

Effect of Ethical Leadership, Organizational Justice and Psychological Empowerment toward Job Satisfaction of Employees at PT PJB Unit PJB Academy

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Abstract

The purpose of this paper is to examine the effect of ethical leadership, organizational justice and psychological empowerment on job satisfaction. This study uses a quantitative approach by conducting a survey through a questionnaire. The data were statistically analyzed using SmartPLS to test the research hypothesis. The findings of this study are ethical leadership has been shown to have a positive and significant effect on job satisfaction, organizational justice has been shown to have a positive and significant effect on job satisfaction, but psychological empowerment has not been shown to have a positive and significant effect on job satisfaction. The results of this study can be a reference for organizations in order to increase employee job satisfaction in the midst of the challenges of the transformation of the company that is being carried out. Factors of leadership and organizational justice must receive special attention so that employees continue to work and feel satisfaction at work. This study presents empirical evidence in the context of an organization engaged in education and training services about what variables have a positive and significant effect on employee job satisfaction.

Keywords

ethical leadership;
organizational justice;
psychological empowerment;
job satisfaction



I. Introduction

Employees in a company are one of the intangible assets that need special attention from management. When employees are treated fairly in an organization, they will perform their duties better and feel satisfied, and conversely when employees feel they have been treated unfairly, they will respond with a low level of satisfaction (Zainalipour et al., 2010). Employees' perceptions of organizational justice have been of concern to researchers in recent years. Perception of organizational justice in the work environment can be defined as trust in the organization along with job satisfaction and belief in fair behavior which is considered important, where perception of organizational justice is the organization's fair attitude towards employees in the developing bond between employees and the organization (Oktem, 2103). Empirically, several studies have shown that there is a significant effect of organizational justice on employee job satisfaction (Zainalipour et al, 2010; Dundar & Tabancali, 2012; Lotfi & Pour, 2013).

On the other hand, ethical leadership is increasingly being promoted as a means by which leaders incorporate it into employees' positive attitudes towards daily work, including job satisfaction (Judge and Kammeyer-Mueller, 2012; Kacmar et al., 2011; Neubert et al., 2009 in Ren & Chadee, 2016). Several studies also show that ethical leadership has a significant effect on employee job satisfaction (Ren & Chadee, 2016; Celik et al, 2015; Tu et al, 2017; Qing et al, 2019).

Job satisfaction can be defined as an individual's feeling towards his job that has a direct and significant impact on work motivation, where there are certain psychological processes that help in increasing the level of job satisfaction (Pathak D & Srivasta S, 2020). Motivation comes from the Latin word *movere* which means drive or driving force (Purba and Sudibjo, 2020). The most prominent work-related motivational factors are psychological empowerment, which is a multifaceted construct that shows the intrinsic motivation and attitudes of subjects in relation to their overall work environment which is manifested in a series of cognitions such as meaning, competence, self-determination and impact (Da Cruz). et al, 2021).

Al-Zu'bi (2010) found a positive association between organizational justice and job satisfaction. Research from Lotfi & Pour (2013) shows a significant relationship between organizational justice and job satisfaction, but on the other hand, among these components, only procedural justice is able to predict job satisfaction. Zainalipour et al (2010) found a significant positive relationship between organizational justice and job satisfaction, where two dimensions of organizational justice, namely distributive justice and interactional justice, were positively related to four dimensions of job satisfaction, namely supervision, co-workers, salary and promotion and had no correlation with job satisfaction. Job as a dimension of job satisfaction, while procedural justice showed a significant correlation for all dimensions of job satisfaction, namely supervision, co-workers, salary, promotion and job nature. The results of research from Iqbal (2013) show that employees' perceptions of procedural and interactional justice have a large effect on their job satisfaction, while distributive justice has no significant effect on job satisfaction in the Pakistani context. Bakotic & Bulog (2021) show the results of research where interactional justice and distributive justice have an effect on job satisfaction, while procedural justice does not affect employee job satisfaction. In terms of leadership, there are several research results showing that ethical leadership has an effect on job satisfaction (Tu et al, 2017; Celik et al, 2016; Ren & Chadee, 2016; Qing et al, 2019). Several studies have also mentioned that psychological empowerment was found to have an effect on job satisfaction (Kumar Singh & Prataph Singh, 2019; Pathak D & Srivasta S, 2020; Da Cruz et al, 2021; and Qing et al, 2020).

