

THE IMPACT OF ORGANIZATIONAL LEADERSHIP AND JUSTICE ON ORGANIZATIONAL COMMITMENT

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ABSTRACT

The purpose of this research is to examine the impact of leadership and organizational justice on organizational commitment. This study was carried out at a manufacturing company in Bandung, West Java. The study included 87 respondents who worked for a manufacturing company in Bandung. The sampling technique used in this study was non-probability sampling with the quota sampling method. Validity tests, reliability tests, model tests, and hypothesis testing were all performed in this study. Multiple linear regression is the analytical tool used. According to the findings of this study, leadership has a positive and significant impact on organizational commitment, while organizational justice has a positive and significant impact on organizational commitment. This study has both theoretical and practical implications.

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1. INTRODUCTION

Every organization needs certain human resources (HR) that are qualified and able to become the most important element to achieve the desired target [1]. According to (Meyer, 1993) in Yuwono (2022), a successful organization can be seen through the performance of competent employees and the organization can retain its employees to work in the organization.

Having employees with high commitment is an advantage for an organization. By having high commitment, an employee has a strong desire to become a permanent member of the organization, ambition to work hard in accordance with the vision and mission of the organization, recognition of organizational values and goals. [2] states that organizational commitment is a process in which organizational members feel they have a stake in the welfare and success of the organization and the type of attitude that reflects commitment to an organization.

In addition, organizational commitment occurs when an employee feels he or she is part of an organization [3]. It is generally recognized that the level of organizational commitment depends on the leadership characteristics of key organizational people. According to [4] in [5] the latest definition characterizes leadership as a process by which top managers intentionally exert influence over others to guide, organize and facilitate activities and relationships within a group or organization.

A number of research results show that leadership has a positive effect on organizational commitment. [6] conducted research at PT. Indo Perkasa Indonesia in Tangerang. The results of the study show that leadership has a significant positive effect on organizational commitment. Furthermore, research was conducted by [3] at the Pidie District Agriculture Office. The data used are primary and secondary data from 125 respondents using the Structural Equation Modeling (SEM) data analysis tool. The results showed that the variables of leadership, motivation and discipline had a positive effect on organizational commitment.

Another factor that supports the creation of good organizational commitment among employees is organizational justice. Organizational justice is defined as the employee's perception of justice that occurs in a particular organization. Organizational justice is supported by evaluations based on dimensions of organizational justice, which consist of distributive, procedural and interactional justice and these dimensions are related to interpersonal and informational (Niehoff & Moorman, 1993).

A number of research results show that organizational justice has a positive influence on organizational commitment. [7] conducted a study to examine employees at an Egyptian travel agency (category A) in Greater Cairo. The sample selected in this study was 289 questionnaires. The results of the study show that organizational justice has a positive effect on organizational commitment. Further supporting research is [8] at the Trade Bank of Iraq, Baghdad. The research results show that the three

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components of organizational justice, namely; distributive justice, procedural justice and interactional justice have a positive and significant effect on organizational commitment to bank employees. Research with different results was conducted by [9] that organizational justice has no significant effect on organizational commitment.

Manufacturing companies include industries that process raw goods into semi-finished goods, or semi-finished goods into finished goods. Manufacturing companies can also be pinned to assembly companies, usually referring to companies engaged in electronics and automotive. Because it is carried out on a large scale of production, manufacturing companies certainly have a large number of workers or workforce. One of the cities where manufacturing companies have been located is Bandung, West Java. Bandung itself has many areas, 4 of which are the Mitra Bandung Industrial Area (KIM), the International Industrial City Area (KIIC), the Surya Cipta Industrial Area and the Bukit Indah City Area (BIC). Many manufacturing companies are established in the area with various production fields including Automotive, Electronics and so on, but most companies are in the Automotive sector. With the existence of adequate companies and areas, more and more employees will also work. With so many employees and the company's production targets every day, it will cause pressure on employees, therefore employee commitment in the organization is important to make the company achieve company goals more quickly. This phenomenon is the background of this research. With so many employees and the company's production targets every day, it will cause pressure on employees, therefore employee commitment in the organization is important to make the company achieve company goals more quickly. This phenomenon is the background of this research. With so many employees and the company's production targets every day, it will cause pressure on employees, therefore employee commitment in the organization is important to make the company achieve company goals more quickly. This phenomenon is the background of this research. Researchers conducted a survey of 22 employees in a manufacturing company located in Bandung, West Java regarding organizational commitment, along with the results of the pre-survey and an explanation of the results:

