

Organizational Justice and Leadership Style on Employee Job Satisfaction (Empirical Study on Bappeda of West Papua Province)

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ABSTRACT

Keywords: organizational justice; leadership style; job satisfaction. This research aims to analyze the influence of organizational justice and leadership style on employee job satisfaction (Empirical Study at the Regional Development Planning Agency (BAPPEDA) of West Papua Province). The results of the research show that organizational justice and leadership style have a positive and significant effect on employee job satisfaction at the Regional Development Planning Agency of West Papua Province. Leadership style has a positive and significant effect on employee job satisfaction at the Regional Development Planning Agency of West Papua Province. Organizational Justice and Leadership Style simultaneously have a significant influence on the job satisfaction of employees of the Regional Development Planning Agency of West Papua Province.



Introduction

Every person who works expects to get satisfaction from where he works, in general, job satisfaction is an individual thing because each individual will master different levels of satisfaction according to the values that apply to each individual. The more factors in the work that are by the individual's wishes, the higher the level of satisfaction felt (Husaini & Sutarna, 2021). Job satisfaction is an effectiveness or emotional response to various factors of work, and employees' feelings about whether or not a job is enjoyable. Generally, it is against a person's work that shows a difference between the number of awards workers receive and the amount they believe they should receive (Husaini & Sutarna, 2021).

(Santoso & Yuliantika, 2022) Also, job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and things related to physical and psychological factors. According to (PERDANA, 2024), every person who works wants to expect satisfaction from the place where he works. Job satisfaction will affect the productivity that a manager expects so much, so a manager needs to understand what to do to create job satisfaction for his employees. This is also supported by (Abdussamad, 2019), who states that job satisfaction

is a feeling of pleasure or displeasure in looking at and carrying out one's work. If a person is happy with his work, then he will be satisfied with his work.

Job satisfaction will affect the productivity that is highly expected by a leader, so a leader needs to understand what must be done to create job satisfaction for his employees. This is also supported by (Setiawan, 2016), who states that job satisfaction is a feeling of pleasure or displeasure in looking at and carrying out one's work. If a person is happy with his work, then he will be satisfied with his work. According to Afandi (2021), the indicators of job satisfaction are as follows: 1) Work, the content of the work carried out by a person can be a factor of satisfaction at work; 2) Wages, The amount of payment received by a person as a result of doing his or her work whether it is by a perceived need to be fair; 3) Supervisor, a person who always gives orders or directions in the implementation of his work; and 4) Co-worker, a person who constantly interacts in the implementation of his work can make work fun or unpleasant.

To obtain job satisfaction, factors that can affect it include organizational justice and leadership style. This factor will be studied in this study. Organizational justice is considered important because based on the theory of fairness, employees tend to compare the ratio between the efforts or contributions they make, balanced with the results they have received. Employees consider an organization fair when they are confident that the results and procedures they receive are fair (Noruzi & Rahimi, 2010). Organizational fairness shows employees' perceptions of the extent to which they are treated fairly in the organization.

(Ritonga, 2016) define organizational justice as a level at which an individual feels treated equally in the organization where he or she works. Another definition says that organizational justice is a person's fair perception of decisions taken by their superiors. Employees are considered to be able to achieve and show their best performance if there is work security and organizational fairness that leads to employee satisfaction. Workers' perceptions of fairness related to interactions, procedures, and outcomes are known to be very capable of influencing workers' behaviour and attitudes.

Research on organizational justice has been conducted in a variety of fields, backgrounds, and research environments. As a result, each study uses a different definition of organisational justice. Organizational justice refers to the presence or absence of justice in the workplace. It is formed based on how people feel about their work and organization. As a result, organizational justice has control over how employees behave. Another view considers organizational fairness, referring to employees' perceptions of workplace interactions, processes, and outcomes to achieve fairness. In this sense, organizational justice is seen from the perspective of the individual and is not only related to fair results but also to how they are achieved.

Leadership is one of the issues in management that is still quite interesting to discuss today. Mass media, both electronic and print, often feature opinions and talks that discuss leadership. The role of leadership, which is very strategic and important for the achievement of the mission, vision, and goals of an organization, is one of the motives that encourages humans to always investigate the intricacies related to leadership. The

quality of a leader is often considered the most important factor in the success or failure of an organization, as well as the success or failure of an organization, whether business-oriented or public-oriented, is usually perceived as the success or failure of a leader.

(Sutrisno, 2022) stated that leadership is an activity that moves others to achieve the expected results by leading, guiding, and influencing others. Leadership is the ability to realize a vision or goal that has been set by moving individuals or groups of people to achieve these goals (Muhlis & Rusli, 2020). A leader to achieve organizational goals must be able to move, direct, and influence his subordinates to perform tasks according to their duties.

