

Mediation Role of Job Satisfaction in the Relationship of Distributive Justice and Ethical Leadership to Nurse Organizational Commitments at PKU Muhammadiyah Hospital Yogyakarta

Muchroni Subono¹, HeruKurnianto Tjahjono², Nuryakin³

¹(Master of Management/ Universitas Muhammadiyah Yogyakarta, Indonesia)

²(Master of Management/ Universitas Muhammadiyah Yogyakarta, Indonesia)

³(Master of Management/ Universitas Muhammadiyah Yogyakarta, Indonesia)

*Corresponding Author: Muchroni Subono¹

ABSTRACT: This study analyzed the role of mediation of job satisfaction in the relationship of distributive justice and ethical leadership to organizational commitment in PKU Muhammadiyah hospital Yogyakarta. Subjects in this study were nurses of RS. PKU Muhammadiyah Yogyakarta, the data used in this study were quantitative data with primary data. The sample in this study used a census method, the data in the form of questionnaires were distributed directly to 212 respondents, data analysis techniques used AMOS SEM. The results showed that: 1) distributive justice has a significant positive effect on job satisfaction 2) ethical leadership has a significant positive effect on job satisfaction 3) job satisfaction has a significant positive effect on organizational commitment 4) distributive justice has a positive effect on organizational commitment 5) ethical leadership has a positive effect significant to organizational commitment 6) distributive justice has a significant positive effect on organizational commitment mediated by job satisfaction 7) ethical leadership does not affect organizational commitment mediated by job satisfaction.

KEYWORDS -distributive justice, job satisfaction, ethical leadership, organizational commitment

I. INTRODUCTION

Paramedics are human resources who had central role on nursing patients day-to-day in the hospital. Patients, on the other hand, are hospital service users that interact mostly with paramedics, so the interaction, good interaction between patient and paramedics are an important part of the organizational aspect of the hospital. Main issue regarding with paramedics are job satisfaction. Many among the paramedics feel that their role are not compensated well enough by the hospitals where they work. One the cases commonly found in hospitals among the paramedics are injustice feeling regarding their work and role in hospitals.

Justice is an important aspect in the study of motivation in the work place, and it started with discussion of distributive justice as a main study in the workplace. Classic theory of justice, which is called *equity theory* stated that someone's contribution and compensation to and from an organization are comparable. Someone's success and performance in one field of work are determined by his/her competencies, professionalism, and commitment to his/her field. Employees's organizational commitments are formed because of the sense of justice that the organization gave. This could affect attitude and behaviour of the employees as intended, such as satisfaction at workplace.

II. LITERATURE REVIEW

Organizational Commitment

According to Gibson et al (2008) organizational commitment are identifications of feeling, involvement, loyalties, shown by the workers to organization or organizational unit. Organizational commitment was shown in an attitude of acceptance, strong belief in organization's values and goals and a strong urges to hold or defend a membership status in order to reach its goal. Badjuri (2009) said that organizational commitment are build on workers sense of trust to organization's values and willingness in actualizing its goal. Organizational commitment could create workers sense of belonging to the organization.

Job Satisfaction

Job satisfaction are a general attitude resulted from some specific attitudes towards jobs, adaptation and individual social relation outside work (As'ad, 2009). The same thing also said by Mathis and Jackson (2011) that job satisfaction is a positive emotional condition resulted from evaluation of job condition. According to that theories, that could be said that job satisfaction is an individual feeling of contentment, that reality of

workplace met with the workers expectation, in terms of workload, environment or working condition, relation between employers or employee and compensation.

Distributive Justice

According to Robbins and Judge (2008) in justice theory, workers compare what they get from their job (for example, salary, promotion or acknowledgement) toward what the workers put in them (input, such as effort, experience and education). Workers take results ratio towards input and compare it to another workers ratio, who had same position in the workplace. If the workers believe that the ratio is the same as another workers, a justice situation were establish.