Leadership, organizational justice, psychological empowerment and employee job satisfaction are things that are often discussed today by employees at Unit "PJB" Academy, which is a training unit from PT "PJB" which is run with the concept of Corporate University. In line with the transformation of PT "PJB" to start developing several new business lines, the "PJB" Academy Unit was assigned to not only serve internal customers in the "PJB" Group, but also started to enter the training business so that it had to serve external customers. The existence of new KPIs and additional workloads that have not been matched by adjustments to the organizational structure, the addition of the number of employees and competencies that have not been supported have also led to complaints from employees due to excessive workloads. Complaints about dissatisfaction with various working conditions are often raised in various communication media, either through cultural FGD activities, Bipartite LKS meetings or coffee mornings at the Unit level. This is in line with the results of the PT "PJB" survey conducted annually to measure the level of employee satisfaction and the results showed that there was a decrease in the level of employee satisfaction in 2021 compared to 2020.

The cascading process of KPI down to the individual level to the performance appraisal process is a challenge for the management of Unit "PJB" Academy to keep working conditions conducive. The results of this employee performance appraisal will also have an impact on various things such as receiving incentives and bonuses, careers as

well as learning and development programs for employees. On the other hand, from the survey measuring CHI (Culture Health Index) at Unit “PJB” Academy, it was found that one of the factors causing friction between employees which has a fairly high rating is related to leadership factors, especially the lack of concern for leaders. The Culture Health Index (CHI) aims to determine employees' expectations of the values currently applied, areas for improvement that should be made, as well as cultural inhibiting factors (cultural entropy). One measure of cultural health is the value of cultural entropy, where Cultural Entropy or Culture Toxic is energy used for unproductive activities in a work environment. Entropy indicates the level of conflict, friction, and frustration in the environment (Richard Barrett, 2010). Cultural entropy in an organization or company consists of three elements, namely factors that slow down the organization and prevent rapid decision making, factors that cause friction between employees and factors that prevent employees from working effectively.

Seeing the problems that occur in the “PJB” Academy Unit, research can be carried out using quantitative methods to see the effect of ethical leadership (ethical leadership), organizational justice (organizational justice) and psychological empowerment (psychological empowerment) on job satisfaction (job satisfaction). By conducting this research, it is hoped that the management of the “PJB” Academy Unit can find out how the influence of ethical leadership, organizational justice and psychological empowerment on employee job satisfaction, so that management can make improvements in various fields that reflect the behavior of leaders and can set policies or do other things. -Things that are felt to be fair, reasonable, acceptable and provide satisfaction to employees.

Research questions from the above problems are:

1. Does ethical leadership have a positive and significant effect on employee job satisfaction?
2. Does organizational justice have a positive and significant effect on employee job satisfaction?
3. Does psychological empowerment have a positive and significant effect on employee job satisfaction?

II. Review of Literature

2.1 Ethical Leadership and Job Satisfaction

Leaders are in a strong position to influence employee attitudes towards work (Yukl, 2013). Leaders who practice high standards of ethical behavior do so through demonstration of personal behavior and communication of moral standards (Brown and Mitchell, 2010). Ethical leadership styles include how leaders can set an example of behavior that followers see as normatively appropriate (e.g., honesty, trustworthiness, fairness, and caring), establish leaders as legitimate and credible role models, provide opportunities for followers with a sound, fair process interpersonally, setting ethical standards, rewarding ethical behavior and disciplining those who do not follow the standards, considering the ethical consequences of their decisions, and making principled and fair choices that can be observed and imitated by others (Brown et al, 2005).

