ORGANIZATIONAL JUSTICE AND THE ROLE OF ORGANIZATIONAL COMMITMENT IN MEDIATING THE EFFECT OF JOB SATISFACTION ON INTENTION TO LEAVE (A Study at Bank Syariah Mandiri in Malang)

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Abstract: *Employees' organizational commitment is a pivotal aspect in determining the success of banking reform and banking effectiveness. Highly committed employees are willing to contribute their extra effort to achieve banking vision and goals. Thus, it is important to identify the factors that could enhance employees' organizational commitment. The purposes of this study are to analyze the role of organizational commitment in mediating effects of job satisfaction on intention to leave, and to identify the function of organizational justice to produce organizational outcomes. This study was conducted at Bank Syariah Mandiri in Malang. This is explanatory research type, with questionnaire as a tool for data collection. Research population is all 225 employees of the Bank . The samples of this study are 72 full time employees that selected by proportional random sampling. Generalized Structured Component Analysis (GSCA) is used to analyze data. The findings revealed that procedural justice does not affect job satisfaction, but gives direct effect on organizational commitment. Interactional justice directly affects satisfaction and organizational commitment. Job satisfaction directly affects organizational commitment. Job satisfaction affects intention to leave, and organizational commitment directly gives negative effect on intention to leave. These findings enlightened that organizational commitment partially mediates effect of job satisfaction on intention to leave.*

Keywords: *Organizational Justice, job satisfaction, organizational commitment and intention to leave.*

INTRODUCTION

Islamic banks establishment in Indonesia was made in 1990. Indonesian Scholars Council (ISC) on 18 - 20 August 1990 has organized a workshop "Banking and Banks Interest" at Cisarua Bogor, West Java. Workshop Results were discussed in more detail

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in ISC National Congress IV which took place at Sahid Jaya, Jakarta, 25 to 26 August 1990. Under mandate of MUI National Conference IV, it created a work group to establish Islamic banks in Indonesia (Kamaliah, 2012).

Shariah Bank Emergence in Indonesia is a need of business world, especially Islamic banking, to catch opportunities. This is not surprising because most of Indonesia people are Muslim. This huge market phenomenon becomes positive opportunity for the growth and development of Indonesian Islamic Banking. It cannot be denied that Shariah Bank has emerged, both as Shariah Business Unit (SBU) or Shariah General Board (SGB). Islamic Banks are shariah bank that provides payment traffic services. While shariah bank financing is shariah bank that do not provide payment traffic services. Shariah Business Unit (SBU) is a working unit of conventional bank headquarters that serves as main office of agency or unit conducting business based on principles of Shariah, or working unit in a branch bank office at abroad conducting conventional business which serves as Shariah head branch office or Shariah unit (Undang Undang RI No. 21/2008).

Employees generally feel a sense of calling and responsibility to their work. The impact of the profession on work/non-work interactions, along with in creased pressures of customers' demand, may be negatively influencing commitment to the profession. In an era of rapid change, knowledge capital must be retained in order for the organization to remain productive and responsive to the needs of its stakeholders (Suma & Lesha, 2013). The literature suggests that individuals become committed to organizations for a variety of reasons, including an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, and a sense of obligation to the organization (Meyer & Allen, 1997). Understanding of how employees become satisfied and committed to their work, and to what degree various factors contribute to their level of commitment, is really important to boosting up their performance.

Shariah banking continues to make improvements, including management improvement. One dimension that plays a pivotal role in organizational life is a commitment. Commitment is a force to make someone act to one or multiple relevant targets (Meyer & Herscovitch, 2001). Employee commitment tend to involve desired behaviours such as high performance, motivation and to provide value to their organizations (Meyer, *et al.* 2002).

Research states that focus of various commitments study as organizational commitment is very important for employees (Becker, 1992, Becker, *et al.,* 1996; Vandenberghe, *et al.* 2004). Justice can be a powerful predictor for behavioural manifestations. The research done by Moorman, Niehoff and Organ (1993) shows that organizational justice is measured by effect of procedural justice on job satisfaction, organizational commitment and OCB. Elamin and Alomain (2011) revealed procedural justice affect on employee job satisfaction.

