

# Effects of Organizational Justice and Leader Behavior on Job Satisfaction with Demographic Characteristics As Control Variable

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## ABSTRACT

This study aims to see how the effects of organizational justice and leader behavior on job satisfaction with demographic characteristics as control variables. In addition, this study will also look at the interaction of these two variables and how organizational justice affects the performance of the Riau Province Tourism Office. This type of research is explanatory research. The population is employees at the Tourism Office of Riau Province, totaling 109 people. Data analysis in this study using SEM-PLS. Based on the data processing, it was found that women's job satisfaction was better than the job satisfaction of men in the Riau Province Tourism Office employees. In addition, the understanding of organizational justice has been proven to affect the job satisfaction of the employees of the Riau Province Tourism Office. The limitation of this study is the lack of population size used. So it is suggested to further researchers to conduct more in-depth research on organizational justice per indicator. In order to be able to explain more deeply on this variable so that the causes of job satisfaction will be clearer.

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## Introduction

Human resources are an important asset in an organization, because they are sources that can manage, maintain, and develop the organization (Riska and Masruroh, 2013). Human resources are the most valuable and most important assets or assets owned by an organization, because the success of the organization is largely determined by the human element (Ardana, et al, 2012: 3). For the sake of continuity, maintaining employee satisfaction is also an organizational goal. Satisfied employees are a valuable organizational resource for achieving long-term success, well-being, and sustainability (Bakotic and Ivan, 2021). This is closely related to the attitude of employees towards the tasks obtained, if an employee has a high level of satisfaction with his work, then he will have good work productivity. Conversely, if the level of employee satisfaction is low with their work, then the employee is likely to have low productivity towards his work (Putra, 2014).

One of the theories about satisfaction is the theory of justice, which suggests that people will feel satisfied or dissatisfied, depending on whether or not there is justice in the situation, especially the work situation (Rivai et al., 2013; Rahmat, 2015; Sandra & Rahmat, 2019; Saryanto & Rahmat, 2021; Feri et al., 2020). This is in line with the principle of justice

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according to Rawls (2011) which says that the welfare of all people depends on a cooperative scheme without which no one will be able to achieve life satisfaction and the sharing of benefits must reflect the will of the cooperation of everyone in it. (Hanif et al, 2015; Rahmat et al., 2017; Hariono et al., 2022).

Organizational justice refers to employees' perceptions of fairness and justice in the organization. This is the degree to which individuals believe that the results they receive and how the organization treats them are fair, equitable, and in line with the expected moral and ethical standards (Bakotic and Ivan, 2021). Referring to previous research that describes three types of justice in the workplace, namely distributive, procedural and interactional (Ibrahim, et al, 2019; Bakotic and Ivan, 2021).

Distributive justice refers to the perceived fairness of the distribution of workload and rewards. Employees experience distributive justice when they feel that they are receiving adequate returns from social and economic resources, which means a fair distribution of results and income (Fujimoto, 2013; Fuchs, 2011 in Bakotic and Ivan, 2021). Procedural fairness is oriented towards employees' perceptions of whether they have been treated fairly when interacting with their superiors or other authorities in the processes by which organizational results are achieved, such as decision-making processes, human resource policies and practices that affect their work outcomes (Bakotic and Ivan, 2003). 2021). Also, the concept of interactional justice states the perceived fairness of the quality of interpersonal treatment that employees receive from their authority, focusing on the interactions between different levels of the organization, and suggests that the perceived fairness of interpersonal treatment with one's superiors influences employee behavior (Bakotic and Ivan, 2003). 2021).