The problem that occurs in BAPPEDA West Papua Province is that the leader only gives orders without paying attention to the real function/meaning of the leader, the leader is only oriented towards achieving the target so he does not pay attention to the vision and mission of the organization he leads.

Adhering to the vision and mission and the various limitations faced is a challenge for BAPPEDA West Papua Province in managing its resources. In daily observations, there are still employees who lack discipline which is shown by not coming on time, the way of dressing is still not standard, besides that there are still many employees who like to postpone work.

Research Methods

Type of Research

In this study, a quantitative approach (survey method) is used. In this study, the Likert scale is also used, (Kuantitatif, 2016) the Likert scale is used to measure the attitudes, opinions, and perceptions of a person or a group of people about social phenomena. In other words, through this research, the relationship between organizational justice and leadership style will be studied objectively regarding the relationship between organizational justice and leadership style to the job satisfaction of BAPPEDA employees in West Papua Province.

Data

According to (Tegor, ALPINO SUSANTO, Togatorop, & SULIVYO, 2020), a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. A questionnaire is a data collection by providing a list of questions submitted to respondents that have been made in writing using a Likert scale.

Population data is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then draw conclusions. The population in this study is 65 employees. The number of samples in this study is as many as 65 employees of BAPPEDA West Papua Province.

Research Variables

In this study, there are two variables, namely independent variables and dependent variables, including:

Independent variables or independent variables are variables whose size is not influenced by other variables, including:

X1 = Organizational Justice X2 = Leadership Style

Dependent variables or bound variables are variables whose size is influenced by other variables, including:

Y = Job Satisfaction

Multiple Linear Regression Analysis

Multiple regression analysis is used to test the influence or relationship between independent variables (organizational fairness and leadership style) and dependent variables (job satisfaction). The calculation will be carried out with the help of the SPSS for Windows 22 program. The variable relationship model will be analyzed according to regression according to (Tegor et al., 2020).

The influence of the independent variable on the individually bound variable was tested by the t-test (partial test), while the influence of the independent variable on the variable was simultaneously tested by the F test (simultaneous test).

Results and Discussion

Validity Test

Table 1
Results of the Validity Test of Research Instruments

Variable	Alpha < value	Information
	0.05	
X1.1	0.000	Valid
X1.2	0.000	Valid
X1.3	0.000	Valid
X1.4	0.000	Valid
X1.5	0.000	Valid
X1.6	0.000	Valid
X1.7	0.000	Valid
X2.1	0.000	Valid
X2.2	0.000	Valid
X2.3	0.000	Valid
X2.4	0.000	Valid
X2.5	0.000	Valid
X2.6	0.000	Valid
X2.7	0.000	Valid
Y1.1	0.000	Valid
Y1.2	0.000	Valid
Y1.3	0.000	Valid
Y1.4	0.000	Valid
Y1.5	0.000	Valid

Reliability Test

Table 2
Reliability Test Results

Variable	Alpha Value Cronbach > 0.60	Information
X1	,649	Reliable
X2	,773	Reliable
Y	,689	Reliable

It can be concluded that Table 1 shows that the data is valid and in Table 2 the data is declared reliable.

Normality Test

Table 3
Kolmogorov-Smirnov normality

		Unstandardize d Residual
N		65
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,22706258
Most Extreme Differences	Absolute	,125
	Positive	,125
	Negative	-,075
Test Statistic		,125
Asymp. Sig. (2-tailed)		,113 ^c

From Table 3, the Kolmogorov-Smirnov Sig value is 0.113 > Sig 0.05 so the data is distributed normally.

Linearity Test

Table 4
Satisfaction-Justice Linearity

		Sum of Squares	df	Mean Square	F	Si g.
K.K (Y) *	Between (Combi ned)	1,901	9	,211	2,322	,027
K.O (X1)	Groups	,873	1	,873	9,600	,003
	Linearity	1,028	8	,128	1,413	,212
	Deviat ion from Linear ity					
Within Groups		5,003	55	,091		
Total		6,905	64			

Table 5
Linearity of Leadership Satisfaction

		Some of Squares	df	Mean Square	F	Sig.
K.K (Y)	Between Groups (Combined)	3,679	11	,334	5,494	,000
* G.P (X2)	Linearity Deviation from	3,257	1	3,257	53,517	,000

Linearity	,421	10	,042	,692	,727
Within Groups	3,226	53	,061		
Total	6,905	64			

This test is commonly used as a prerequisite in correlation analysis or linear regression by looking at the significance value if the sig value is < 0.05, then there is a significant linear relationship between the predictor variable (X) and the criterion variable (Y).