Several studies have also shown that ethical leadership has a significant effect on employee job satisfaction (Ren & Chadee, 2016; Celik et al., 2015; Tu et al., 2017; Qing et al., 2019, Neubert et al., 2009). In a study (Aftab et al., 2022), Brown et al. (2005) saw a strong relationship between ethical leadership and job satisfaction for three reasons, namely ethical leaders set a positive example for their staff by being honest, sincere, and trustworthy and showing concern for their quality of life, ethical leaders treat subordinates

with respect and hold lawbreakers accountable and they make balanced and fair decisions while making choices that matter to workers, such as structuring jobs, evaluating performance, and considering promotions. Based on the above, the hypotheses proposed in this study are:

H1: *Ethical Leadership has a positive and significant effect on Job Satisfaction*

2.2 Organizational Justice and Job Satisfaction

Organizational justice can be defined as the study of fairness in the workplace (Byrne and Cropanzano, 2001). Organizational justice refers to people's perceptions of fairness in the workplace with respect to the outcomes they receive compared to others, fairness about the decision-making processes used to determine outcomes and fairness about interactions with authority figures (Greenberg, 1987). There are three types of justice (Cohen-Charash and Spector's, 2001), namely distributive justice or the type of justice that is generally accepted, procedural justice which is defined as process justice that leads to results and interactional justice, namely the fairness of interpersonal treatment received by someone from an authority figure.

Lawler (1977) noted that the distribution of organizational rewards such as salary, promotion, status, performance evaluation and tenure can have a strong effect on job satisfaction, quality of work life and organizational effectiveness. Folger and Konovsky (1989) found that the perception of distributive justice was significantly correlated with satisfaction with salary increases as well as job satisfaction. Other scientists and researchers found a positive relationship between organizational justice and job satisfaction (Zainalipour et al, 2010; Dundar & Tabancali, 2012; Lotfi & Pour, 2013)). Based on the above, the hypotheses proposed in this study are:

H2: *Organizational Justice has a positive and significant effect on Job Satisfaction*

2.3 Psychological Empowerment and Job Satisfaction

Empowerment is more broadly defined as an increase in intrinsic task motivation that is manifested in a set of four cognitions that reflect an individual's orientation to his or her work role namely meaning, competence (which is synonymous with self-efficacy), self-determination and impact (Spreitzer, 1995). Employees who feel their work is more valuable experience higher job satisfaction than employees who feel their work is less valuable and employees with high confidence in their success are much happier than employees who have low levels of confidence and are afraid of failure (Hackman & Oldham, 1980; Martinko, 2007). & Gardner, 1982; Qing et al, 2020).

Value and decision-making autonomy which gives employees a sense of control over their work also results in more job satisfaction because they are highly motivated to do more work on their own than other workers and employees who have a direct impact and involvement in organizational outcomes have greater job satisfaction. (Thomas & Tymon, 1994; Ashforth, 1989; Qing et al, 2020). With aspects of cognition including meaning, competence, self-determination and impact on psychological empowerment (Spreitzer, 1995) and the support of the above arguments, it can be assumed that psychological empowerment has a significant influence on job satisfaction. Based on the above, the hypotheses proposed in this study are:

H3: *Psychological Empowerment has a positive and significant effect on Job Satisfaction*

The research model used can be seen in Figure 1 below:

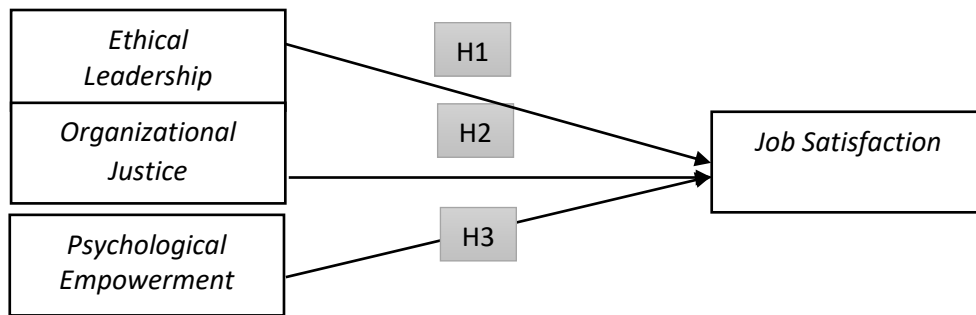


Figure 1. Research Model

III. Research Method

The research approach used in this research is quantitative research by conducting surveys through distributing questionnaires. The population of this research are employees at PT. “PJB” Unit “PJB” Academy has 47 employees and in this study a saturated sampling technique is used, namely a sampling technique when all members of the population are used as samples (Sugiyono, 2017: 85). From these 47 respondents, 44 responses were obtained in the form of questionnaire survey results. Another data collection technique carried out is a documentation study by collecting and studying data or documents that support research, such as the results of the Bipartite LKS meeting, the results of the CHI (Culture Health Index) survey and the results of the Cultural FGD of employees at PT “PJB” Unit “PJB” Academy.