Due to empirical evidence, organizational justice has been viewed as an important factor for understanding and predicting many organizational behaviors, and as one of the main factors influencing employee job satisfaction (Elamin, 2012; Rahman, et al, 2015 in Bakotic and Ivan, 20210). Lily Rahmah's research (2020), "Organizational Justice and Work Satisfaction: Meta Analysis" shows the results of the meta-analysis show that procedural justice, distributive justice and interactional justice are positively correlated with job satisfaction, in line with the research of Ibrahim, et al, (2019) and Fatimah, et al, (2011). However, this research is in contrast to the research by Jaenab, et al, (2019) "Organizational Justice Effect on Employee Job Satisfaction" which states that distributive justice has no effect on employee satisfaction, in line with Gori, et al, (2020). Bakotic and Ivan (2021) in their study assert that procedural justice does not affect employee job satisfaction. Various contradictions occur between researchers, so showing the relationship between organizational justice and job satisfaction absolutely requires further study.

In addition to organizational justice which is a determinant of job satisfaction, as well as a determinant of organizational success is the role of the leader.

Influence on emotions, thoughts, motivations, needs, demands, and expectations of employees affect their job satisfaction, leaders exert this influence by showing a certain style

or behavior, depending on the organizational situation, the relationship between leaders and employees. Leadership is the art of working with people. Leaders create change, influence, motivate, and facilitate individuals and groups to achieve common goals. Through a process that is directed at the motivation of employees to achieve the goals and objectives that have been set, leaders influence the feelings and behavior of their followers, influencing their productivity, motivation, effectiveness, organizational commitment, and job satisfaction (Yulk, 2012 in Bakotic and Ivan, 2021).

Bass (1990) provides a systematic overview of the various terms used by researchers to describe relationship-oriented leadership behaviors that focus on the quality of the relationship with followers, and task-oriented leadership behaviors that focus on the tasks to be completed by followers. Relationship-oriented leadership is an approach that puts effort into the job satisfaction, motivation, and work-life balance of employees. Relationship-oriented leadership behavior is oriented towards support, motivation, encouragement, trust, respect, and employee development, while task-oriented focuses on the efficiency of achieving goals and objectives. Task-oriented leadership emphasizes work procedures, activities, and goals, based on organizational hierarchies and interactions between managers and employees. This type of behavior helps employees to be clear about what work needs to be done to achieve the set goals, clarify job responsibilities, job assignments, priorities, deadlines, performance standards, rules, policies, procedures, etc., to achieve effectiveness and quality (Bakotic and Ivan, 2021).

A number of studies have shown that leadership behavior and job satisfaction show a significant relationship in various sectors: from education, private, and public to the non-profit sector (Bakotic and Ivan, 2021). Research with a focus on the study of the effect of leader behavior on job satisfaction, conducted by Akdola and Sebnem (2015) describes leadership as an important variable that allows high job satisfaction. Hakkan (2011) entitled "The impact of managers' leadership behaviors on job satisfaction and performance of employees" found a significant relationship between managers' leadership behavior and job satisfaction, in line with Yirik and Furkan (2014). Contraversion occurs due to a gap in the research of Bakotic and Ivan (2021), "Organizational Justice and Leadership Behavior Orientation a Predictors of Employees Job Satisfaction: Evidence from Croatia", with the result that task-oriented behavior leadership does not affect employee job satisfaction, in line with Alonderiene's research and Majuskaite (2016) which states that task-oriented behavior shows the lowest impact on job satisfaction.

Based on the theoretical study and the inconsistency of the research results above, the author intends to further examine this problem by adding demographic characteristics variables as control variables in this case related to gender, age, education, years of service in the organization, and marital status, in order to minimize or even eliminate other influences besides the independent variables that may affect the results of the dependent variable. Thus, the theme of this research is "Effect of Organizational Justice and Leader Behavior on Job Satisfaction with Demographic Characteristics as Control Variable."