Multicollinearity

**Table 6
Multicollinearity**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	,427	,506			,845	,402	,961	1,041
K.O (X1)		,109	,229	,642	2,555	,013		
G.P (X2)	,606	,085			7,164	,000	,961	1,041

The results of the calculation of the Variance Inflation Factor (VIF) value also show the same thing, there is no single independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between independent variables in the regression model.

Heteroscedasticity

A good regression model is that there is no homoskepestivity and heteroscedasticity. To see whether there are symptoms of heteroscedasticity using the Scatterplot drawing pattern, the results can be seen in Figure 1 below;

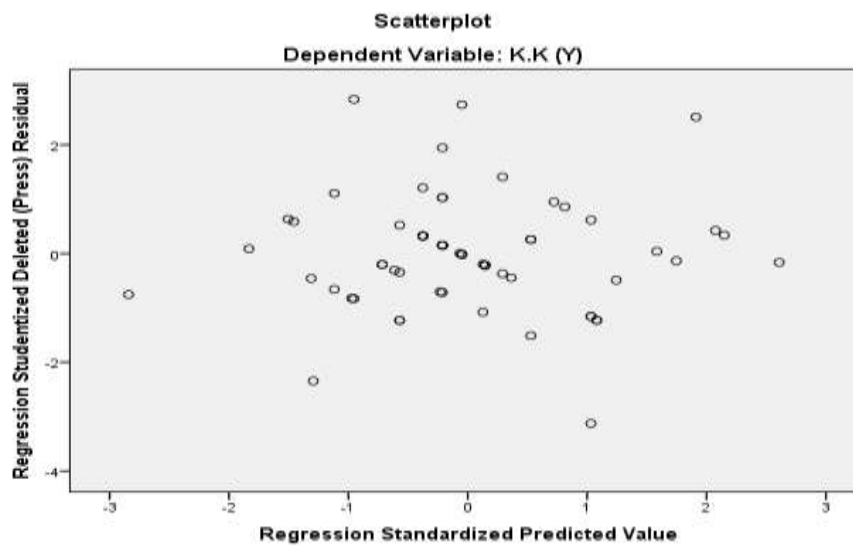


Figure 1 Heteroskedasticity Test

In Figure 1 there is no heteroskedasticity, the analysis:

1. Data points spread above and below or around 0
2. Data points don't collect just above or below.
3. The distribution of data points does not form a wavy pattern that widens then narrows and widens again.
4. The distribution of data points is unpatterned.

Regresi Linear Berganda

To test multiple linear regression concurrently, classical assumption testing was carried out both simultaneously and partially.

**Table 7
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,723 ^a	,522	,507	,23070

a. Predictors: (Constant), G.P (X2), K.O (X1)
b. Dependent Variable: K.K (Y)

It is known that in Table 7 the influence of the variables of Organizational Justice and Leadership Style is 52.2% on Job Satisfaction, while the remaining 48.8% is influenced by other factors that cannot be explained in this study.

**Table 8
Coefficients^a**

Model	Coefficient	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,427	,506		,845	,402
	K.O (X1)	,278	,109	,229	2,555	,013
	G.P (X2)	,606	,085	,642	7,164	,000

a. Dependent Variable: K.K (Y)

Table 9
ANOVA

Model	Some of Squares	df	Mean Square	F	Sig.
1 Regression	3,605	2	1,802	33,868	,000 ^b
Residual	3,300	62	,053		
Total	6,905	64			

It is known that in Table 8 it is known that the Sig value of the Organizational Justice variable is $0.013 < 0.05$ so it can be concluded that there is a significant influence between Organizational Justice on Job Satisfaction while the Sig value of the Leadership variable is $0.000 < 0.05$ so it can be concluded that there is a significant influence between Leadership Style on Job Satisfaction. In Table 9, the Sig value of Organizational Justice and Leadership Style is $0.000 < 0.05$ so it can be concluded that simultaneously has a significant effect on job satisfaction.

Conclusion

From the results of the research on the Influence of Civilization Justice and Leadership Style on Job Satisfaction of BAPPEDA employees of West Papua Province, the following conclusions can be drawn:

1. Partially, there is a significant positive influence between Organizational Justice on Job Satisfaction of West Papua Province BAPPEDA employees.
2. Partially, there is a significant positive influence between Leadership Style on Job Satisfaction of West Papua Province BAPPEDA employees.
3. Simultaneously, there is a significant influence between Organizational Justice and Leadership Style on Job Satisfaction of West Papua Province BAPPEDA employees

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