

# The Effect of Organizational Culture, Leader Behaviors, Job Satisfaction, and Justice On Organizational Commitment

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## Abstract

The purpose of this research is to find out information about the effect of organizational culture, leader behaviors, job satisfaction, and justice on organizational commitment. In this study, school is considered as an organization. The study was carried out at Islamic Junior High Schools in the Mataram City, NTB. The data for this survey research were collected by using questionnaires distributed to fifty-nine teachers as the samples. The data were analyzed statistically using path analysis. The results of the analyses shows that: (1) organizational culture has a positive direct effect on organizational commitment, (2) leader behaviors have a positive direct effect on organizational commitment, (3) job satisfaction has a positive direct effect on organizational commitment, and (4) justice has a positive direct effect on organizational commitment.

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**Keywords:** organizational commitment, organizational culture, leader behaviors, job satisfaction, and justice.

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## 1. Introduction

School is organizational in shape. In the management realm, organizational engagement remains an interesting issue. Of course this is due to the close engagement relationship with expected results. The intended results, which are very interesting and associated with commitment, include reduced absenteeism, reduced turnover and improved performance of the employees. [1]

The commitments discussed and researched so far are more concerned with what they have as permanent or full-time workers, and there are only a few studies that look at the degree of commitment and loyalty that can be expected of employees working in less secure environments and with short work contracts [2] That means that relatively few still observe commitments held by non-permanent employees. That is one of the reasons why researchers raised private Islamic Based Junior High School teachers' commitment to study, given that private Islamic Based Junior High have almost no permanent teachers / state teachers, as well as other more fundamental reasons.

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This can be used to determine an appropriate handling strategy in an effort to improve or advance the quality of education in madrasa-based private schools, especially MTs in the City of Mataram, NTB, which still lag behind non-madrasa-based schools in terms of conditions and quality at present.

No less interesting to study is the commitment of the non-permanent teachers to private Islamic Based Junior High Schools as an organization still hope that teachers have a high level of organizational commitment, which means they have a great willingness to remain part of the school, to always provide support, and to demonstrate their loyalty and alignment with the goals of the school, because the high and low commitment that they have has led to the ups and downs of the school as an organization.

Preliminary observations show that turnover within this educational institution still occurs frequently among the teachers. Some teachers have been out just for a couple of months and some even leave school before the end of the current semester. This also becomes the point of entry for the author to make the organizational commitment as the focal point of this research. The organizational commitment examined here is as a bound (endogenous) variable thought to be directly influenced by several independent (exogenous) variables, and the independent variables are organizational culture, leadership behaviour, work satisfaction, and justice.

In this study, what is meant by organizational commitment is a teacher's desire to remain a member or part of a school as an organization because of an emotional bond with the school, consideration of profit or loss if it remains part of the school, and a feeling of indebtedness to the school. What organizational culture means are the shared values, norms and rules that form the way teachers think, attitudes and behavior as members of an organization. While leaders' behavior is the behavior of principals in influencing and directing their subordinates to the effective and efficient achievement of school goals. Then what job satisfaction means is a pleasant feeling felt by a teacher resulting from his work and work experience evaluation results. Furthermore, in this study what is meant by justice is the teacher's perception of honesty and or justice done by the principal of the school as the holder of authority in making decisions about the results that he obtains.

Results of organizational engagement research and the variables that influence it are found in the search results, but only a few that are relevant to this research. It has been revealed that several variables influence the organizational commitment [3]. Stress that organizational culture positively influences organizational engagement through their research on the influence of organizational culture and leadership on job satisfaction and organizational commitment. Similarly, the results of research carried out by Silverthorne (2004) also prove that organizational culture has a positive effect on organizational engagement [4].

The results of other studies revealed that leaders' behavior influences organizational commitment, and it is said in more detail that relationship-oriented leaders' behavior (relationship-oriented behavior) contributes greatly to affective commitment [5]. According to research by Lok and Crawford leading behavior that influences organizational engagement is classified in terms of behaviors.

Organizational commitment is also influenced by job satisfaction, particularly job satisfaction derived from reward elements for tasks such as salary, promotional opportunities and support for the environment (Painter et al. 2000). Other research also reveals organizational commitment to an important relationship with job satisfaction, in particular job satisfaction based on policies, compensation, working conditions and job promotion (Feinstein and Vondrasek, 2003)

The results of subsequent studies indicated that both distributive and procedural justice positively affected organizational engagement [6] all concluded that justice had a positive effect on organizational commitment [7], [8].

