The mediator role of leader-member exchange in empirical test

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Abstract
The purpose of this research is to determine the effect of procedural justice and leader-member exchange on job satisfaction. This is a cross-sectional research with data collected from 100 employees of private sector services using a questionnaire and analyzed with the Likert scale. The result showed the following (1) procedural justice has positive and significant effect on leader-member exchange, (2) leader-member exchange has a positive effect on job satisfaction, (3) procedural justice has a positive and significant effect on job satisfaction, and (4) leader-member exchange mediates the effect of procedural justice on job satisfaction. Therefore, private companies are encouraged to strengthen systems and work procedures that are fair to employees with positive impacts. In conclusion, companies need to provide intensive training for Leaders and supervisors to increase the potential and abilities of employees, thereby making them more enthusiastic, enterprising, happy, and diligent in carrying out their duties.

Keyword: procedural justice; job satisfaction; leader-member exchange.

INTRODUCTION
Human Resource Management (HR) is increasingly developing and among the most valuable assets of a company due to a shift in research paradigm and organizing abilities. Several previous studies have confirmed this opinion, such as the research conducted by Ratnasari (2012), which stated that Human Resources are able to maintain and oversee organizational resources with meaningful capabilities and an increase in performance. Companies being unable to properly manage their human resources stand the risk of losing their investment with poor economic growth.

Susiawan & Muhid (2015) also reported that human resources are an important asset for large- and small-scale organizations and businesses. This is because they are driven, directed, maintained, and developed by HRs for society. Labola (2019) defined HR as an important asset used by any organization to achieve a competitive advantage in this current globalization era. Therefore, the Human Resource Development (HRD) is an essential parameter to achieve their goals and objectives at the National and International
levels. HRD focuses on the recruitment, management, and navigation of employees to achieve a common goal mutually.

However, this opinion is contrary to the increase in outsourcing employees by companies. Sangki, Kojio, & Sendow (2016) stated that employees at GraPARI Telkomsel Manado felt proud to be permanently part of a company because they were provided with all they needed, and this affected their performance. Susan (2012) also reported that HR development was a strategic and comprehensive approach to manage people, workplace culture, and the environment to achieve production goals and objectives effectively. In recent years, many organizations ignored the active development of HR as the main asset, which led to their poor performance (Labola, 2019; Townsend & Wilkinson, 2010; Okoye & Ezejiofor, 2013).

According to Okoye & Ezejiofor (2013), this situation occurred due to the uncertain contribution of employees towards increasing organizational productivity and profitability. This problem led to the poor performance of workers, decreased organizations, decreased competitive abilities, reduced performance, and productivity levels. Therefore, the HR management aim to improve employees’ capability to handle various tasks, strengthen organizational competitiveness and adaptation to the external turbulence of the environment (Jumawan, 2015). They are also beneficial to employees for career advancement, competency enhancement, and talent development.

The outsourcing phenomenon has an impact on job insecurity when permanent employees are threatened to lose their jobs to freelancers such as service workers who are not tied to an organization, and contractors. It is also applicable to new employees in the trial phase, and those from the secondary labor market such as minority ethnic groups, as well as disabled and seasonal workers from agents (Hvinden, Hyggen, Schoyen, & Sirovatka, 2019). According to Ashford, Lee & Bobko (1989), outsourcing raises various negative psychological and non-psychological impacts on the organization. The psychological impact decreases creativity, job satisfaction, and leads to feelings of depression, guilt, anxiety, and anger.

Job Satisfaction also depends on the objectives owned by each employee. According to Nasution, Musnadi, & Faisal (2018), employees feel satisfied when they achieve their predetermined objectives. Furthermore, job satisfaction is also felt when each employee personally determines the surrounding situation and conditions. This is in line with the research conducted by Masrakhin & Waridin (2012) which stated that work satisfaction is dependent on employees' nature and the surrounding conditions of the job. This is because each individual has different job satisfaction measures, which are dependent on the requirement.

One of the factors positively and significantly affecting Job Satisfaction is Procedural Justice (Wittmer, Martin, & Tekleab, 2010; Yaghoubi, Mashinchi, Ahmad, Hadi, & Hamid, 2011; Abekah-Nkrumah & Atinga, 2013; Usmani & Jamal, 2013; Haryono, Ambarwati, & Saad, 2019). The results from previous studies showed that when a contract was psychologically carried out by an organization, it positively affected employees’ abilities to increase job satisfaction. This research is similar to previous studies, which stated Procedural Justice positively and significantly influenced Job Satisfaction. According to Greenberg (2010), Procedural Justice is the view of every
individual towards justice from the establishment of decisions in organizations or companies.