Previous studies show that organization justice as one of important commitment antecedents in exchange framework and shows that fair exchange is a sub domain of

social exchange theory (Settoon, Bennett, & Liden, 1996; Thompson & Heron, 2005; Gumusluoglu, Karakitapoglu, Hirst, 2012). Employees are not only interested in salary, but also the benefits (Greenberg, 1995). Interactional justice includes interpersonal treatment (Bies & Moag, 1986; Cropanzano, Prehar, & Chen, 2002; Masterson, *et al.,* 2000; Moorman, 1991). Social exchange theory suggests that employees will respond differently when they see organization injustice (Cropanzano *et al.,* 2002; Masterson *et al.,* 2000). Rusbult and Farrell (1983) found that procedural justice depicted with perceived justice of promotion decision system has significant effect on organizational commitment. Kim, Solomon and Jang (2012) reveals that organizational justice moderates the relationship between burnout and intention to leave.

Job satisfaction becomes an important part to predict employee commitment. The more the employees are satisfied, the more increasing the organizational commitment will be (Johnston *et al.* 1990). Another factor that becomes major concern in this research is how to measure commitment role on intention to leave. It is important to increase employees commitment because higher commitment will reduce the rate of employee turnover (James and Duane, (2011; Ramesh, Ramendran and Yacob, *et al.,* 2012). Much empirical research about employee turnover has been done in effort to identify the causal factors of employee's resignation. Some researchers do not see employee's turnover to be dysfunctional. However, at the organizational level there is strong evidence that higher turnover has replacement and recruitment costs (Deery and Iverson, 1996). One reason that a high rate of voluntary turnover is alarming for many managers is the fear that the employees with better skills and abilities will be those who are able to leave whereas those who remain will be those who cannot find other jobs (Tanova and Holtom, 2008). One important rationale regarding employee turnover is a potential that can be developed to achieve higher productivity and thus contribute to the company, therefore, human resource development has an important role and becomes a chain with a turnover.

Several studies results have found the relationships among organizational justice, job satisfaction, commitment and intention to leave. For example, a research done by Nadiri and Tanova (2010) divides justice into three, namely distributive, procedural and interactional justice. Distributive justice has most effect on job satisfaction, and if associated with turnover, interactional justice has biggest effect on turnover. Next, a research by Rusbult and Farrell (1983) revealed that commitment has a negative effect on turnover and job satisfaction. Furthermore, Rasool *et al.* (2013) found that organizational commitment mediates the relationship between workplace bullying with intention to leave. Moreover, The result of the study by Christi, Sajjad and Naser (2011) found that job satisfaction and adequate environment have a negative relationship with employee's decision to leave.

Based on the description above, all questions are based on literature review. Briefly, the purpose of this research is focused on how important the organizational commitment role in reducing the employees' desire to change jobs, as well as to test the direct effect of antecedent variables on employee's desire to change their jobs.

THEORITICAL FRAMEWORK AND HYPOTHESIS

Organizational Justice

Folger & Konovsky (1989) defines organizational justice as an employees' evaluation toward organization treatment in effort to get results, whether process to get results is also made fairly or not, as well as other forms of interpersonal treatment on each employees. Lind and Tyler (1988) describe social justice as a situation when rights and eligibility norms are met. Muzumdar (2012) also revealed that justice basic values is of human dignity, therefore basic principle of justice is dignity and rights appreciation that related to it. Greenberg (1993) argues that organizational justice refers to employee perceptions of organizations justice. Muzumdar (2012) defined organizations justice into three types. First, distributive justice, this is a justice that received by a person as a result of management decisions about resources allocation distribution. Second, procedural justice, this justice is perceived of process justice (procedure) to split or allocating resources. Third, interactional justice, According to Bies & Moag (1986) and Cropanzano *et al.* (2002), this is a justice of decision-making treatment (decision maker).