Table 1. Pre-Survey Results On Organizational Commitment

Question	Number of Respondents	Amountscore	Max Score	%	% Average
I feel happy to spend my career in this company	22	79	100	79	
I feel involved in achieving company goals	22	79	100	79	
I feel happy and comfortable working at this company	22	86	100	86	
I've always been proud of the company where I work for other people	22	79	100	79	
I will benefit if I stay with the company	22	76	100	76	
I stay in the company to meet financial needs	22	82	100	82	
I find it hard to leave this company for fear of not getting the chance work elsewhere	22	73	100	73	
It would be hard for me if I had to leave the company, even me want it	22	80	100	80	78
I feel guilty if I have to leave the company	22	71	100	71	
I will consider the opinion of others if i leave the company	22	69	100	69	
I feel that the problems that occur in the company are my problems also	22	77	100	77	
I feel this company has contributed a lot to my life	22	87	100	87	

Based on a pre-survey conducted on 22 employees in a manufacturing company located in Bandung, it showed an average percentage of organizational commitment of 78% of the target score of 100. The lowest score achieved was in statement number 10 with a score of 69 and the highest achieved score was in statement number 3 with a score of 86. Based on the results of pre-survey data regarding

organizational commitment to employees of manufacturing companies in Bandung, it is still not optimal, judging from the scores achieved, they have not met the targets set.

2. LITERATURE REVIEW

2.1. Leadership

Leadership has a strong influence on the survival of an organization. According to Nowack (2204) leadership is creating a dynamic organizational vision that can provide encouragement to have new creations and innovations. Leadership can inspire a sense of awe, pride and loyalty to members of the organization so that they are expected to be motivated to do more than that.

[10] emphasized that leadership is not a specific position, but a complex process that involves interactions between leaders, the external environment, and subordinates. Based on this view, leadership is defined as a process of influencing an organized group that leads to the attainment of organizational goals.

According to [11] in [8] the indicators for measuring leadership construction are called the Leadership Effectiveness Index, namely:

- 1) Competence
- 2) Fair treatment
- 3) Top idea
- 4) Attention
- 5) Subordinate engagement
- 6) Cooperation
- 7) Interaction opportunities

2.2. Organizational Justice

The concept of organizational justice is a factor that describes the implementation and regulation of fairness for employees in the work environment. Interorganizational implementation, distribution of rewards and penalties, organizational rules and interpersonal interactions have formed the basis of organizational justice [12].

According to Moorman (1993) in Nurmaladita (2215) argues that organizational justice is related to the way in which employees determine whether the company has treated these employees fairly at work. According to Moorman (1993) there are three dimensions of organizational justice, namely:

- 1) Distributive Justice
- 2) Procedural Justice
- 3) Interactional Justice

2.3. Organizational Commitment

Organizational commitment is one of the basic activities as well as one of the ultimate goals in the organization's efforts to maintain its existence. The reason for this is that individuals with high levels of organizational commitment are more fit, satisfied and productive, work with a greater sense of loyalty and responsibility and thus the costs incurred for the organization are lower (Balci, 2203).

According to Leong, [13] organizational commitment as a combination of the strength of identification that an individual has with the organization and their commitment to it. [14] Organizational Commitment is a characteristic of the relationship between members of the organization and the organization itself which also has implications for individual decisions to continue membership in the organization. According to [15] there are three dimensions of organizational commitment, namely:

- 1) Affective Commitment
- 2) Sustainable Commitment
- 3) Normative Commitment

2.4. HYPOTHESIS

2.4.1. The Influence of Leadership on Organizational Commitment

Mehmet Sahin [16] in his research departs from the basic hypothesis that employees with high job satisfaction also have high organizational commitment analyzing the importance of leadership behavior for institutions through different sub- dimensions. For that purpose, while analyzing the effect of leadership behavior on organizational commitment and job satisfaction, the effect of level of commitment on employee satisfaction is also evaluated. Within the scope of the study, 234 valid questionnaires were collected from various public institutions, and the data obtained from these questionnaires were