The measurement of Ethical Leadership was adopted from 10 items by Brown et al (2005). The measurement of Organizational Justice was adopted from Niehoff & Moorman (1993), covering 5 items on the Distributive Justice dimension, 6 items on the Procedural Justice dimension and 9 items on the Interactional Justice dimension. Psychological Empowerment measurement items use a reference of 12 items to measure psychological empowerment (Spreitzer, 1995) which consists of four dimensions, namely meaning, competence, self-determination and impact. Meanwhile, the Job Satisfaction measurement item was adopted from 7 items by Raed & Fernandes (2006). All items were assessed using a Likert scale with a scale of 1: STS / Strongly Disagree to 5: SS / Strongly Agree.

IV. Results and Discussion

4.1 Results

The descriptive results of the respondent's profile show the composition of 72.7% male and 27.3% female. In terms of age, 43.2% of respondents aged ≤ 30 years, 25% between 31-40 years, 18.2% aged between 41-50 years and 13.6% aged over 50 years. In terms of education, 79.5% of respondents have an undergraduate education background, 9.1% masters, 6.8% D3 and 4.5% SMK. Meanwhile, in terms of length of work, 59.1% worked < 10 years, 18.2% worked for 11-20 years, 20.5% worked for 21-30 years and 2.3% over 30 years.

Descriptive analysis of the data was conducted to describe ethical leadership, organizational justice, psychological empowerment and job satisfaction. According to Ghozali (2018) this analysis aims to provide an overview or describe the data in the

variables seen from the average (mean), minimum, maximum and standard deviation values. The descriptive data can be seen in table 1 below.

Table 1. Descriptive Analysis

No	Variabel	Mean	Min.	Max.	St. Dev
1	<i>Ethical leadership</i>	3,95	1	5	0,84
2	<i>Organizational justice</i>	3,38	1	5	0,93
3	<i>Psychological empowerment</i>	3,99	1	5	0,81
4	<i>Job satisfaction</i>	3,55	1	5	0,93

To assess each variable with the number of statements in the questionnaire where the lowest value = 1 and the highest value = 5, then the calculation of the interval class length is $(5-1)/5 = 0.8$. Furthermore, it can be seen the category of assessment based on the interval scale in table 2 below.

Table 2. Interval Scale Assessment

No	Interval Scale Rating	Rating Category
1	1,00 - 1,08	Very low
2	1,81 - 2,60	Low
3	2,61 - 2,40	Enough
4	2,41 - 4,20	High
5	4,21 - 5,00	Very high

From the assessment of the interval scale in table 2 above, it can be categorized that the value of each variable is high, which is in the range of 2.41 – 4.20.

Further data processing in this study uses the Partial Least Square (PLS) method because the data sample is not too large. The PLS method is an iterative estimation process involving the structure of the diversity of independent and dependent variables. Statistical analysis was carried out using SmartPLS 3.2.9 software and this is the right choice because this method is more immune and robust.