Furthermore, Tyler & Blader (2013) stated that Procedural Justice was related to justice in policies which functioned as important implications for the survival of organizations. According to Lind & Tyler (2013), Procedural Justice is institutionally related to the policy of decision-making intended by an institution towards their employees. Alam (2009) stated that Job Satisfaction was the view of each individual in accordance with their main tasks. This condition is related to emotional reactions as well as the views of individuals on the needs and desires of their jobs (Dizgah, Chegini, & Bisokhan, 2012). Omar & Hussin (2013) described Job Satisfaction as employees' attitudes towards their tasks by paying attention to their behaviour at work. According to Seniati (2010) job satisfaction is an individual's feelings towards their overall tasks. Wiratama, Riana, & Rahyuda (2017) stated that the theory of Procedural Justice related to the policies implemented by the company in distributing organizational results and resources to the members, and techniques used to calculate the compensation received.

In addition to Procedural Justice, the Leader-Member Exchange positively and significantly influences Job Satisfaction. This view was expressed by Wittmer, Martin, & Tekleab (2010) that explained the positive relationship between Procedural Justice and Job Satisfaction with Leader-Member Exchange. The other results also shows the existence of a positive and significant Leader-Member Exchange effect on Job Satisfaction (Jordan & Troth, 2011; Bitmis & Ergeneli, 2012; Soleimani & Einolahzadeh, 2017; Santoso, 2018).

Dansereau, Graen, & Cashman (1975) were the first to carry out a research on Leader Exchange Members (LMX). According to them, the LMX theory is the interpersonal relationship between leaders and subordinates. It consists of two groups namely the In-group exchange, also known as a high-quality relationship, which enables leaders and subordinates to increase partnership through interpenetration, mutual trust, respect, and shared sentiment. The second is an out-group exchange, called low-quality relationships, where leaders are considered failed supervisors, with the inability to create mutual trust, honor, or shared destiny (Krintner & Kiniki, 2013).

Some previous studies explained the direct influence of Leader-Member Exchange (LMX) on Job Satisfaction and also proved its mediating variable with Procedural Justice. According to Wittmer, Martin, & Tekleab (2010), Procedural Justice indirectly has a positive and significant influence on Job Satisfaction through Leader-Member Exchange.

Rupp & Cropanzano (2002) reported the mediating role of Leader-Member Exchange. They stated that LMX positively and significantly mediates the influence of Procedural Justice on Work Outcomes. Similarly, there is a positive and significant mediating role of Leader-Member Exchange on the relationship between Emotional Intelligence and Job Satisfaction (Pramono, 2016). Furthermore, a study conducted by Rezapour & Ardabili (2017) also found a mediating role of Leader-Member Exchange on the relationship between Career Adaptability and Job Satisfaction. In conclusion, Procedural Justice has a positive and significant effect on Job Satisfaction through LMX.

There is limited research on the mediating role of Leader-Member Exchange on the influence of Procedural Justice on Job Satisfaction. Wittmer, Martin, & Tekleab (2010) examined retail store employees. Therefore, this research novelty precisely lies in the
construct built to determine the mediating effect of LMX on the influence of Procedural Justice on Job Satisfaction. This research was conducted on large private companies in Indonesia; therefore, it is demographic in nature.

**METHOD**

Table 1 shows the characteristics of respondents which consists of gender, age, marital status, education, as well as the length and level of work.

Table 1

| No | Characteristics | Demographics | Total | Percentage (%) |
|----|-----------------|--------------|-------|----------------|
| 1  | Gender          | Male         | 59    | 59             |
|    |                 | Female       | 41    | 41             |
| 2  | Age             | 20-30 years old | 72    | 72             |
|    |                 | 31-40 years old | 22    | 22             |
|    |                 | 41-50 years old | 3     | 3              |
|    |                 | 51-60 years old | 0     | 0              |
| 3  | marital status  | 57           | 57    | 57             |
|    |                 | 43           | 43    | 43             |
| 4  | Education       | Senior High School | 1     | 1              |
|    |                 | Diploma III | 0     | 0              |
|    |                 | Bachelor Degree | 89    | 89             |
|    |                 | Magister     | 10    | 10             |
|    |                 | Doctoral     | 0     | 0              |
| 5  | Length of work  | 0-1 years    | 20    | 20             |
|    |                 | 1-5 years    | 80    | 80             |
|    |                 | 5-10 years   | 0     | 0              |
|    |                 | 10-15 years  | 0     | 0              |
|    |                 | 15-20 years  | 0     | 0              |

Source: Data processed

The respondents of this study were employees of private companies engaged in services, including hospitality, tour, and travel, retail, distributors, and transportation. Data were collected from June to October 2019, using several written online questionnaires. A total of 100 questionnaires were obtained and analyzed.