## **Theoretical support**

### ***Organizational Justice***

Justice is important in shaping the attitudes and behavior of individual employees in the organization (Usmani and Jamal, 2013). Organizational justice refers to employees' perceptions of fairness and justice in the organization. This is the degree to which individuals believe that the results they receive and how the organization treats them are fair, equitable, and in line with the expected moral and ethical standards (Bakotic and Ivan, 2021). Organizational justice is the entire perception of fairness in the workplace, namely the extent to which individuals believe in the results or the way individuals are treated fairly, equally, or fairly at work in accordance with expected moral standards (Robbins and Judge, 2015). Organizational justice is a gift from the organization/company in the form of rewards, procedures that are fairly distributed to employees (Nurmala and Warsindah, 2015).

### ***Leader Behavior***

Leadership is the art of working with people. Leaders create change, influence, motivate, and facilitate individuals and groups to achieve common goals. Through a process that is directed at the motivation of employees to achieve the goals and objectives that have been set, leaders influence the feelings and behavior of their followers, influencing their productivity, motivation, effectiveness, organizational commitment, and job satisfaction (Yulk, 2012 in Bakotic and Ivan, 2021). . Over time, many leadership styles are defined, distinguishing how employees are respected, treated with honesty and integrity, given information, allowed to make decisions, included in open lines of communication, etc. The literature abounds on various typologies of leadership styles. Beyer (2012) lists 50 different leadership styles found in the recent literature. Each leadership style is defined and characterized by a combination of leadership behaviors (Bakotic and Ivan, 2021).

Mulyasa stated that there are 3 dimensions of leadership behavior, which are based on relationships, namely task behavior, relationship behavior and maturity. Task behavior is the giving of instructions by the leader to subordinates including certain explanations, what to do, when, and how to do it, as well as monitoring them closely. Relationship behavior is an invitation conveyed by the leader through two-way communication which includes listening and involving subordinates in problem solving. Maturity is the ability and willingness of subordinates to be responsible for the implementation of the tasks assigned to them (Efendi, 2015: 158).

### ***Job satisfaction***

Job satisfaction can be defined as a pleasant feeling, which comes from personal perceptions about the fulfillment of one's work and values (Raymond et al., 2006 in Bakotic and Ivan, 2021). Abdullah, et al (2011) define job satisfaction as the extent to which people like their work. Job satisfaction is an emotional and effective response to various aspects of one's work

(Mamari, 2011 in Bakotic and Ivan, 2021). Satisfaction is a relative thing, some people feel satisfied when they can do a job that matches their interests and abilities, but some others feel satisfaction when the results of their work and efforts get the right reward. Satisfaction is the level of one's feelings after comparing the perceived performance (or outcome) with expectations.

Job satisfaction is a positive feeling about work that results from an evaluation and refers to the general attitude of an individual towards the work he does. Someone who has a high level of job satisfaction will show a positive attitude towards his job, while someone who is dissatisfied will show a negative attitude towards his job. (Robbins, 2015: 170).