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evaluated through multiple regression analysis. The results of the analysis show that leadership behavior has a significant effect on organizational commitment and job satisfaction. Further supporting research is research conducted by [17], This research was conducted to determine the effect of leadership on organizational commitment examined in this meta-analysis study. A total of 422 research studies were collected as a result of the review activity, of which 222 were included in the meta-analysis. The results of the random effect model analysis show that leadership has a medium-level positive effect on organizational commitment

Referring to the description, the hypotheses that can be developed in this study are as follows:

H1: Organizational commitment has a positive effect on leadership

2.4.2. The Effect of Organizational Justice on Organizational Commitment

Research conducted by [18], this research was conducted on employees of PT. Bank Rakyat Indonesia Denpasar Gajah Mada Branch. The purpose of this study was to determine the effect of organizational justice on organizational commitment and turnover intention of non-permanent employees at PT. Bank Rakyat Indonesia Denpasar Gajah Mada Branch. The samples taken were 93 respondents. The results of the analysis show that organizational justice has a positive and significant effect on organizational commitment. Further supporting research is research conducted by [19]. This research was conducted to analyze the variables of leadership, organizational culture, organizational justice on organizational commitment and performance of contract employees in private hospitals. This research was conducted at Premagana Hospital, Gianyar. Data collection techniques using questionnaires and interviews with a sample of 150 respondents. The results of the study show that organizational justice has a positive effect on organizational commitment. Referring to the description, the hypotheses that can be developed in this study are as follows:

H2: Organizational Commitment has a positive effect on Organizational Justice.

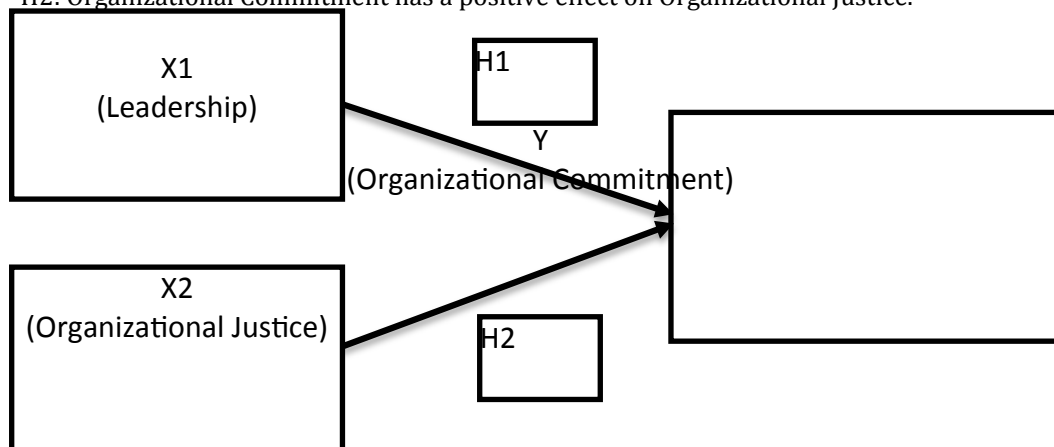


Figure 1. Research Model

Based on the influence between these variables, the graphical model is compiled as follows:

3. METHOD

3.1. Object of research

This research was conducted at a manufacturing company located in Bandung, West Java. The research was conducted in several companies, including:

Table 2. List Of Manufacturing Companies Researched

Information	Frequency	Percentage
PT. Akashi Wahana Indonesia	11	12.9 %
PT. Aisin Indonesia Automotive	12	14.1 %
PT. Astra Daihatsu Motor	19	22.4 5
PT. Astra Honda Motor	17	22 %
Other	26	30.6 %

3.2. Population and Sample

The population in this study are employees/employees who work in manufacturing companies in Bandung, which number more than 1,000 people.

This study uses non-probability sampling with the quota sampling method. The criteria for the research sample are employees who work in the production department with more than 1 year of service and have a minimum education of SMA/SMK. The research sample to be used is 87 employees.

3.3. Data Types and Sources

This research is a causal associative research using a quantitative approach. The variables linked in this study are variables consisting of leadership (X1) and organizational justice (X2) variables on organizational commitment (Y). The source of data used in this study is primary data obtained from filling out individual questionnaires.

3.4. Variable Measurement

The dependent variable of this study is Organizational Commitment (Y) and the independent variables of this study are Leadership (X1) and Organizational Justice (X2).