Noe (2011) define distributive justice as situation of justice of compensation created by comparing someone's compensation with another workers. Tjahjono (2008a; 2008b; 2010 and 2014) add that distributive justice are transactional, between workers and organization. Workers motivated to achieve long term prosperity, and a just distribution is important for the workers.

Ethical Leadership

Ethical leadership defined as an appropriate normative behaviour, through personal act and interpersonal relationship, promoting that behaviour to the followers through two-way communication, reinforcement and decision making. De Hoogh&Den Hartog (2008) said that ethical leadership involving subordinates in decision making process and listening to the ideas and their concerns. Meanwhile, ethical leadership is also based on how far leader motivated by ethical values in influencing their subordinates (moral development of the leader) rather that leadership style.

Ethical leadership will create better working atmosphere, more productive and effective in dealing with conflict inside organization. According to Prasetia, Tjahjono, Fauziah, and Palupi (2017) there are five principal in ethical leadership, namely justice, transparency, responsibility, efficiency and absence of conflict of interest. Ethical leadership is different kind of leadership which could affect the outcome of an important works. Ethical leadership based on the morality of the leader, such as can be trusted and just (Neubert, Wu & Roberts, 2013).

Hypotheses Development

The Hypotheses of this Study are as follow :

H1. Distributive justice has significant positive effect toward job satisfaction for PKU Muhammadiyah Yogyakarta Paramedics

H2. Ethical Leadership has a positive significant effect towards job satisfaction of paramedics in PKU Muhammadiyah Yogyakarta hospitals.

H3. Job satisfaction has significant positive effect toward organizational commitment of paramedics in PKU Muhammadiyah Yogyakarta Hospital

H4. Distributive justice has significant positive effect toward organizational commitment of PKU Muhammadiyah hospital's paramedics

H5. Ethical leadership has significant positive effect towards PKU Muhammadiyah Hospital paramedic's organizational commitment.

H6. Distributive justice has significant positive effect towards organizational commitment of paramedics in PKU Muhammadiyah Hospital through job satisfaction

H7. Ethical leadership has significant positive effect on organizational commitment of PKU Muhammadiyah Yogyakarta Hospital's paramedics through job satisfaction

III. RESEARCH METOD

Subject on this research are paramedics who work at PKU Muhammadiyah Yogyakarta Hospital. The number of questionnaire distributed was 212, and distributed by researcher himself. To get a specific respondents The sample in this study used a census method. Structural Equation Modelling (SEM) are used to test all hypothesis. There are several variables used in SEM, namely endogenous variable (dependent) and exogenous variable (independent). This research used SEM-AOS software as its analysis tools.

IV. RESULT AND DISCUSSION

Research Subject General Overview

The Result of Gender Cross Tabulation with Age

Based on the result of gender cross tabulation with age, female under 25 years old dominate the workforce with 6 (5,4%) and male respondent scored 1 (3,6%), meanwhile age range of 26-30 years old are dominated by female with score 19 (17,0%) and male respondent are as many as 4 (14, 3%), for 31-35 years old age range are dominated by female as many as 22 (19,6%) and male respondent as many as 3 (10,7%), for 36-40 years old are dominated by female as many as 33 (29,5%) and for male respondent as many as 10 (35,7%), for 41-45% age range are dominated by female as many as 23 (20,5 %), meanwhile man respondent score at 7 (25,0%), and for respondent above 46 years old are dominated by female as many as 9 (8,0%) and male respondent as many as 3 (10,7%)

The Result of Gender Cross Tabulation with Education

The cross tabulation result shows that for D3 education level are dominated by female with 92 (82,1%) score, and for male respondent are as many as 21 (75,0%), for education level of bachelor degree are dominated by female respondent which score as many as 16 (14,3%) and for male respondent are 6 (21,4%), and for nursing academy education level are dominated by female with score 3 (2,7%) and male respondent are 1 (3,6%). Only 1 female respondent who are not included in existing criteria.

The Result of Gender Cross Tabulation with length of working.

The result of gender cross tabulation with length of working are still dominated by female respondent as many as 102 (91,1%) and male respondent are score as many as 26 (92,9%) for category of permanent employee. Meanwhile, for contract employee are also still dominated by female respondent with score as many as 10 (8,9%) and for male employee are 2 (7,1%).

