Keywords: Distributive, Job Satisfaction, Leadership

INTRODUCTION*

The success of an organization is very determined by the employee's commitment to the organization where they work. High organizational commitment results in high performance, low absent rates, and low levels of employees (turnover). According to [1] organizational commitment is built based on an employee's belief based on organizational values, the willingness of employees greatly helps realize an organizational goal. The organization's commitment will cause a sense of contribution to have (sense of belonging) for employees to the organization.

Employee commitment to the Company is influenced by work frames [2]. Job satisfaction is a fun situation because of a person's view of his work, whether the work satisfies or work results by achieving work values based on the understanding of the employee. Job satisfaction will encourage efficiency, superior value, and high responsibility in an organization. The more individuals get a good impression on their work, it will be higher the dedication and productivity of the individual to its company [3].

Employee job satisfaction is influenced by several components, one of which is a distributive state. Distributive justice can be achieved if the outcome/income and

contribution between two individuals / two equivalent representatives. When employees see that the proportion of compensation is obtained accordingly, then employees will have a sense of value so that the level of work increases.

Ethical leaders are considered to have extensive ethical awareness and concern for all stakeholders including employees. Therefore, leaders must create an ethical friendly work environment for all employees, communicate ethical problems, function as a model of roles, and place a mechanism for the development of responsible employees. It is hoped that leaders who show ethical behavior will be more likely to consider the needs and rights of employees and treat them fairly causing job satisfaction for their employees [4].

Each employee wants justice in the work environment, such as in the division of compensation, so that it will be more satisfied and committed to their work and organization [5]. Organizational justice, distributive justice, and procedural justice has a positive relationship with organizational commitment. Distributive justice has the biggest contribution in forming commitment [6].

Justice is an important part of inspiring investigations within the work environment starting from distributive equity. The theory of equity or classical theory of justice explains individuals assessing commitments made for organizations and what they get from the organization and then comparing it with employees who are practically synonymous. In the end, they will make a big decision to evaluate

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the value of justice, such as payroll strategies, promotion, and other policies that dial organizations for the benefit of employees. But this is not balanced with adequate information owned by members of the organization.

Other factors that affect commitment are ethical leadership. Organizational commitment is not only influenced by employee emotional conditions in accepting organizational goals. Commitments can be formed when employees feel comfortable in the organization. Leadership in organizations has a role in building effective commitment. Employees will be highly committed to the organization if leaders use ethical considerations in decision-making.

A person's achievements and work in work should be determined by the level of skill, professionalism, and responsibility for work. Organizational commitment is an important factor in explaining the science of behavior and management of organizations related to Individual relations with organizations, organizational commitment will cause a sense of participation in employees to the organization.

Authoritative obligations to workers are formed based on equality given by the organization. Interests in distributing hierarchical assets are one way that is considered reasonable for workers. It can form the ideal mentality and behavior of workers, such as satisfaction with the consequences of choice and obligation to work.

According to [7] if employees are satisfied with the work they do, employees will have commitments to the organization, employee satisfaction that can encourage commitment can be demonstrated by compensation, promotional opportunities so that Employees are more appreciated, and the support and attention of superiors to employees.

The purpose of this research is to determine the effect of distributive justice, job satisfaction, and ethical leadership on the commitment of the employees of PT Pelindo III (Persero), Tanjung Perak Port Surabaya.

MATERIAL AND METHOD

This study uses two variables, such as the dependent variable (Y) and independent variables (x). What including the independent variable is distributive justice (X₁), job satisfaction (X₂), and ethical leadership (X₃). Whereas what is meant by bound variables is organizational commitment (Y).

Distributive justice (X₁)

Distributive justice is an employee's assessment of justice for outcomes received by employees from the company. This distributive justice is considered by employees to find out how rewards are distributed among employees. The indicator are:

- a. I consider my workload were fair enough
- b. I feel the reward which I get according to what I'm working on
- c. I feel my job responsibility is in accordance to what I get
- d. My work obligations in this company was according to the rights I received

Job satisfaction (X₂)

Job satisfaction is the tendency of employee satisfaction because the assumption is in accordance to the truth obtained in the work, including responsibility, workplace conditions, relations with colleagues and leaders, and salaries. The indicators were:

- a. The work I did was in accordance with my education, abilities and expertise
- b. The company provides an opportunity to career development
- c. I feel comfortable working here because of the many opportunities to advance or develop careers
- d. I feel satisfied with the salary and incentives which provided by the company

Ethical leadership (X₃)

Ethical leadership is a standardization of behavioral adjustments through personal actions and relational relationships, the promotion of these behaviors to followers through two-way correspondence, strengthening, and decision making. The indicators were:

- a. The actions taken by the leadership are consistent with the values adopted by the company
- b. Leaders push to accept diversity, and encourage forgiveness
- c. The leadership facilitates the development of confidence and employee expertise and gives mentoring
- d. Leaders push and support fair treatment

Organizational commitment (Y)

Organizational commitment is a strong encouragement or desire from organizational members to remain, work, and have a sense of organization. The indicators were:

- a. I will feel very happy to spend the rest of my career
- b. I have difficulty leaving this company
- c. It's hard to get a job with good income as my company where I work did
- d. I feel that this company has contributed a lot for my life.