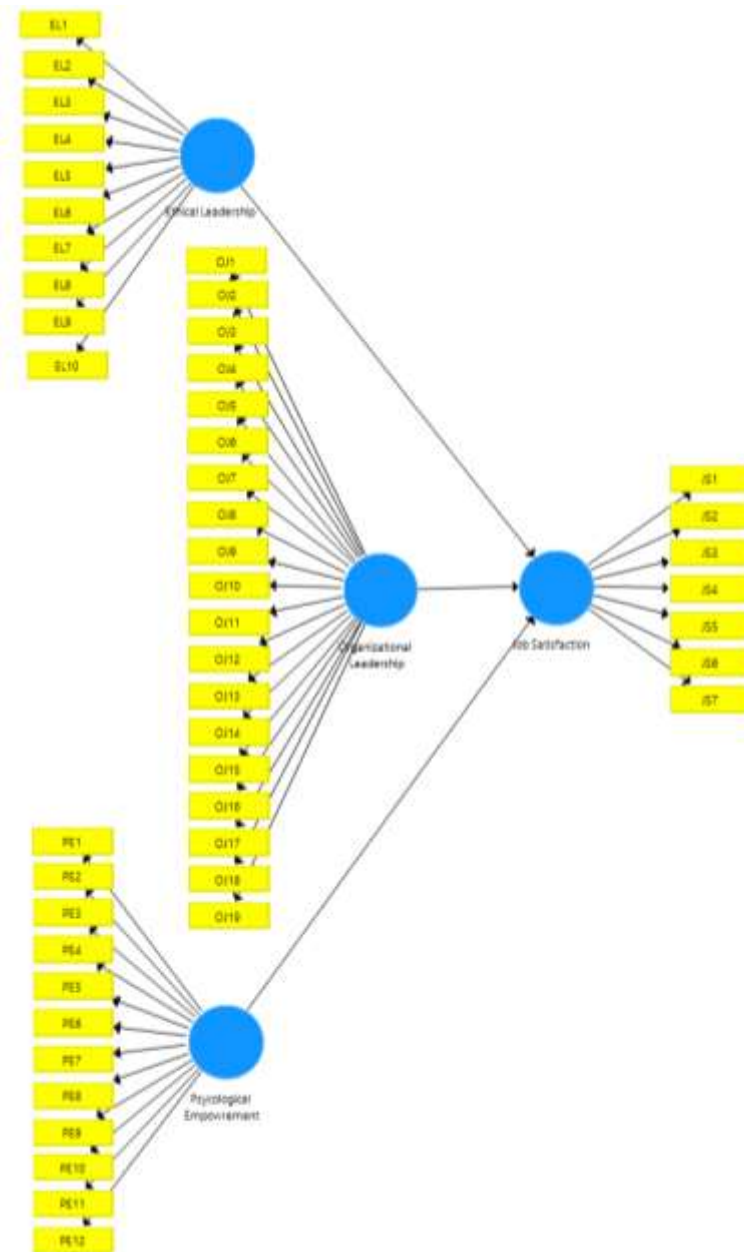


Figure 2. Initial research model in SmartPLS

After the research model is made, the outer model is tested by testing the validity and reliability tests. There are two validity tests, namely convergent validity and discriminant validity. Convergent validity aims to determine the validity of each relationship between the indicator and its latent construct or variable. Convergent Validity is done by looking at item reliability (validity indicator) which is indicated by the loading factor value. The loading factor is a number that shows the correlation between the score of a question item and the score of the construct indicator that measures the construct. A loading factor value greater than 0.7 is said to be valid or a value of 0.6 is often used as a minimum loading factor limit so that in this study a loading factor limit of 0.6 will be used. From the results of the Convergent Validity test in this initial research model, there are 8 indicators that are declared invalid because the loading factor value is below 0.6. The result of Average Variance Extracted (AVE) for confirmatory research (Ghozali and Latan, 2015: 77) is > 0.5 . The results of the AVE show that the variables of ethical leadership, organizational

justice and job satisfaction are > 0.5 , so the construct variable fulfills convergent validity, except for the Psychological Empowerment variable < 0.5 .

In the process of analyzing the outer model on Partial Least Square, it was found that there were indicators that did not meet the validity requirements, so the consequence that could be taken was to carry out new modeling, namely issuing invalid indicators, without replacing other indicators because the number of indicators in each latent variable was still more than 3 indicators. By eliminating invalid question items with a low loading factor ($\dots < 0.6$), a new model is obtained as shown in Figure 3 below.