Job satisfaction

Locke (1997) argues that satisfaction is an increase in positive and negative feelings about the job. Meanwhile Saks (2002) said that job satisfaction of employee attitudes can be assessed as a whole or in terms of individual satisfaction. According to Luthans (2011), job satisfaction is the result of employee's perception of how good a job someone gave everything that is seen as something important through his work.

Robbins (2006) argued that job satisfaction is referred from individual general attitude towards his/her job. A person with a high level of satisfaction indicates a positive attitude towards work. In contrary, someone who is not satisfied with his/her work indicates a negative attitude toward his/her work. Davis and Newstrom (1996) suggests that job satisfaction as a sense of happy or not, in looking at work. Satisfaction occurs when there is a match between job characteristics and employees desires. Job satisfaction expresses a match between one's expectations about employment and benefits received as results of such work.

The same reason also raised by Fitzgerald (as cited in Crossman, and Bassem, 2003), that the job satisfaction is a positive emotional of comfort feeling from any employee when carrying out work. Davis and Newstrom (1996) states that satisfaction is suitability between one's expectations and the rewards.

Job Satisfaction Indicators

Luthans (2011) says there are several indicators of job satisfaction, among others: (a) work itself refers to how much work were interesting, opportunity to learn, and opportunity to accept responsibility. (b) Payment system, refers to relationship between

amount of payments (salaries/wages) received and work demands. (c) Promotion, referring to opportunity to get promotion to a higher position, (d) Attitude of supervisor, boss, supervisor. It refers to supervisor's ability to provide technical assistance and support, ability to interact with superiors, perceived supervisor's support toward employees in work. (e) Attitude of co-workers, ability to interact with co-workers.

Organizational Commitment

Organizational commitment is willingness to exert extra effort for organization benefit, and a strong desire to maintain membership in organization (Mowday, Steers & Porter, 1979). Commitment will reduce employee turnover (James and Duane, 2011; Ramesh, Ramendran and Yacob, 2012). Meyer and Allen (1991) stated that organizational commitment is multi-dimensional. There are three dimensions of commitments. First, affective commitment. This related to employee's emotional attachment, identification, and involvement in organization. Second, Continuance commitment. This is related to employees turnover of organization. Third, Normative commitment. This is related to obligation feeling to remain in organization because it must be so, that is the right thing to do.

Intention to leave

Intention to leave is an employee wishes to cease voluntarily from work or move from one workplace to another workplace. Mobley (1982) said that intention to leave was employee's intention to leave his/her job voluntarily or move from one workplace to another workplace according to his/her own choice.

One interesting significant aspect is to detect motivation factors that would reduce employee intention or desire to leave company because intention to move is very powerful to explain actual intention to leave. Employees who left company makes large cost as large losses for experts who may also move specific knowledge to a competitor.

Zeffane (1994) suggested the factors that affect on turnover are internal and external factors. External factors are labor market, wages, job skills, supervision. Internal factors are intelligence, attitudes, interests and long work and individual reactions to job. Mobley, (1982) said there are many factors to make individuals have a desire to change job. These factors are: a) Socio–demographic: Organization is a forum for individuals to achieve goals, organization. Individuals have character and certain characters have to mutually adjust with organization. Related to individual characteristics, individual brings structure, capabilities, confidence, and respect the needs and other personal experience; b) Work characteristics: Work characteristics are characteristics of work environment that includes physical and social environment. Physical environment includes working atmosphere seen from physical factors such as ambient temperature, weather, construction and work location temperature. Social environment includes

social culture in work environment, workload amount, compensation received, a professional working relationship, and quality of life at works.

HYPOTHESIS

Hypothesis are follows:

H1. Procedural justice would be related to job satisfaction.

H2. Interactional justice would be related to job satisfaction.

H3. Procedural justice would be related to organizational commitment.

H4. Interactional justice would be related to organizational commitment.

H5. An employee with high level of job satisfaction will exhibit higher levels of organizational commitment.

H6. An employee with high level of job satisfaction will exhibit lower levels of intention to leave.