Starting from the above description, the following variables are thought to affect organizational engagement, the research questions raised, to obtain answers through hypothesis testing are: (1) whether there is a direct influence of

organizational culture on organizational engagement; (2) whether there is a direct influence of leader behavior on organizational engagement; (3) whether there is a direct influence on organizational engagement;

## 2. Research Methodology

This research was conducted in six private Tsanawiyah Madrasas located in the villages of Sayang-Sayang, Jempong, Cakranegara District, Ampenan District, and Sekarbela District in Mataram City, NTB. Research lasted 5 months, from October 2019 to February 2020. The population of this study was all 89 private MTs teachers from eight private MTs in the City of Mataram, NTB. Considering that the population is homogeneous and the number is relatively small, namely 59 after 30 teachers were issued for testing the instrument, a saturation sampling was then applied in this study. This study uses a causal approach survey method and examines the direct impact of exogenous variables (organizational culture, leadership behavior, job satisfaction, and justice) on endogenous variables (organizational engagement). Research data were collected using a questionnaire instrument (Likert's rating scale) that was tested for validity and reliability, which respondents who were the study sample filled in and developed. The data gathered were analyzed using descriptive and inferential statistics. Descriptive statistics for data presentation while inferential statistics are used through path analysis (Path Analysis) to test the direct effect of exogenous variables on endogenous variables as mentioned above, by first testing the normality and linearity tests as a path analysis requirement.

The results of the normality test using the formula from Lilliefors to check the normality of the estimated error states that all research data is normal. The provisions in this test are if the data is normally distributed under  $L_0 < L_t$  ( $\alpha = 0.05$ ). If  $L_0 > L_t$  ( $\alpha = 0.05$ ) is better then the data is normally not distributed. The linearity test is performed using formula ANAVA. The regression equation linearity test results indicated that all the regression equations are significant and linear

## Hypothesis Testing

Hypothesis testing is performed after the requirements of test path analysis are met and is intended to determine whether the proposed hypothesis is accepted or rejected. A large path-coefficient is calculated to test the research hypothesis. The criteria used are if the path coefficient is less than or equal to (a) 0.05 then the path is considered insignificant or  $H_0$  is rejected and if the path coefficient is greater than ( $>$ ) 0.05 then the path is considered significant or  $H_1$  is accepted.

## 3. Result and Discussion

From the overall results of the hypothesis test rejecting  $H_0$  and accepting  $H_1$  to obtain the following research results: (1) there is a positive direct effect of organizational culture on organizational commitment ; (2) there is a positive direct effect of lead behavior on organizational commitment ; (3) there is a positive direct effect of job satisfaction on organizational commitment ;

The first hypothesis that organizational culture has a direct positive influence on organizational commitment was evident from the results of statistical tests. The magnitude of the organizational culture path coefficient on the organizational commitment obtained  $pY_1 = 0.263$ , with  $t_{count} = 2.44$  and table of 1.67 at a meaning level of 0.05, which means that the  $t_{count}$  value is greater than table, then the path coefficient is significant and the organizational culture variable has a positive direct effect on the variable organizational commitment.

The magnitude of organizational culture's influence on organisation's commitment is 0.069. So the results of the first hypothesis test show that organizational culture has a directly positive effect on organizational commitment. This means that this research has found that organizational culture is one of the variables that directly affects the variable of organizational commitment, so it also means that increased organizational commitment can be accomplished by increasing the organizational culture through its indicators: unity, hard work, mutual respect and discipline.

This finding means that the results of this study are consistent with or reinforce the results of previous studies such as Lok and Crawford (2004) and Silverthorne (2004) which state that organizational culture has a direct positive effect on organizational commitment. The findings from the results of this hypothesis test are also consistent with what was stated by Robbins and Judge who said “Culture enhances organizational commitment and increases the consistency of employee behaviour, which are clearly advantages for an organization.” [9]

For the second hypothesis which reads that the behavior of the leader has a positive direct effect on organizational commitment, it turns out that the results of the statistical test have proved significant. The magnitude of the path coefficient of leader behavior towards organizational commitment obtained  $pY2 = 0.262$ , with  $t$  count = 2.45 and  $t$  table of 1.67 at meaning level alone 0.05, which means that the  $t$  count value is higher than  $t$  table, which means that the path coefficient is significant and the variable leader behavior has a positive direct effect on organizational commitment variables.

The magnitude of leader behavior's influence on organizational engagement is 0.069. Thus the results of the second hypothesis test show that leadership behavior has a direct positive effect on organizational commitment. This means that this study found leader behavior to be one of the variables that directly influences variables of organizational commitment, so that it also means organizational commitment can be improved by increasing leader behavior through its indicators: providing guidance, direction, supervision, encouraging achievement, trust, support, and awards.