### Research Framework

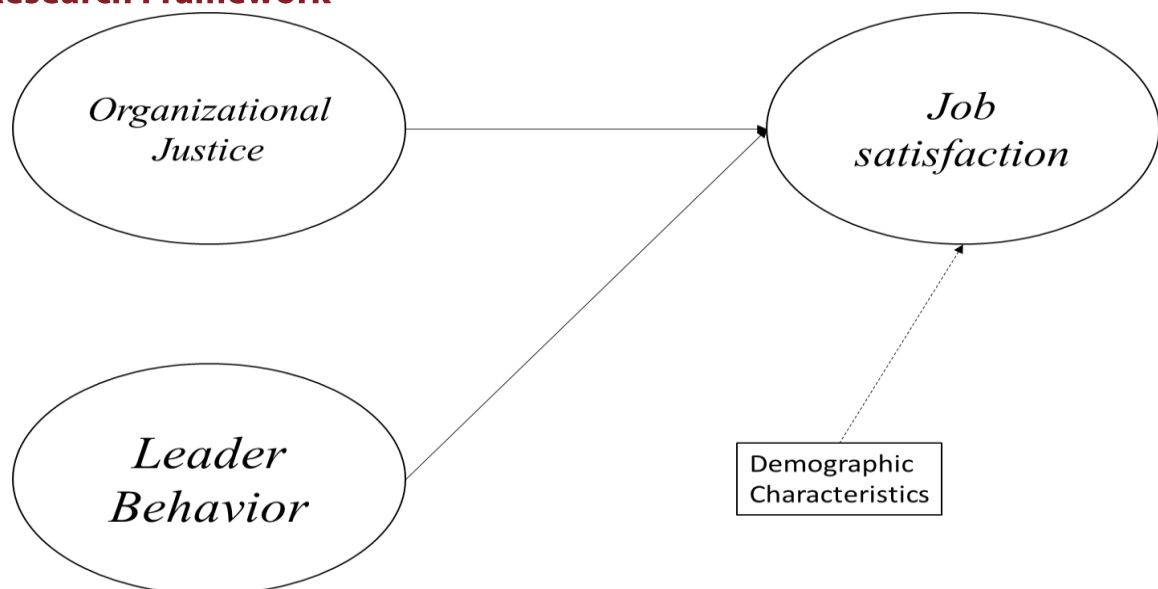


Figure 1. Research Framework.

### Research method

#### Quantitative Method

The method used in this research is quantitative research which explains that the research paradigm emphasizes the understanding of problems in social life based on conditions of reality or natural settings that are holistic, complex and detailed.

This research is descriptive and verification. Descriptive research describes the characteristics of the variables studied, while verification research tests the truth of a hypothesis. This descriptive method describes a description of job satisfaction, organizational justice and leader behavior. While the verification method is carried out to test the truth of the hypotheses that have been found through data collection in the field, namely: testing the effect of organizational justice and leader behavior on job satisfaction, with demographic characteristics as control variables.

## Results

### Analysis SEM-PLS

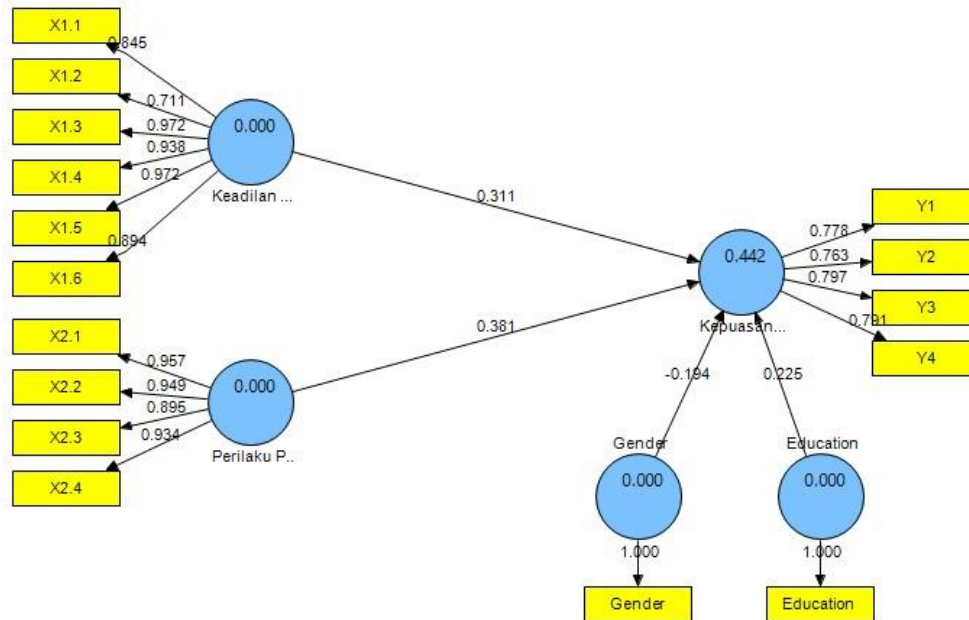


Figure 2. Path Chart.