H7. An employee with high level of commitment toward organization will progressively decreasing levels of intention to leave.

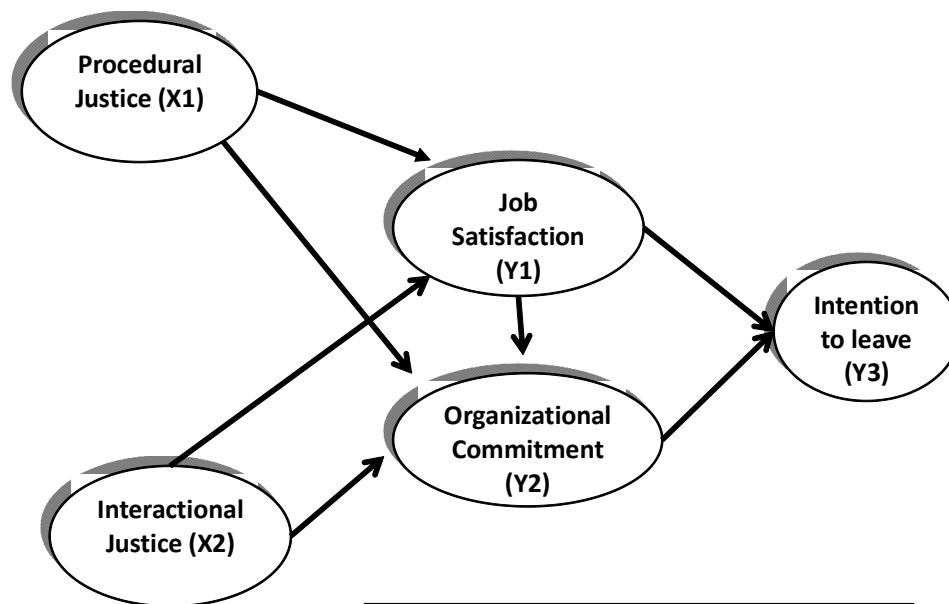H8. Organizational commitment mediates effect of job satisfaction on intention to leave.

Figure 1. CONCEPTUAL MODEL

RESEARCH METHOD

Population and sample

Based on research purposes, this research type is explanatory. According Faisal (1992), explanatory research is to test hypothesis between hypothesized variables. In this study, population were all permanent employees excluding the leadership element of PT Bank Syariah Mandiri Malang, who has worked more than 1 year with amount of 255 employees. By using Slovin formula (Umar, 2000), and 10% precision, sample size was 72 employees of Bank Syariah Mandiri Malang. Sampling technique used proportional random sampling. It is sampling technique where all members of population has a chance to become sample according with proportion to per section.

Data collection

Data is obtained by distributing questionnaires to the respondents. Interviews are also conducted to get a clearer picture of conditions in field. All variables were measured by self-measurement. Likert Scale 5 points are used, ranging from strongly agree to strongly disagree. Procedural justice consists of 6 indicators adopted from Moorman and Niehoff (1993), include: neutral, giving additional information, right to consider opinion of decision-making application, and gathering information. Interactional justice consists of 6 indicators adopted from Moorman and Niehoff (1993), include: be polite, be respectful and careful, be sensitive to individual needs, be sincere to decision, concern to individual rights and explanations for decisions. Job Satisfaction consists of 5 indicators adopted from Luthans (2011), includes: satisfied with work itself, satisfied with payment system, satisfied with promotion, satisfied with attitude towards co-workers and satisfied with supervisors. Organizational commitment consists of three indicators adapted from Meyer and Allen (1991), include: affective commitment, normative commitment and continue commitment. Intention to Leave consists of 4 indicators adapted from Wayne et al. (1997), include: moving work, active search for work, thinking stops working and leaving a job.

Data Analysis Techniques

Data analysis techniques used are: (1) validity test to indicate the extent data collected does not deviate from variable description. Validity test uses Pearson product moment. (2) Reliability is a test tool to measure a phenomenon at different times that always shows same results. Reliability test uses Cronbach alpha formula. (3) Descriptive statistics is used to determine frequency distribution of respondents response and describes deeply the variables studied. (4) GSCA used to calculate score (not scale) and can also be applied to a very small sample and allow multicollinearity occurrence.