Validity and Reliability Test

Validity test in SEM are called as CFA or confirmatory factor analysis. Function of CFA is to determine if indicator variable are truly construct latent indicator. CFA also being used to test whether indicators used to measure variables are valid or vice versa. In CFA test, indicators are considered valid when loading factor values are above 0,50 (Ghozali, 2014).

To measure reliability rate of one measurement tools one could see it from construct reliability value (C.R). If the value of construct reliability (CR) are > 0, 70 or more, it shows that one variable are better than the other. According to Ghozali (2006) a measurement tools could become a variable if it has reliability values between 0, 60- 0,07.

Variabel	Indikator	Standar loading	CR	AVE
distributive justice	DJ1	0.921	0.957	0.735
	DJ2	0.899		
	DJ3	0.894		
	DJ4	0.831		
	DJ5	0.899		
	DJ6	0.899		
	DJ7	0.740		
	DJ8	0.757		
Ethical Leadership	EL1	0.857	0.931	0.694
	EL2	0.898		
	EL3	0.844		
	EL4	0.894		
	EL5	0.847		
	EL6	0.630		
Job satisfaction	JS1	0.836	0.955	0.751
	JS2	0.917		
	JS3	0.844		
	JS4	0.910		
	JS5	0.887		
	JS6	0.843		
	JS7	0.824		
Organizational Commitment	OC1	0.907	0.923	0.705
	OC2	0.848		
	OC3	0.800		
	OC4	0,840		
	OC5	0.798		

Based on the table above, the result shows that all indicators are valid, and this is shown by loading factors for four variables are greater than 0,6. Therefore, all indicators are declared as valid when CR value in all variables are above 0,6. So, it can be concluded that all measurement tool used in all research variables are reliable.

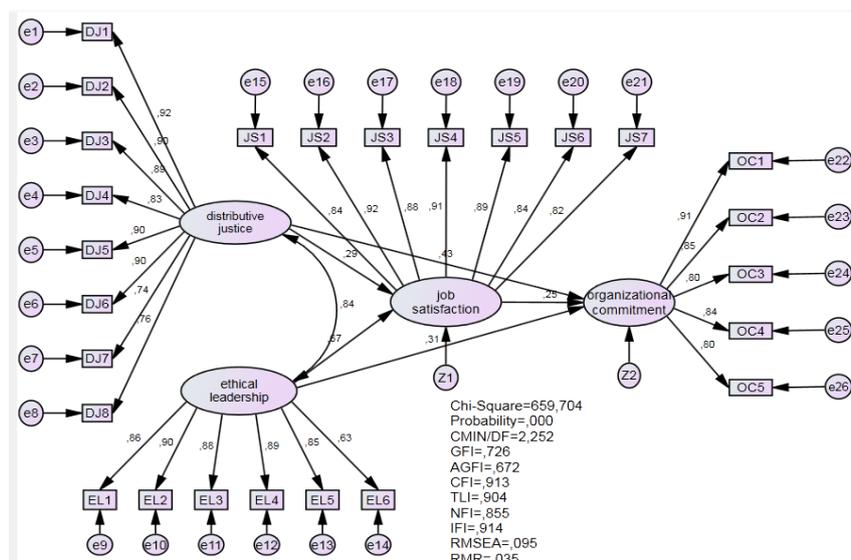
V. RESULT

Using SEM as analytical tools, data obtained in this research are resulted in this way, namely in *chi-square* 659, 704, *significant probability* 0,000, *CMIN/DF* 2,252, *GFI* 0,726, *CFI* 0,913, *NFI* 0,855, *IFI* 0,914, *RMSEA* 0,095, *RMR* 0,035.

The next step of this analysis are doing structural estimation model or hypothesis testing. In this research, the technique to measure structural estimation model equation is maximum likelihood estimation (ML). The effect of exogenous variable on endogenous variable based on this research model can be seen from structural model estimation result.