Sinclair (1995), Kim, O’Neill & Cho (2010), and Susana (2008) research methods consisting of six indicators were used to measure the Procedural Justice, Leader-Member Exchange, and Job Satisfaction variables. Furthermore, from the above indicators, respondents were asked to provide answers to the statements based on 5 Likert scales of 1 = strongly disagree to 5 = strongly agree.

Assuming the sample is 100 respondents, the loading factor needs to be ≥ .55 for it to be valid (Hair, Black, Babin, & Anderson, 2010). Meanwhile, the reliability test decision when the Cronbach’s Alpha coefficient ≥ .60 is acceptable, therefore, it is acceptable (Sekaran & Bougie, 2013).
Table 2
Validity and Reliability Test Results

| Variables and Indicators | Item | Factor Loading | Cronbach Alpha |
|--------------------------|------|----------------|----------------|
| **Procedural Justice**   |      |                | .722           |
| The employment contract procedure is fairly used to determine promotion | PJ1  | .759           |                |
| Work contract procedures are fairly used to determine schedules | PJ2  | .767           |                |
| The employment contract procedure is fairly used to determine salary increase | PJ3  | .687           |                |
| Employment contract procedures are fairly used to determine related work assignments | PJ4  | .619           |                |
| Employment contract procedures are fairly used to determine health benefits | PJ5  | .713           |                |
| The employment contract procedure is fairly used to determine the grievance process | PJ6  | .564           |                |
| **Leader-Member Exchange** |      | .680           |                |
| Bosses are able to understand the problems and needs of employees | LMX1 | .633           |                |
| Bosses are able to identify the abilities and potential of employees | LMX2 | .749           |                |
| I believe in my boss. | LMX3 | .556           |                |
| I have a good working relationship with my boss | LMX4 | .743           |                |
| I help my boss in completing tasks. | LMX5 | .642           |                |
| **Job Satisfaction**     |      | .734           |                |
| I am satisfied with the job security | JS1  | .591           |                |
| I am satisfied with the current salary and benefits | JS2  | .727           |                |
| I am satisfied with my growth and development. | JS3  | .773           |                |
| I am valuable at work. | JS4  | .665           |                |
| I am satisfied with my overall job specification. | JS5  | .716           |                |

Source: Data processed

RESULT AND DISCUSSION

Result

This research uses descriptive statistics as the mean value and standard deviation to analyze the data obtained. The mean value indicates the average respondent’s assessment of investigated variable, while the standard deviation indicates varying answers.
Table 3
Descriptive Statistics

| Variable               | N   | Minimum | Maximum | Mean  | Std. Deviation |
|------------------------|-----|---------|---------|-------|----------------|
| Procedural Justice     | 100 | 2.330   | 5.000   | 3.718 | .504           |
| Leader-member exchange | 100 | 2.200   | 5.000   | 3.792 | .463           |
| Job Satisfaction       | 100 | 2.200   | 4.600   | 3.616 | .495           |

Source: Data processed

The results of hypothesis testing are shown in the following table:

Table 4
Significance Results of the PLS Model

| Direct and Indirect Effect                  | Original Sample | T-statistic | Results   |
|--------------------------------------------|-----------------|-------------|-----------|
| Procedural Justice toward Leader-member Exchange | .489            | 4.888       | Accepted  |
| Leader-member Exchange toward Job Satisfaction | .317            | 3.023       | Accepted  |
| Procedural Justice toward Job Satisfaction | .303            | 2.746       | Accepted  |
| Procedural Justice toward Leader-member Exchange through Job Satisfaction | .155            | 2.756       | Accepted  |

Source: Data processed

Discussion

Based on the results of data processing for testing the influence of Procedural Justice on Leader-Member Exchange, the t-statistics value and original samples were 4.888 and .489, respectively. The t-statistics is positive above 1.96, and the original sample is significant, assuming it is greater than zero. Therefore, the first hypothesis is accepted. These findings support the research conducted by Wittmer, Martin, & Tekleab (2010), which examined this hypothesis by stating that Procedural Justice has a positive and significant effect on Leader-member Exchange.