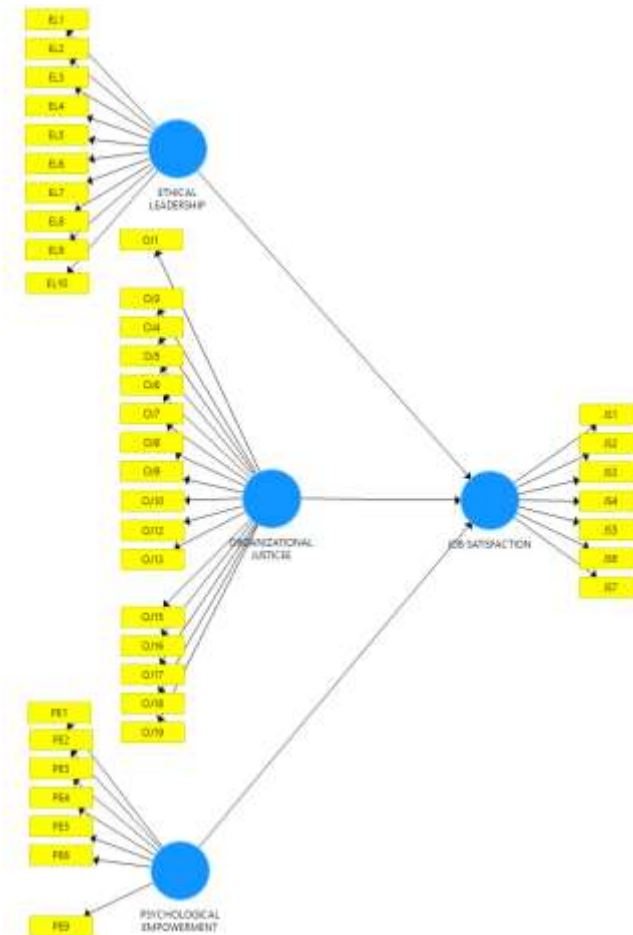


Figure 3. *New research model in SmartPLS*

Further testing of the outer model is carried out on the new model of this research. By using SmartPLS 3.2.9, a Convergent Validity test was carried out and the loading factor was obtained for all indicators above 0.6 so that it could be declared valid. Furthermore, the AVE value for all constructs > 0.5 , with the smallest value 0.606 for the Psychological Empowerment (PE) variable and the largest 0.678 for the Organizational Justice (OJ) variable. This value has met the requirements in accordance with the specified minimum value limit of 0.5, so that all construct variables are valid.

Next, a Discriminant Validity test is conducted with the aim of determining whether an indicator is a good measure of its construct based on the principle that each indicator must be highly correlated with its construct only. The discriminant validity test was carried out using the Heterotrait-Monotrait (HTMT) value where this method used a multitrait-multimethod matrix as the basis for measurement. The HTMT value should be less than 0.9 to ensure discriminant validity between the two reflective constructs (Henseler et al.,

2015). The results of the HTMT value of all constructs < 0.9 , it can be stated that all constructs are valid.

The outer model is not only measured by assessing convergent validity and discriminant validity, it can also be done by looking at construct reliability or latent variables as measured by the composite reliability value. The construct is declared reliable if the value of Cronbach's Alpha and composite reliability > 0.7 . From the output of Cronbach's Alpha and composite reliability values for ethical leadership, job satisfaction and organizational justice > 0.7 for confirmatory research (Imam Ghozali and Hengky Latan, 2015: 77), so the construct variable is declared reliable. Furthermore, the value of the variance inflation factor / VIF < 10 so that it can be said that there are no symptoms of multicollinearity from the construct variables.

After testing the outer model, then testing the inner model (structural model). The inner model can be evaluated by looking at the r-square for the dependent construct and the t-statistical value of the path coefficient test. The higher the r-square value, the better the prediction model of the proposed research model. The path coefficients value indicates the level of significance in hypothesis testing. Variant analysis (R-Square) or Determination Test was conducted to determine the effect of the independent variable on the dependent variable, where the resulting R Square value was 0.834, which means that the effect of ethical leadership, organizational justice and psychological empowerment on job satisfaction is 83.4 % and the remaining 16.6% is influenced by other factors outside the model in this study, and these results indicate a very strong category.

Changes in the value of R Square can be used to assess the effect of the exogenous latent variable on the endogenous variable whether it has a substantive effect (Ghozali and Latan, 2015: 78), which is measured by Effect Size Square. The interpretation of the value of Square recommended by Cohen (1988) which is 0.02 has a small effect; 0.15 has a medium effect and 0.35 has a large influence at the structural level (Chin, 1998) in (Ghozali and Latan (2015: 78). Results Square ethical leadership of 0.311 with the interpretation of the predictor latent variable ethical leadership has a medium effect on job satisfaction. The results of Square of organizational justice are 2,166 with the interpretation of the predictor of the latent variable of organizational justice having a big influence on job satisfaction. While the results of the f square of psychological empowerment of 0.093 can be interpreted that the predictor of latent variable of psychological empowerment has a small effect on job satisfaction.