These findings indicate that the results of this study are consistent with or reinforce the results of previous studies, which found that relationship-oriented leader behavior (relations-oriented behavior) made a significant contribution to affective commitment. [10] Revealed that leadership behavior positively influences engagement with the organization, especially consideration behaviour. MacShane and Von Glinow say that participatory conduct increases subordinate engagement. (“Participative leader behaviors encourage and facilitate subordinates involvement in decision, their involvement with the organization increases their affective commitment.”) [11]

The third hypothesis that says work satisfaction has a positive direct effect on organizational commitment, it turns out that statistical test results are significant. The magnitude of the path coefficient of job satisfaction to the organizational commitment obtained  $pY3 = 0.281$ , with  $t$ count = 2.76 and table of 1.67 at a meaning level of 0.05, which means that the  $t$ count value is greater than table, then the path coefficient is significant and there is a direct influence of positive variable job satisfaction on the variables of organisational commitment.

The magnitude of work satisfaction impact on organizational commitment is 0.079. Thus the results of the third hypothesis test show that job satisfaction has a direct positive effect on organizational commitment. This means that this study found that job satisfaction is one of the variables that directly affects the organizational commitment variable, so it also means that increased organizational commitment can be accomplished by increasing job satisfaction by: giving challenging and fun job assignments; providing wages, rewards, incentives and promotional opportunities; adjusting skills and interests. This finding indicates that the results of this study are consistent with or reinforce [12] which states that organizational commitment is determined by rewards for tasks such as: salary, promotional opportunities, and environmental support; [13] job satisfaction based on policies, compensation, working conditions, and job promotions have a significant relationship with organizational commitment. The results of the research are consistent with what was conveyed that the low level of job satisfaction is a major cause of an organization's employee discharge [14]

In addition, it turns out that the results of the statistical test have proved significant for the fourth hypothesis which reads that there is a positive direct effect of justice on organizational engagement. The magnitude of the fairness path coefficient to the organizational commitment is obtained  $pY4 = 0.241$ , with a  $t$ count = 2.40 and a  $t$ -table of 1.67 at a level of significance equal to 0.05, meaning that the value of the  $t$ count is greater than the table, meaning that the path coefficient is significant and there is an influence Direct positive variable justice to the variable organizational commitment. The magnitude of justice's effect on organisational commitment is 0.058. So the fourth hypothesis test

results show that justice has a direct positive effect on organizational commitment. The meaning of this study is that justice is one of the variables that directly affects the variable of organizational commitment, so it also means that an increase in organizational commitment can be accomplished by increasing fairness in terms of: rewarding, task sharing, and opportunities for promotion.

#### 4. Conclusion

Based on the results of the analysis, the conclusions that can be drawn from the results of this study are: (1) there is a positive direct effect of organizational culture on organisational commitment, (2) there is a positive direct effect of leader behavior on organisational commitment, (3) there is a positive direct effect of job satisfaction on organisational commitment, and (4) there is a positive direct effect of justice on organizational commitment. This can be accomplished by strengthening the organizational culture, improving leadership behaviour, increasing job satisfaction and increasing the sense and perception of justice.

This study's results can contribute theoretically, to research and to policy/practical. Theoretically, the results of this study imply that efforts can be made to increase commitment by increasing the four variables that are the findings of the research, namely organizational culture, leadership behaviour, job satisfaction and justice. The findings of this study confirm the theories and results of previous research findings on organisational commitment and also theoretically enrich the theory of variables affecting an organization's commitment.

From the policy / practical point of view, to increase the commitment of the authorities or policy makers it is necessary to take the following steps: (1) In order to strengthen the organizational culture, efforts will be made to create a favorable atmosphere through unity, mutual respect and politeness which are expected to give birth to emotional ties and loyalty in order to achieve greater commitment; (2) In order to improve leadership behaviour, a leader must realize that his leadership is not a position of power but a coach, servant, and facilitator who is always ready to give direction, guidance, support, trust, and even appreciation for the thoughts, opinions, and results of the work of his subordinates, whenever and wherever they are.

Leaders need to be able to understand subordinate needs, build good relationships with subordinates and create a conducive environment; (3) Increasing job satisfaction can be achieved by striving to fulfill employee expectations in terms of: (a) job assignments, challenging job assignments, learning opportunities based on their skills and competencies; (b) salary to be adequately and adequately compensated for the burden of duties and responsibilities assumed; (c) promotional opportunities open to anyone with the necessary skills; (d) supervision to provide constructive feedback and correction; and (e) colleagues applying support and cooperation; And (4) improving justice can be accomplished by applying the principle of justice, in particular in the provision of appropriate wages, benefits and awards, in accordance with the contribution to the organisation.

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