3.5. Method of collecting data

The data collection method used in this study was a questionnaire using a Likert scale.

3.6. Data analysis technique

The data analysis technique used to solve the problems in this research are instrument test, multiple linear regression analysis, coefficient of determination test (Adjusted R Square), F test and t test. This study discusses leadership and organizational justice towards organizational commitment in which the data source used is the answers to the questionnaires of employees who work in manufacturing companies in Bandung.

4. RESULT AND DISCUSSION

4.1. Description of Research Variables

The following is the response from each respondent with regard to the variables that have been determined by the researcher including the variables of Leadership (X1), Organizational Justice (X2) and Organizational Commitment (Y). From the results of the answers of 87 respondents with a 1-5 scalelikert that has been processed, the statistical measures are as follows:

Table 3. Description Of Leadership Variables (X1)

Variable	Indicator	Mean	Mod e	Minimu m	Maximu m
Leadership(X1)	X01.1 Feeling that the leader has a high capacity of power over every employee	4.01	5	1	5
	X01.2 Leaderbelieve in what employees do	4,28	5	1	5
	X01.3 Every employee participates in pushing the work group to completeprofession	4,22	4	1	5
	X01.4 Leaders provide assignments to employees in accordance with established procedures	4,22	5	2	5
	X01.5 Leaders strive to take actions that lead to achievement company	4,33	5	2	5
	X01.6 Leaders always provide input to achieve goals company	4,25	5	1	5
	X01.7 Leaders always provide input to each employee	4,15	4	2	5

X01.8	Leaders always provide motivation with passion to employees	4,22	4	1	5
X01.9	Leaders involve the decision-making process if a problem occurred	4,14	4	2	5
X01.1 0	Leaders involve employees in giving opinions and taking decision	3.89	4	1	5
X01.1 1	Leaders set an example of working together to solve work together	4,16	5	1	5
X01.1 2	Leaders have ability to participate in work of a technical nature	4,11	4	1	5
X01.1 3	The company provides clarity on the tasks and jobs assigned to each employee	4,16	5	1	5
X01.1 4	Employees feel opinions are valued and appreciated company	3.99	5	1	5

Source: Processed primary data

The mean column shows the lowest respondent's answer at 3.89 on indicator X01.10 with the statement "Leaders involve employees in giving opinions and making decisions". These results show that employees do not agree that leaders never provide opportunities for employees to have opinions and leaders do not always include them in decision making. Meanwhile, the highest mean answer was 4.33 on indicator X01.5 with the statement "Leaders are trying to take actions that lead to the achievement of the company". This shows that employees agree that the leadership must try to direct employees according to their respective job descriptions each employee to achieve company goals.

Table 4. Description organizational Justice Variables(X2)

Variable	Indicator	Mean	Mode	Minimum	Maximum	
Justice Organization (X2)	X02.1	Feel the paycheck accepted accordingly with work what was done	4,12	5	1	5
	X02.2	Giving always reward given on the basis that ability has been achieved employee	4,12	5	2	5
	X02.3	The work schedule treated fairly	4.05	5	1	5
	X02.4	Workload that is in give leader fair	3.88	4	1	5
	X02.5	All decisions work is applied consistently to all	4.06	4	2	5

	employee				
X02.6	Employees at allow for opinion against work decisions made by the leadership	3.97	4	1	5
X02.7	Leader listen to all employee problems before making decision	3.92	4	1	5
X02.8	Feel treated the same no different – differentiate with other employees	3.97	4	2	5
X02.9	Leader showing concern for employee at the time make decision	4.02	4	2	5
X02.10	Employees at treat with respect at the moment make decision work	4.08	4	2	5
X02.11	Leader always giving information accurate When will make something decision	4,24	5	2	5

The mean column shows the lowest respondent's answer of 3.88 on the X02.4 indicator with the statement "The workload given by the leader is fair". This shows that employees do not agree if the workload given by the leadership to each employee is fair. Meanwhile, the highest mean answer was 4.24 on indicator X02.11 with the statement "Leaders always provide accurate information when making a decision". This shows that employees feel that the leadership always involves and provides information to employees if the leadership wants to make decisions.