This shows that employees are relatively satisfied with the procedures implemented in the company, which affects the relationship between supervisors and subordinates. This research is in line with the theory of Alexander & Ruderman (1987), which stated that Procedural Justice improves the assessment of supervisors. Therefore, a positive relationship between employees and supervisors is observed when they are satisfied with the procedures implemented in the organization.

Therefore, leaders seek the help of their employees in completing duties in order to gain their trust and confidence. This is used to determine promotions, salary increments, work schedules, assignments, and health benefits. The results of this study are used by all stakeholders to prioritize the management of human resources in their company by using Procedural Justice in accordance with Indonesian Legislation and the interests of Companies and Employees. Although the results show that companies need to prove sincerity by making decisions and implementing assignments in accordance with their work contract.

Based on the results of data processing for testing the influence of Leader-member Exchange on Job Satisfaction, the t-statistics and original values were 3.023 and
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When t-statistics is above 1.96 original sample is greater than zero, it means that the variables are positively significant. Therefore, the third hypothesis is accepted. Elanain (2010) stated that the Leader-Member Exchange influenced Job Satisfaction. Furthermore, Soleimani and Einolahzadeh (2017) also stated that there was a positive and significant influence between Leader-member Exchange on Job Satisfaction. This finding indicates that the relationship between supervisors and subordinates is quite influential on employee job satisfaction in private companies. Subsequently, this is in line with the salary and benefits currently provided by the company, with a feeling of safety and values to solve the problems and needs of employees. Therefore, the working relationship between employees and supervisors is well established due to the trust.

Based on the results of data processing for testing the influence of Procedural Justice on Job Satisfaction, the t-statistics and original values were 2.746 and .303, respectively. When t statistics is above 1.96 and original sample is greater than zero, it means that the variables are positively significant. Therefore, the third hypothesis is accepted. The research conducted by Wittmer, Martin, & Tekleab (2010) stated that Procedural Justice had a positive and significant effect on Job Satisfaction of employees in the company, hence, it was a concern for the leaders.

The results show that Leader-member Exchange, Job Satisfaction for employees is also obtained, assuming the company is able to create a justice system enforced through the consistent application of work rules. Therefore, reward and punishment are felt and obeyed by employees because the companies pay attention to their rights and complaints. Furthermore, employees’ satisfaction conducted by the company is used to determine the increase in allowances, assignments, or position. This motivates employees into accepting the company’s decision, to improve their performance, get promoted, or rewarded. Therefore, organizations ensure the work environment is properly felt by employees, which certainly improves their performance (Ramli & Mariam, 2020).

Based on the results of data processing for testing the influence of procedural justice on Job Satisfaction, the t-statistics and original values were 2.756 and .155, respectively. When t statistics is above 1.96 original sample is greater than zero, it means that the effect of mediation in this study is positive and significant. Therefore, the fourth hypothesis is accepted. This is in line with research conducted by Wittmer, Martin, & Tekleab (2010), which stated that Exchange Leader-members mediated the influence of Procedural Justice on Job Satisfaction.

This study creates a job management system by implementing fair procedures on employees at work. Therefore, leaders need to be able to determine the problems and needs of employees and identify their impact on the company, with the implementation of Procedural Justice. This research has confirmed the direct and indirect influence of Exchange Leader-members and Procedural Justice on Job Satisfaction for employees.

CONCLUSION

In conclusion, the findings and hypotheses show that (1) there is a positive and significant influence of Procedural Justice on Leader-member Exchange. (2) There is a positive and significant influence of Leader-member Exchange on Job Satisfaction. (3) There is a positive and significant influence of Procedural Justice on Job Satisfaction. (4)
There is a positive and significant influence of Procedural Justice on job satisfaction through Leader-member Exchange.

This research encourages private companies to strengthen systems and work procedures profitable to employees and the organization. Furthermore, the provision of intensive training for Leaders and supervisors help to improve the potential and abilities of employees, thereby, making them more enthusiastic, enterprising, happy, and diligent in carrying out their duties. This tends to increase employee job satisfaction, capacity, and performance because they feel the attention and sincerity of company through skilled leaders and supervisors.

Further research is needed to analyze other factors capable of affecting job satisfaction and organizational interests. Other variables such as workload and organizational culture need to be added to determine the direct and indirect factors capable of affecting job satisfaction (Nasution, Musnadi, & Faisal, 2018) or add other variables such as Compensation (Ramli, 2018), Work Environment (Ramli, 2019a), Organization Culture (Ramli, 2019b) and Work Engagement (Mariam & Ramli, 2019).

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