The next measurement is the Inner Weight which is used to determine the magnitude of the effect and the level of significance using the Resampling Bootstrapping process that is hypothesized. The path that has a significant effect is based on the T-Statistics value > 1.96 (t table significance 5% = 1.96). The results of the Bootstrapping process from this research model can be seen in Figure 4 below.

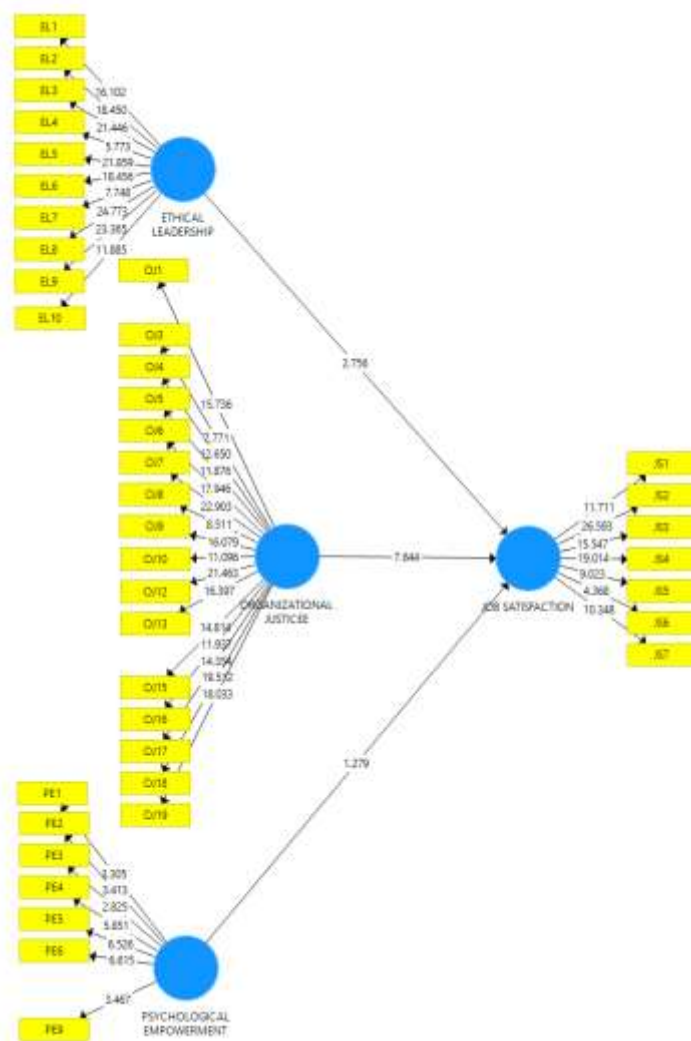


Figure 4. Path coefficient results

The first hypothesis examines whether ethical leadership has a positive and significant effect on job satisfaction. The test results show the path coefficient or t-statistic value of 2.756. From these results, it is stated that the t-statistic is significant because it is >1.96 with p value <0.05 , so the first hypothesis is accepted. This proves that ethical leadership is proven to have a positive and significant effect on job satisfaction. The second hypothesis examines whether organizational justice has a positive and significant effect on job satisfaction. The test results show the path coefficient or t-statistic value of 7.644. From these results, it is stated that the t-statistic is significant because it is > 1.96 with p value <0.05 so that the second hypothesis is accepted. This proves that organizational justice has a positive and significant effect on job satisfaction. Furthermore, the third hypothesis tests whether psychological empowerment has a positive and significant effect on job satisfaction. The test results show that there is no significant effect because the t-statistic value is 1.279 or <1.96 . This proves that psychological empowerment is not proven to have a positive and significant effect on job satisfaction so that the third hypothesis is rejected.

4.2 Discussion

The main purpose of this study was to determine the effect of ethical leadership, organizational justice and psychological empowerment on employee job satisfaction. In this study, it was found that ethical leadership was proven to have a positive and significant effect on job satisfaction, organizational justice was proven to have a positive and significant effect on job satisfaction, but psychological empowerment was not proven to have a positive and significant effect on job satisfaction.