Table 5. Description Of Organizational Commitment Variables

Variable	Indicator	Mean	Mode	Minimum	Maximum
Commitment Organization (Y)	Y01.1 Feel Happy spend the rest career in the company	4.01	5	1	5
	Y01.2 proud place company work for people other	3.96	4	1	5
	Y01.3 Feel as if problem company is the problem too	3.74	3	1	5
	Y01.4 Heavy left	3.94	5	1	5

	company though want it				
Y01.5	Working in company is need	4,25	5	1	5
Y01.6	Do not have choice but fixed work in the organization this consequence leave	3.94	5	1	5
Y01.7	this organization is hard to find job alternative other	3.91	5	1	5
Y01.8	Feel guilty if leave company	3.71	4	1	5
Y01.9	Move to another organization seems unethical	3.75	3	1	5
Y01.1 0	Main reason for keep working on this organization is because of that loyalty urgent	4,22	4	1	5

(Y)

In the mean column, the lowest respondent's answer is 3.71 on the Y.8 indicator with the statement "Feel guilty if you leave the company". This shows that employees do not feel guilty if they have to leave the company where they work. Meanwhile, the highest mean answer was 4.25 on the Y.5 indicator with the statement "Working in a company is a necessity". This shows that the majority of employees work in the company to make ends meet.[18]

4.2. Validity Test and Reliability Test

Table 6. Validation Test Results

Variable	KMO	Indicator	Loading factor	Information
Leadership(X1)	0.876	X1.1	0.586	Valid
		X1.2	0.615	Valid
		X1.3	0.776	Valid
		X1.4	0.728	Valid
		X1.5	0.667	Valid
		X1.6	0.748	Valid
		X1.7	0.746	Valid
		X1.8	0.817	Valid
		X1.9	0.691	Valid
		X1.10	0.755	Valid
		X1.11	0.733	Valid
		X1.12	0.690	Valid
		X1.13	0.809	Valid
		X1.14	0.799	Valid
Organizational Justice (X2)	0.921	X2.1	0.813	Valid
		X2.2	0.782	Valid
		X2.3	0.830	Valid
		X2.4	0.807	Valid

		X2.5	0.801	Valid
		X2.6	0.836	Valid
		X2.7	0.813	Valid
		X2.8	0.823	Valid
		X2.9	0.874	Valid
		X2.10	0.871	Valid
		X2.11	0.793	Valid
Organizational Commitment (Y)	0.874	Y. 1	0.823	Valid
		Y.2	0.780	Valid
		Y.3	0.752	Valid
		Y.4	0.840	Valid
		Y.5	0.713	Valid
		Y.6	0.811	Valid
		Y.7	0.648	Valid
		Y. 8	0.714	Valid
		Y.9	0.671	Valid
		Y.10	0.697	Valid

Based on Table 6, above the results of the validity test calculation it is known that the KMO of all indicator items for each variable is more than 0.5 and the loading factor is more than 0.4 so that it is declared valid

Table 7. Reliability Test Results

Variable	Cronbach alpha	Criteria	Information
Leadership (X1)	0.930	>0.7	Reliable
Justice Organization(X2)	0.971	>0.7	Reliable
Commitment Organization(Y)	0.908	>0.7	Reliable

Based on Table 7, it shows that the leadership variable (X1) has a Cronbach alpha value of 0.930, the organizational justice variable (X2) has a Cronbach alpha value of 0.971 and the organizational commitment variable (Y) has a Cronbach alpha value of 0.908. Cronbach alpha value of each variable > 0.7 then leadership research instruments, organizational justice and organizational commitment can be said to be reliable or reliable to be used as a measuring tool.

4.3. Multiple Linear Regression Analysis

Table 8. Results Of Multiple Linear Regression Analysis

Model	Adj. R Square	F test		t test		Information
		F	Sig	B	Sig	
Equation 1 Leadership Against Commitments Organization	0.450	35,352	0.000	2050	0.044	Hypothesis Accepted
Organizational Justice Against Organizational Commitment				4,380	0.000	Hypothesis Accepted

The results of the multiple linear regression equation show that:

- The leadership regression coefficient (X1) shows the number 2.050 and a significant level of 0.044. This significant level is lower than the specified significant level, which is 0.05. This indicates that leadership has a positive and significant effect on organizational commitment.

- b) The equity regression coefficient (X₂) shows the number 4.380 and a significant level of 0.000. The significant level is lower than the specified significant level, which is 0.05. This indicates that organizational justice has a positive and significant effect on organizational commitment.