Table 2. The Result of Hypothesis test

Regression Weights	Est	S.E.	C.R	P
Distributive justice ---> job satisfaction	0,337	0,100	3,376	0,001
Ethical leadership ---> job satisfaction	0,920	0,158	5,812	0,001
Job satisfaction ---> organizational commitment	0,282	0,131	2,156	0,031
Distributive justice ---> organizational commitment	0,560	0,113	4,972	0,001
Ethical leadership ---> organizational commitment	0,487	0,184	2,648	0,008
	Nilai direct effect	Indirect effect		
Distributive justice ---> job satisfaction ---> organizational commitment	0,337 – 0,560 – 0,282	0,950-0,000-0,00		Through intervening variables (significant)
Ethical leadership ---> job satisfaction ---> organizational commitment	0,920 – 0,487 – 0,282	0,260-0,000-0,000		Through intervening variables (significant)



Picture 2. Full Model Standardized SEM

Coefficient standardized regression weight score between distributive justice on job satisfaction is 0,337. For those two variables, the result of the test shows C.R score at 3,376 with 0,001 probability score. According to the analytical result, the first hypothesis are **supported** based on probability score of 0,001 which qualifies < 0, 05 and C.R score which qualifies > 1,96. This means that distributive justice has significant effect on job satisfaction.

Coefficient standardized regression weight score between ethical leadership on job satisfaction are 0, 920. The test of those two variables resulted in C.R score as many as 5, 812 with probability 0, 001. Based on the test result, second hypothesis are **supported** with probability score as many as 0, 001 which qualifies < 0, 05 and CR score as many as 5, 812 which qualifies > 1, 96. This result conclude that distributive justice has significant effect on job satisfaction.

Coefficient standardized regression weight score between job satisfaction to organizational commitment is 0, 282. The test of those variables point to C.R score as many as 2, 156 with probability score 0, 031. Based on that result, it is concluded that the third hypothesis are **supported**, with probability score as many as 0, 001 which qualifies < 0, 005 and CR score as many as 2, 156 which qualifies > 1, 96. From this result can be concluded that ethical leadership has significant effect on job satisfaction.

Coefficient standardized regression weight score between distributive justice to organizational commitment is 0, 560. For the result on those two variables, its C.R test scored at 4, 972 with its probability as many as 0, 001. Based on that result then the fourth hypothesis are **supported**, with probability score as many as 0, 001 which qualifies < 0, 05 and C.R score as many as 4, 972 which qualifies > 1,96. From this result, can be concluded that job satisfaction has significant effect on organizational commitment.

Coefficient standardized regression weight score between ethical leadership on organizational commitment is 0, 487. The test of those two variables above resulted in C.R score as many as 2, 648 with probability score of 0, 001. Based on that result, the fifth hypothesis then are **supported**, with probability score that qualifies <0, 05 and C.R score of 2, 648 which qualifies > 1,96. This result means that ethical leadership has significant effect on organizational commitment.

The notion that job satisfaction could mediate distributive justice towards organizational commitment could affect distributive justice directly to organizational commitment with score 0, 560. For distributive justice indirect effect on organizational commitment which was mediated by job satisfaction get score at 0, 950 which this score are more greater than direct effect, the sixth hypothesis are **accepted**.

Coefficient standardized regression weight technique was used to test ethical leadership effect on organizational effect, which could not be mediated with job satisfaction. The result show that direct effect of ethical leadership are greater than its indirect effect. The score of ethical leadership indirect effect on organizational commitment is 0, 000. Smaller result of ethical leadership indirect effect toward organizational commitment suggested that seventh hypothesis stated in this research are **notsupported**

VI. CONCLUSION & SUGGESTIONS

There are several variables presented in this research, namely distributive justice, ethical leadership, job satisfaction, and organizational commitment. Based on the formulation of problem and hypothesis testing that has been done, there are several conclusion that has been produced:

1. The Effect of Distributive Justice towards Job Satisfaction

This research concluded that distributive justice has significant positive effect on job satisfaction. If employees needs could be fulfilled by the company where they worked, such as compensation, promotion. If all the needs, in the eyes of the employees are comparable to what they have done for the company, it can increase their positive attitude and perspective to the company. This positive perception and attitude to the company are also sign of employees' satisfaction.