In this study researchers took the location of the study at PT Pelindo III (Persero), Tanjung Perak Port, Surabaya.

Sample population and sampling techniques

The population in this study were employees of PT Pelindo III (Persero), Tanjung Perak Port, Surabaya with 225 quota sampling respondents with questionnaire deployment techniques using Accidental Sampling

Data Analysis Method

This study uses multiple linear regression analysis; multiple linear regression analysis is a technique for analyzing the effect between the independent variable to the bound variable.

Equation of multiple linear regression analysis:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3$$

RESULT AND DISCUSSION

Table 1. The results of regression analysis

Variable	T count value	Significant value
Distributive justice	14,844	0,000
Job satisfaction	12,875	0,000
Ethical leadership	9,750	0,000

1. Distributive Justice Variables: $H_o: \beta_1 = 0$ through $H_a: \beta_1 \neq 0$. Based on the significance value or $p\text{-value} = 0.000 < 0,05$. This is strong evidence of rejection $H_o: \beta_1 = 0$ and $H_a: \beta_1 \neq 0$ were approved. So the first hypothesis (H1) which expressed distributive justice influences the commitment of the employees of PT Pelindo III (Persero) Tanjung Perak Port Surabaya received.
2. Job Satisfaction Variables: $H_o: \beta_2 = 0$ through $H_a: \beta_2 \neq 0$. Based on the significance value or $p\text{-value} = 0.000 < 0,05$. This is strong evidence of rejection $H_o: \beta_2 = 0$ and $H_a: \beta_2 \neq 0$ were approved. So the second hypothesis (H2) which states that job satisfaction affects the organizational commitment of employees of PT Pelindo III (Persero) Tanjung Perak Port Surabaya is accepted.
3. Ethical leadership variables: $H_o: \beta_3 = 0$ through $H_a: \beta_3 \neq 0$. Based on the significance value or $p\text{-value} = 0.000 < 0,05$. This is strong

evidence of rejection $H_o: \beta_3 = 0$ and $H_a: \beta_3 \neq 0$ were approved. So the third hypothesis (H3) which states that ethical leadership affects the organizational commitment of employees of PT Pelindo III (Persero) Port of Tanjung Perak Surabaya is accepted.

Distributive justice for organizational commitment

Distributive justice is a situation where everyone is treated equally based on applicable laws or policies, regardless of race, ethnicity, gender, age, or other demographic characteristics. This means that if employees feel fair in distributing awards to the organization, then employees will be loyal to the organization because the company has provided emotional attachments and feels that the company is in accordance with employee and purpose of employees [9].

Job satisfaction with organizational commitment

Employees who are satisfied with their work will choose to remain with the organization or company because it feels the quality and purpose accordingly. The higher a person's commitment, the higher the possibility they will communicate the level of job satisfaction. The leader must have the nature of understanding the needs of each employee, motivating and placing appropriately, so that according to the arrangement of authoritative responsibility leadership. With the right style of authority and high compensation justice and further supported by job satisfaction, it is only natural if it can positively affect the commitment of the Employee Organization [8].

Ethical leadership of organizational commitment

Leaders must be able to convey the tasks and targets of clear, becoming a role model and motivation, creating a pleasant work environment, receiving complaints, giving orders and MMAPs to encourage employees to advance. As a result, leaders can give birth to inventive employees who love work with loyalty. Organizational Commitment is a condition where workers are very interested in their organizational goals, values, and targets. Leadership Explain the results of organizational outcomes such as organizational culture and reinforce that the initiative affects employee commitments (Adawiyah and Tjahjono, 2016).

CONCLUSION

1. Distributive justice influences organizational commitment
If employees feel satisfied with the assignment and compensation given, employees will be loyal to the organization because they tend to have strong relationships with the organization and feel that organizations are in accordance to their quality and goals.
2. Job satisfaction affects organizational commitment
Employees who are satisfied with their work prefer to stay in the company because they feel their values and goals according to the company. The higher the degree of a person's organizational commitment, the higher the possibility that they express the level of job satisfaction.
3. Ethical leadership affects organizational commitment
A leader must be able to convey assignments and targets clearly, being an example and inspiration, creating a pleasant working atmosphere, accepting complaints and discussing, giving autonomy and motivating his employees to move forward. Thus leaders are able to create creative employees, loving their jobs and loyal to the organization.

SUGGESTION

According to the description above, it can be the several suggestions that may be used as consideration for agencies, and the next researcher in determining the wisdom in the future, are:

1. The importance of the leadership to apply a solid administrative force for its employees, so leaders are needed that can increase job satisfaction that will influence the organizational commitment of employees, for example providing motivation and inspiration to achieve goals, paying special attention to employees to develop and Achieving and giving a sense of confidence that they are part of the company.
2. Job satisfaction is proven to increase organizational commitment, so that the aspect needs to be increased by giving justice and compensation suitability to employees.
3. A leader, leader must be cared about showing support and motivation so that

employees will feel considered and will be loyal to the company.

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