In terms of leadership, this is in line with the results of research from (DEDEOĞLU et al., 2015) where ethical leadership is proven to have a positive and significant influence on job satisfaction of employees of four-star and five-star hotels in Antalya. Qing et al. (2020) also shows consistent research results where ethical leadership is proven to have a positive and significant influence on job satisfaction of public sector employees in China. The study in this research was conducted at a unit engaged in training services for internal and external customers and this is supported by the results of the studies above.

Regarding the positive and significant effect of organizational justice on job satisfaction found in this study, this is also supported by research (Jilili & Aini, 2022) conducted with a sample of employees of private companies in China. Dunder & Tabancali (2012) in their research on teachers at schools located in Istanbul also found the results that organizational justice was proven to have a positive and significant effect on job satisfaction where the principal's behavior in the form of respect, honest behavior and closeness to teachers influenced perceptions about organizational justice, which will ultimately motivate teachers and increase their job satisfaction. This is very much in line with the current research where from the results of Square it can be interpreted that the predictor of the latent variable of organizational justice has a major influence on the job satisfaction of the employees in Unit "PJB" Academy. Three types of organizational justice include distributive justice or the type of justice that is generally accepted, procedural justice or process justice that leads to results and interactional justice or interpersonal justice that is received by someone from an authority figure was found to have a positive and significant effect on job satisfaction of employees in the Unit. "PJB" Academy.

In this study, psychological empowerment was not proven to have a positive and significant effect on job satisfaction. This is not in line with research (Singh & Singh, 2019) which results that psychological empowerment has a positive and significant influence on job satisfaction. This study (Singh & Singh, 2019) was conducted in 10 public sector banks in eastern India by conducting a survey of 267 employees. This discrepancy can occur because the research conducted by us only took a sample of one organizational unit "PJB" Academy with a small number of respondents, namely 44 employees. Inconsistency in the results of this study was also found when viewed from the results of the study (Qing et al., 2020) which gave the result that psychological empowerment had a positive and significant effect on job satisfaction. The study (Qing et al., 2020) was conducted on 467 government employees in various public sectors in China. The transformation process in the company that is being carried out, the existence of new KPIs and additional workloads that have not been matched by adjustments to the organizational structure, the addition of the number of employees and competencies that have not been supported cause discomfort for employees at work which affects the job satisfaction of the employees of Unit "PJB" Academy.

V. Conclusion

As a final conclusion, this study has tested the effect of ethical leadership, organizational justice and psychological empowerment variables on employee job satisfaction. The results showed that ethical leadership was proven to have a positive and significant effect on job satisfaction, organizational justice was proven to have a positive and significant effect on job satisfaction, and psychological empowerment is not proven to have a positive and significant effect on job satisfaction. Even though it was carried out in one organizational unit with a not too large sample, however, this research can be used as a reference for organizations in similar fields that are experiencing the same conditions as our research object.

Implication (Practical & Theoretical Implication)

Theoretically, this study provides implications related to the literature study of variables that affect employee job satisfaction, namely ethical leadership and organizational justice, especially in organizations engaged in education and training services. However, there is research that ethical leadership and organizational justice have a positive and significant effect on employee job satisfaction in organizations engaged in the hospitality service sector, educational institutions and other public sectors.

Practically, the results of this study can be a reference for the management of Unit “PJB” Academy in order to increase the job satisfaction of employees in the midst of the challenges of the company's transformation that is being carried out. The factors of leadership and organizational justice must receive special attention so that employees remain motivated and feel satisfied at work.

Limitation and Future Research Direction

Employee job satisfaction and organizational justice are considered as key variables that have an impact on performance, where when employees are treated fairly in an organization, they will perform their duties better and feel satisfied, and vice versa when employees feel they have been treated unfairly, they will respond with a low level of satisfaction (Zainalipour et al, 2010). Research conducted at this time is still looking at the factors of ethical leadership, organizational justice and psychological empowerment on employee job satisfaction. Future research can be carried out by adding employee performance variables as the dependent variable so that it can be seen the influence of these various variables comprehensively, as well as being able to see the mediating role of the job satisfaction variable on employee performance. An even larger population can also be taken so that the research sample is not only in one organizational unit, with the hope that it can provide a broader picture if the research model is applied to a larger organization or even to several organizations.

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