FINDINGS

Respondent's characteristics

Respondent's characteristics can be described as follows. Majority of respondents in this study aged 30-40 years with amount 38 people or 62.0 %. Respondent's characteristics by sex show that majority respondents were men with amount 46 people or 75.0 %. Respondent's characteristics by education are dominated by undergraduate. Respondents based on years of service explained that most of respondents have a length of service over 5-10 years with amount 41 people or 67.0 %.

Research Results

Linearity tests the relationship between variables using Curve Fit method and shown in Table 1.

Table 1
Testing Linearity Assumption

Variables relationship		Linearity test result	
		Sig	Decision
Procedural justice (X1)	Job satisfaction (Y1)	0.005	Linear
Interactional justice (X2)	Job satisfaction (Y1)	0.002	Linear
Procedural justice (X1)	Organizational commitment (Y2)	0.000	Linear
Interactional justice (X2)	Organizational commitment (Y2)	0.000	Linear
Job satisfaction (Y1)	Organizational commitment (Y2)	0.000	Linear
Job satisfaction (Y1)	Intention to leave (Y3)	0.000	Linear
Organizational commitment (Y2)	Intention to leave (Y3)	0.000	Linear

Table 1 above shows that all linearity tests are significant, with a significance level less than 5 %. Therefore, linearity assumption is met.

GSCA Analysis Results

Result of structural models test and structural model analysis can be seen in Table 3 below.

Table 3
Path Coefficients of Structural Model

Path Coefficients			
	Estimate	SE	CR
Procedural Justice → Job Satisfaction	0.166	0.157	1.05
Interactional justice → Job Satisfaction	0.270	0.110	2.45
Procedural Justice → Organizational Commitment	0.268	0.126	2.13*
Interactional justice → Organizational Commitment	0.292	0.090	3.24*
Job Satisfaction → Organizational Commitment	0.351	0.076	4.62*
Job Satisfaction → Intention to leave	0.186	0.176	1.06
Organizational Commitment → Intention to leave	0.287	0.104	-2.76*

Based on above table, it can be seen that from seven relationships test between variables of procedural justice and job satisfaction, job satisfaction and interactional justice, procedural justice and organizational commitment, interactional justice and organizational commitment, job satisfaction and organizational commitment, commitment and intention to leave, and job satisfaction and intention to leave, there are two paths show insignificant relationships. They are relationship between procedural justice and job satisfaction, and relationship between job satisfaction and intention to leave. Below will be described each relationship between variables.