2. The Effect of Ethical Leadership towards Job Satisfaction

It turns out that ethical leadership also has significant positive effect towards job satisfaction. When employees are following a leader with good attitude, transparent and responsible, there will be no conflict of interest between the body of the company. Employees also will experience satisfaction, to work with a leader who have just manner and who applied an ethical standard. This could also create more productive atmosphere and productive in solving organizational problem. Ethical leader always open to decision making process that affect employees. This is could create trust between employees and give the employee job satisfaction.

3. The Effect of Job Satisfaction towards Organizational Commitment

Significant positive effect is also found in the relation between job satisfaction and organizational commitment. Compensation giving is a form of reward from the company to the employees for services that they provided for them. Salary is also one of important determinant for job satisfaction, for the employees also had daily ration to be fulfilled. The important thing is that how far does the salary accepted is considered just. If salary is perceived as some form of justice based on job demands, individual skill rate and salary standard that applied for a certain jobs, employees will feel that they get what they deserved, so it can increased their job satisfaction.

4. The Effect of Distribution Justice towards Organizational Commitment

Distributive justice also has significant positive effects on organizational commitment. Basically, distributive justice between organization and employees are transactional. Distributive justice for

employees are important, because with it they will be motivated to work because they also pursued long time prosperity. The existence of distributive justice also affect organizational commitment, when all the right was fulfilled.

5. The Effect of Ethical Leadership towards Organizational Commitment

Ethical Leadership has significant positive effects towards organizational commitment. Besides showing good ethics and morals such as integrity and honesty, Ethical leader also use this good traits to create policies. This condition will increase employees commitment on organization, and the leader has an important role in its realization. Furthermore, leader of organization should have good ethics in all kinds of organizational activity, so that all his/her subordinate could follow. Ethical leadership will create comfortable, productive and efficient working atmosphere. When employees have good perspective towards their leader, they will feel more comfortable with their leader and their organization. This is also will lead employees to better at their work and more dedicated to the organization.

6. The Effect of Distributive Justice to Organizational Commitment through Job Satisfaction

It can be concluded that distributive justice has positive effect on organizational commitment through job satisfaction. The existence of good working situation, when employees feel that their work and skills are paid justly by the company or organization are essential for creating job satisfaction. This situation will make them happy and stay hold to their position in the organization.

7. The Effect of Ethical Leadership to Organizational Commitment through Job Satisfaction

Job satisfaction could not mediating ethical leadership variable to organizational commitment, because for some employees ethical leadership is not always a main factor or a main determinant in building organizational commitment; some employees might be hoping that their salary or compensation are proportional to what they've done and for some employees organizational commitment are constructed because they agree with organization's values. Organizational commitment also could rise from a sense of fear that they might be disappointed his/her superior who gave them this responsibility. In conclusion, to commit to one organization, someone does not need to have job satisfaction.

- For the Company

There are several recommendations for the company to increase employees organizational commitment. In order to increase organizational commitment of the employees, the company should create written regulation, employ a good and appropriate manager, maintain communication between the body of organization, eliciting and communicating organizational mission, preserving organizational justice, creating sense of community and supporting employees development.

- For Further Researchers

For the next researcher, this research implied that they should broaden the variable and not limited to four variables as this research had shown, to investigate what kind of variables that could influence organizational commitment. Researchers of this study also suggested that the area are not just restricted to the paramedic of PKU Muhammadiyah Hospital, but also to wider region.

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Muchroni Subono¹, Heru Kurnianto Tjahjono², Nuryakin³

1(Master of Management/ Universitas Muhammadiyah Yogyakarta, Indonesia)

2(Master of Management/ Universitas Muhammadiyah Yogyakarta, Indonesia)

3(Master of Management/ Universitas Muhammadiyah Yogyakarta, Indonesia)