### Significance Test Results

Table 1. Significance Test Results

Hypotesis	T Statistics ( O/STDEV )	P Values	Note
Gender > Job Satisfaction	2,086	0,069	Received
Education > Job Satisfaction	2,882	0,078	Received
Organizational Justice > Job Satisfaction	4,086	0,076	Received
Leader Behavior > Job Satisfaction	4,298	0,089	Received

Notes. Data Olahan, 2022

The effect of gender on job satisfaction. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between gender and job satisfaction is 2.806. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of gender on job satisfaction. In other words, there are differences in job satisfaction between male and female sexes.

The effect of education on job satisfaction. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between education and job satisfaction is 2.882. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of anization education on job satisfaction.

The effect of organizational justice on job satisfaction. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between organizational justice and job satisfaction is 4,086. The test results show that the value of T statistics > 1.96. This shows that there is a significant effect of organizational justice on job satisfaction.

The influence of leader behavior on job satisfaction. In the test results listed in the table above, it can be seen that the T statistic value of the relationship between leader behavior and job satisfaction is 4.298. The test results show that the value of T statistics > 1.96. This shows that there is a significant influence of leader behavior on job satisfaction.

**Test Results Directly and Indirectly**

**Table 2.** Test Results Directly and Indirectly

Eksogen	Endogen	Path Coefficient
Gender	Job satisfaction	-0,194
Education	Job satisfaction	0,225
Organizational Justice	Job satisfaction	0,311
Leader Behavior	Job satisfaction	0,381

Notes. Data Olahan, 2022

The variable that has the largest total coefficient on job satisfaction is leader behavior with a total coefficient of 0.381. Thus the leader's behavior is the most influential variable or has the most dominant influence on job satisfaction.

**Dominant Influence**

**Table 3.** Dominant Influence

Eksogen	Endogen	Path Coefficient
Gender	Job satisfaction	0,225
Education	Job satisfaction	-0,194
Organizational Justice	Job satisfaction	0,311
Leader Behavior	Job satisfaction	0,381

Notes. Data Olahan, 2022

Based on the table above, it can be seen that the measurement model formed is as follows:

$$Y = -0.194 X1 + 0.225 X2 + 0.311 X3 + 0.381 X4$$

From the equation it can be informed that

1. The direct effect coefficient of gender on job satisfaction is -0.194 which states that gender has a negative and significant effect on job satisfaction. This means that the job satisfaction of female employees is higher than the job satisfaction of female employees.
2. The direct effect coefficient of job satisfaction on leader behavior is -0.194 which states that education has a positive and significant effect on job satisfaction. This means that higher education tends to increase job satisfaction.
3. The coefficient of direct effect of organizational justice on job satisfaction is 0.311 which states that organizational justice has a positive and significant effect on job satisfaction. This means that the better the organizational justice, it tends to increase job satisfaction.
4. The direct effect coefficient of leader behavior on job satisfaction is 0.381 which states that leader behavior has a positive and significant effect on job satisfaction. This means that the more effective the leader's behavior, the more likely it is to increase job satisfaction.

## **Discussions**

### ***The Role of Control Variables (Gender and Work Period) on Job Satisfaction***

From the results of the descriptive analysis for the control variable gender, it was concluded that the average employee at the Riau Province Tourism Office was 51.4% female and the remaining 48.6% of the respondents were male.

The test results listed in the table above can be seen that the T statistic value of the relationship between gender and job satisfaction is 2.806. The test results show that the value of T statistics  $> 1.96$ . This shows that there is a significant effect of gender on job satisfaction. In other words, there are differences in job satisfaction between male and female sexes. The direct effect coefficient of gender on job satisfaction is -0.194 which states that gender has a negative and significant effect on job satisfaction. This means that the job satisfaction of female employees is higher than that of male employees.

From the results of the descriptive analysis for the level of education, it was found that 22.9% of respondents had high school education. Then respondents with D3 education were 3.7% and 55.0% of respondents had S1 education. While the remaining 18.3% have a master's degree. Thus it can be said that most respondents have an undergraduate education.