4.4. F test

The F test is used to test the fit of the model or to find out whether the model is good/bad. The F test is used to test the feasibility of the resulting model using a significance level of 5%. Based on table 8 shows that the calculated F value is equal to 35,352 with a significant value of 0.000 < 0.05 which means that the variables of leadership and organizational justice simultaneously influence organizational commitment.

4.5. Coefficient of Determination (R²)

The coefficient of determination essentially measures how far the model's ability to explain the variation in the dependent variable. Table 8 shows that the Adjust R Square in the determination test (R²) can be explained as follows: The value of the coefficient of determination is the R Square value of 0.450 which means that the variables of leadership and organizational justice are able to explain the variable of commitment organization by 45%. While the remaining 55% (100% - 45%) is influenced by other variables outside the research.

4.6. t test

Testing the hypothesis in this study using partial testing (t test). Based on Table 8, the results of the two equations are as follows:

- a) The leadership regression coefficient is 2.050 with a significance value of 0.000 < 0.05. Thus the first hypothesis (H₁) which states that leadership has a positive effect on organizational commitment is accepted.
- b) The regression coefficient value of organizational justice is 4,380 with a significance value of 0,000 < 0.05. Thus the second hypothesis (H₂) which states that organizational justice has a positive effect on organizational commitment is accepted.

4.7. Discussion

4.7.1. The Influence of Leadership on Organizational Commitment

Based on the results in table 8, leadership has a Beta value of 2.050 and a Sig value of 0.044, so it can be said (H₁) is accepted because the Sig value is 0.000 < 0.05. The results of this study indicate that leadership has a positive and significant effect on organizational commitment, which means the hypothesis is accepted. Respondents agreed that good leadership would make an employee committed or not to the company where they work. This can be seen from the responses of respondents who on average agree to questions related to leadership.

In manufacturing companies in Bandung, leadership is an important variable for achieving organizational commitment, where companies really need commitment or not of employees in achieving company goals, especially in doing complex jobs, such as assembling automotive, making spare parts and so on. If you are a new employee, the process of achieving the company's target will be slightly hampered because new employees have to go through a long process to learn to assemble, make spare parts and so on. This shows that the better the leadership given to employees, the more organizational commitment will increase.

The findings of this study support the findings of previous research conducted by [20] who conducted research at PT. Indo Perkasa Indonesia in Tangerang. The method used in this research is descriptive with an associative approach, the sampling technique used is proportional random sampling using the census or saturated sampling method with a sample size of 80 respondents and the results obtained are the same that leadership has a significant positive effect on organizational commitment. Apart from that, similar research was also conducted by, [21] with the title "The Influence of Leadership on Organizational Commitment". states that leadership has a positive and significant effect on organizational commitment.

4.7.2. The Effect of Organizational Justice on Organizational Commitment

Based on the results in table 8, the perception of organizational justice has a Beta value of 4.380 and a Sig value of 0.000, so it can be said (H₂) is accepted because Sig is 0.000 < 0.05. The conclusion is

that organizational justice has a positive and significant effect towards Organizational Commitment. This means that the more justice felt by employees, the higher the employee's organizational commitment to the company. Thus the second hypothesis is accepted.

Organizational justice relates to the way in which employees determine whether the company has treated them fairly on the job. If employees are treated fairly, such as working hours, rest hours, salaries, etc., then this will make employees feel they are being treated fairly and choose to stay in the company.

The findings of this study are in line with previous research conducted by [22], [23] examining employees at an Egyptian travel agency (category A) in Greater Cairo. The sample selected in this study was 289 questionnaires. Researchers used qualitative and quantitative statistics for data analysis. The results of the study show that organizational justice has a positive effect on organizational commitment. Other research supports research conducted by Ahmad (2219) with the title "The impact of the dimensions of organizational justice on organizational commitment among bank employees". states that organizational justice is positive and significant to organizational commitment.

5. CONCLUSION

Based on the results of data analysis and discussion that has been described, the two independent variables and one dependent variable are used, it can be concluded as follows: Leadership positive and significant influence on organizational commitment in manufacturing companies in Bandung. The results of this study indicate that the higher the leadership for each employee, the higher the employee's commitment to the organization.

Organizational justice has a positive and significant effect on organizational commitment in manufacturing companies in Bandung. This shows that the higher the organizational justice given to each employee, the higher the employee's commitment to the organization.

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