Hypothesis testing result are follows: (1) hypothesis 1 is rejected, it means that procedural justice has no effect on job satisfaction. (2) Hypothesis 2 is accepted, it means that interactional justice has direct effect on job satisfaction, (3) Hypothesis 3 is accepted, it means that procedural justice has direct effect on organizational commitment, (4) Hypothesis 4 is accepted, it means that interactional justice has direct effect on organizational commitment, (5) Hypothesis 5 is accepted, it means that job satisfaction has direct effect on organizational commitment, (6) hypothesis 6 is rejected; it means that job satisfaction has no direct effect on intention to leave (7). Hypothesis 7 is accepted, it means that organizational commitment has direct effect on intention to leave. (8) Hypothesis 8 is accepted. It means that organizational commitment can mediate relationship between job satisfaction and intention to leave.
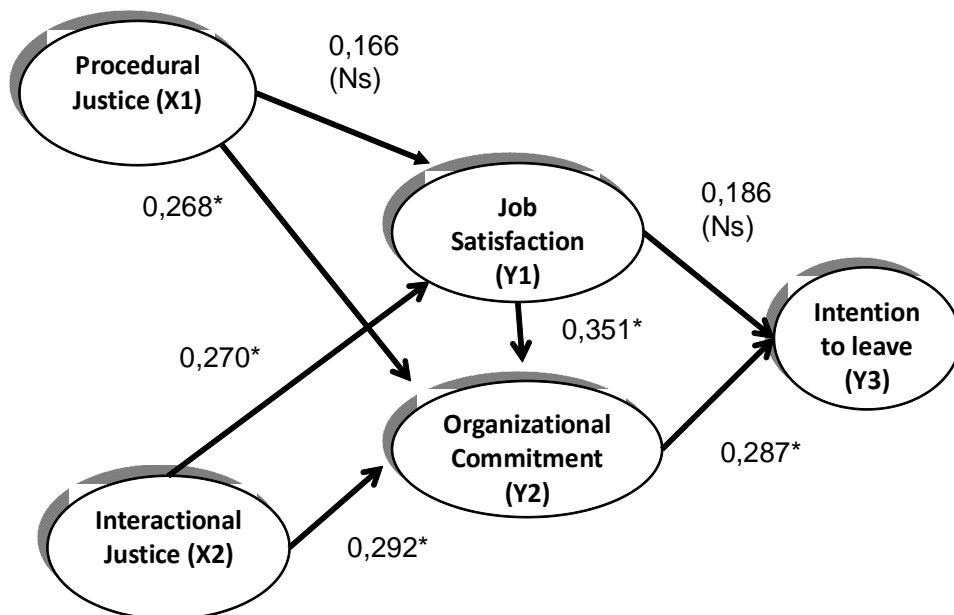

Figure 2: Path Test Results

DISCUSSION AND CONCLUSION

GSCA analysis result of path coefficients in structural model show that procedural justice does not have direct effect on job satisfaction. This study result do not support previous research of Moorman, Niehoff and Organ (1993), which states that organizational justice is measured by procedural justice effect on job satisfaction, as well as research results of Alomain and Elamin (2011) which revealed that procedural justice effect on employee job satisfaction. This research findings support Nadiri and Tanova (2010) with research purpose to determine effect of procedural justice, job satisfaction and turnover. It shows that distributive justice most affect on job satisfaction. It means that procedural justice is perceived justice procedure to share (Bies & Moag 1986).

Procedural justice does not have direct effect on satisfaction, because procedural justice of employer less impact on subordinate behavior role in contributing to organization. It should not be understood only in context of subordinates deficiency or weakness. Implementation of procedural justice should also supported by leadership. It means procedural justice will effective if supported by behaviour of competent attention to subordinates, establish good communication, empower and develop employees, and motivating employees, and most importantly is able to become fair to all employees.

Interactional justice has direct effect on job satisfaction. This findings support previous research about relationship between interactional justices, as interpersonal treatment (Bies & Moag, 1986; Cropanzano, Prehar, & Chen, 2002; Masterson, Lewis - McClear, Goldman, & Tylor, 2000; Moorman, 1991), which states that interactional justice affect on job satisfaction. If supervisors interacts with subordinate, building relationships, communicating with subordinates then it will increase job satisfaction. Evidence suggests that supervisors' interaction with subordinate also increase job satisfaction of subordinates (Nadiri and Tanova (2010).

Better procedural fairness could lead to higher organizational employee's commitment. This study support previous research by Moorman, Niehoff and Organ (1993), which states that procedural justice effect on job satisfaction and organizational commitment. This research findings also support Rusbult and Farrell (1983) that procedural justice significantly affect on organizational commitment. When supervisors interacts with subordinate, building relationships, communicating with subordinates, then it will increase job satisfaction, which in turn, will affect on employee commitment.

Interactional justice directly affect on organizational commitment. This study support previous research about interactional justice, as interpersonal treatment (Bies & Moag, 1986; Cropanzano, Prehar, & Chen, 2002; Masterson, Lewis - McClear, Goldman, & Tylor, 2000; Moorman, 1991), which states that interactional justice affect on organizational commitment. Supervisors who interacts with subordinate, building relationships, communicating with subordinates will increase employee commitment.