The test results listed in the table above can be seen that the T statistic value of the relationship between education and job satisfaction is 2.882. The test results show that the value of T statistics  $> 1.96$ . This shows that there is a significant influence of education on job satisfaction. The direct effect coefficient of education level on job satisfaction is 0.225 which states that education has a positive and significant effect on job satisfaction. This means that higher education tends to increase job satisfaction.

### ***Organizational Justice has a positive and significant effect on job satisfaction***

The results of the descriptive analysis of organizational justice variables for each statement item averaged 4 on a scale of 1 – 5. Although there were some whose average was below 4, but not many. Among them, with an average item of 4.22, it shows that respondents strongly agree that the rewards they get are in accordance with what they do. Then the average item is 3.94 respondents agree that when decisions are made about their work, the leader is sensitive to their needs.

The results of the descriptive analysis of job satisfaction variables have an average value of the statement items above 4 with a scale of 1-5. Among them the average item is 4.41, indicating that most respondents strongly agree that the conditions of their organization's work environment are very satisfactory.

The test results listed in the table above can be seen that the T statistic value of the relationship between organizational justice and job satisfaction is 4,086. The test results show that the value of T statistics  $> 1.96$ . This shows that there is a significant effect of organizational justice on job satisfaction. The direct effect coefficient of organizational justice on job satisfaction is



0.311 which states that organizational justice has a positive and significant effect on job satisfaction. This means that the better the organizational justice, it tends to increase job satisfaction.

### ***Leader behavior has a positive and significant effect on job satisfaction***

The results of the analysis of the leader behavior variables have an average statement item below 4 with a scale of 1 – 5. For example, the average item is 3.93, indicating that respondents agree that their leaders motivate their subordinates through completing the assigned tasks; the average item is 3.86, indicating that most of the respondents agree that their leaders communicate openly and intimately with all their subordinates. Furthermore, for the job satisfaction variable as mentioned above, it can be concluded that most employees at the Riau Province Tourism Office perceive they are satisfied with their work. One of the statements is that the average item is 4.31 stating that they strongly agree that they are satisfied with the provisions of the organization's promotion.

The test results listed in the table above can be seen that the T statistic value of the relationship between leader behavior and job satisfaction is 4.298. The test results show that the value of T statistics  $> 1.96$ . This shows that there is a significant influence of leader behavior on job satisfaction. The direct effect coefficient of leader behavior on job satisfaction is 0.381 which states that leader behavior has a positive and significant effect on job satisfaction. This means that the more effective the leader's behavior, the more likely it is to increase job satisfaction. The findings of this study indicate that leader behavior is the highest variable that affects job satisfaction for employees of the Riau Province Tourism Office with a total coefficient of 0.381. Thus the leader's behavior is the most influential variable or has the most dominant influence on job satisfaction.

Based on the tests listed in the table above, it can be seen that the effect of organizational commitment on job satisfaction through job stress is obtained by the T statistics value of 5.715. The test results show that the value of T statistics  $> 1.96$ . This shows that there is a significant effect of organizational commitment on job satisfaction through job stress. Therefore, job stress is said to be able to mediate the effect of organizational commitment on job satisfaction. With the indirect effect coefficient of organizational commitment on job satisfaction through work stress of 0.199, it states that organizational commitment has a positive and significant effect on job satisfaction through work stress. This means that the higher the work stress caused by the poorer organizational commitment, it tends to decrease job satisfaction.

## **Conclusion**

From the results that have been described previously, it can be concluded that it was found that the job satisfaction of women was better than the job satisfaction of men in the Riau Province Tourism Office employees, it was found that the higher the level of education, the

better the job satisfaction of the Riau Province Tourism Office employees, justice Organization is proven to affect the job satisfaction of Riau Province Tourism Office employees, leader behavior is found to be the variable that most affects Riau Province Tourism Office employee job satisfaction.

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