Job Satisfaction has direct effect on commitment. It means higher job satisfaction will increase organizational commitment. When an employee satisfied, he/she will be loyal to organization and strive to maintain membership in an organization. It can be said that employee obtain job satisfaction in carrying out task and work, which in turn will enhance commitment. Luthans (2011) states that employees with high level of job satisfaction tend to be healthier physically and mentally, can master related tasks more quickly, and rare complain; tend to practice high social behaviors, such as helping others. This study result support Johnston et al. (1990) that job satisfaction is an important part in predicting employee commitment. More satisfied employees will increase their organizational commitment.

Another factor that becomes major concern in this research is how to measure effect of job satisfaction on intention to leave. Analysis result of path coefficients structural model show that effect of job satisfaction on intention to leave is obtained p-value bigger than 0.05. It can be said that job satisfaction does not have significant direct effect intention to leave. Therefore, organization should pay more attention to employee's job satisfaction, because satisfaction is an individual's general attitude toward his work. To improve job satisfaction, it needs to know the driving factor: appropriate rewards, supportive working conditions, supportive co-workers and job suitability personality. These factors have a major role to reduce intention to leave, so that organizational performance can be maintained.

This study result inconsistent with Christi and Naser (2011) who found that job satisfaction and adequate environment has a negative relationship with employee's decision to leave organization. Study result consistent with theory of Mobley (1982) regarding factors that make individuals have a desire to change job, namely: Socio-demographic, related to individual characteristics, abilities, beliefs, personal and need awards and other experiences; as well as job characteristics include physical and social environment.

Organizational commitment has negative direct effect on intention to leave. This indicates that organizational commitment increases will reduce employee intention to leave. It is important to increase employees because it will reduce the employee turnover (James and Duane, (2011); Ramesh, Ramendran and Yacob (2012)). Study results of Rusbult and Farrell (1983) revealed that commitment has a negative effect on turnover and job satisfaction also has a negative effect on turnover. This condition indicates that most respondents satisfied with their work, satisfied with the work environment, so that they would remain loyal to retain his position within the organization. Leader in Bank Syariah Mandiri always apply the principle that work is worship.

Research results verify that organizational commitment mediates relationship between job satisfaction and intention to leave. Because job satisfaction has no effect on intention to leave, but the effect is significant to organizational commitment. On other hand, effect of organizational commitment to intention to leave was significant.

Thus it can be said that job satisfaction has indirect effect on intention to leave through organizational commitment. This supports previous research conducted by Rasool et al. (2013) that organizational commitment mediates the relationship between workplace bullying with intention to leave.

Implications for practitioners

This study results are expected to provide managerial implications for Bank Mandiri Shariah in Malang. The most important implications that can be obtained from this study are: (1) procedural justice, interactional justice, job satisfaction and commitment are some components that are able to improve employee's performance. Therefore, leaders of Islamic banking, particularly managers, supervisors, unit heads, need to think factors that can increase job satisfaction and reduce employee intention to leave. (2) Leaders need to pay more attention to problem of satisfaction and commitment, because both of them most affect component to decrease intention to leave. Leaders need to pay more attention to factors that cause employee's performance increase. (3) Leaders need to increases job satisfaction, creating comfortable working conditions and creating a sense of familiarity and high harmonization to create mutual help behaviour between individual.

Research Limitations and Future Research

Similar to any other empirical study, this research has its limitations. (1) This study design is still not able to fully eliminate common method bias because all data in this study is obtained by self-assessment. (2) Research results at PT Bank Syariah Mandiri have different characteristics with other Islamic Bank, so results can not be fully generalizable. (3) Small sample size in this study also be the weakness of the study for generalization purpose.

Suggestions for further research are: (1) testing difference between procedural and interactional justice with employee performance by gender, education, years of service and other data to make more extensive and detailed research. (2) Interpretation of these longitudinal research findings is needed to find more robust evidence regarding the direction of causal relationship because this correlational study also does not remove possibility that there are other variables that could explain relationship between variables in a study. Next researcher can reduce common method bias of organizational commitment variable by including assessment by leadership as addition of self-assessment.

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