



DOI: <https://doi.org/10.38035/dijemss.v6i4>
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The Influence of Perceptions of Organizational Support, Organizational Justice and Leadership Style on Job Satisfaction: The Mediating Role Organizational Commitment (Case Study of PT. XYZ Employees)

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Abstract: This study aims to analyze the effect of perceived organizational support, organizational justice, and leadership style on employee job satisfaction with organizational commitment as a mediating variable (case study of PT. XYZ). The method used in this study is a quantitative method with a descriptive verification approach. Data were collected using a questionnaire distributed to 103 employees of PT. XYZ. The sample size was determined using a non-probability sampling technique, which is a sampling technique that does not provide an opportunity or chance for each member of the population to be selected as a sample. This study selected samples from the entire population of 103 people. The tool used to analyze the data in this study was SmartPLS-23, 2024. The data obtained were analyzed using the Structural Equation Modeling (SEM) technique to test the relationship between variables. The results showed that perceived organizational support did not have a positive effect on organizational commitment, but there was a direct effect on job satisfaction while organizational justice and leadership style had a positive effect on organizational commitment, which then affected job satisfaction and confirmed the mediating role of organizational commitment between organizational justice on job satisfaction and leadership style on job satisfaction. The statistical results show significant t-statistics and p-values, indicating a strong predictive relevance of the model. The statistical results of leadership style on job satisfaction directly show weak t-statistics and p-values, so that leadership style does not have a direct effect on job satisfaction, but has a positive effect through organizational commitment, which then affects job satisfaction. This indicates the need for increased support and fairness from the organization to increase employee commitment and job satisfaction. In particular, the results of the study highlight the need for a better leadership style strategy to achieve more optimal employee loyalty and job satisfaction..

Keyword: Perceived Organizational Support, Organizational Justice, Leadership Style, Organizational Commitment, Job Satisfaction.

INTRODUCTION

The textile chemical industry is one of the vital sectors in the manufacturing world that focuses on the development and production of various types of chemicals used in the textile production process. The textile chemical industry plays an important role in supporting the growth and innovation of the textile industry which in turn has an impact on various other sectors such as fashion, clothing, and other related textile sectors. Based on data from the Ministry of Industry in 2024, the chemical, pharmaceutical, and textile industry (IKFT) sector made a major contribution to the performance of the non-oil and gas processing industry and the national Gross Domestic Product (GDP). IKFT was able to record positive growth of 4.2% cumulatively until the third quarter of 2024. According to the Director General of IKFT, the government has set an economic growth target of 8% in the next five years. The contribution of the IKFT sector to national GDP is targeted from 3.62% in 2025 to 3.86% in 2029. To achieve this growth target, the first stage will focus on downstreaming natural resources (SDA), strengthening innovation research, and increasing labor productivity (Kemenperin, 2024). Based on data from the Ministry of Industry, it is very likely that competition in the industry will increase, to support increasingly developing natural resources, research, and innovation, a more productive workforce is needed so that it can provide a more optimal contribution to the growth of the industrial sector.

PT. XYZ is a company engaged in the chemical manufacturing/chemical industry sector that produces various types of chemical products to meet consumer needs in the textile industry. In the midst of the increasingly high growth targets of the industrial sector, the company must remain able to survive and compete. The success of the company depends on its human resources.

The company that is formed has goals that must be achieved through cooperation between humans, but people who work together in a company have different behaviors and work performance. There are individuals who are very diligent, enthusiastic, confident, independent, disciplined, and various other positive traits when working. Those who have positive work behavior tend to have good or high performance in the workplace. In addition, there are individuals who behave badly in the company's work life, such as being lazy, unenthusiastic, unconfident, not independent, and undisciplined. This bad behavior causes them to perform poorly or low in the workplace (Tewal et al., 2017). To understand individual behavior well, one must understand the characteristics inherent in that individual. The characteristics in question are biographical traits, personality, perceptions, and attitudes (Wijaya, 2017). Attitude is an evaluative statement about what is liked or disliked about an object, person, or event. Attitude describes or reflects our feelings about something. If we respond to something positively, it will result in positive actions, but if we respond to something negatively, it will result in less good actions. When someone has a view of employee behavior, this is generally closely related to job satisfaction (Pranogyo et al., 2021). Job satisfaction is a positive feeling towards one's job which is the result of an assessment of one's characteristics (Robbins & Judge, 2017). By increasing the number of job satisfaction in employees, it can help companies achieve their goals and expand profits. According to research (Rahayu & Dahlia, 2023), employees can feel satisfaction in their work if they feel that there is harmony between what is expected and what is obtained, between needs and rewards. Job satisfaction refers to an individual's general attitude towards their work. A person with a high level of job satisfaction shows a positive attitude towards the job itself, while someone who is dissatisfied with his job shows a negative attitude towards the job. Employee dissatisfaction can be expressed in several ways. In addition to resigning, employees can complain, be disobedient, steal organizational property, or avoid some of their job responsibilities and be absent. Job dissatisfaction will trigger various problems in the company, such as declining performance levels, high absenteeism, high employee turnover rates and low quality of work (Robbins, 2015). This phenomenon is experienced by employees at PT. XYZ, there was an increase in cases of problems from 2023 to 2024 by

55.32% which is attached in Table 1. The results of the pre-survey test conducted by the researcher, there were 70% of PT. XYZ employees who felt job dissatisfaction. The pre-survey was conducted by distributing questionnaires to 30 PT. XYZ employees with questionnaire questions referring to aspects of work, such as the nature of the work, supervision, salary, promotion opportunities, and relationships with coworkers (Robbins & Judge, 2015).

Table 1. Employee Case Data of PT. XYZ as of January 2023 – December 2024

Case Type	Remarks	2023		2024	
		Number of case	Total Case	Number of case	Total Case
Employee Complaints	Feeling of excessive workload	5		20	
	Miscommunication at work	10	22	15	50
	Inadequate facilities	5		10	
	Conflict with coworkers	2		5	
Non-compliance	Not following work procedures	5		15	
	Not adhering to working hours	5	11	10	30
	Not following company policies	1		5	
Employee blaming each other for work results	Shifting of Responsibility Employees blame each other for work results, do not want to work overtime	5	5	20	20
Careless Attitude at Work	Low quality of work, many revisions, many customer complaints	10		15	
			15		25
	Lack of initiative in completing tasks	5		10	
Lateness at Work	Excuses of traffic jams, urgent needs	3-4x on month	45	7-8x on month	90
Absent from Work	sick without a doctor's certificate, family needs	0-1x on month	7	1-3x on month	20
Total Cases in a year			105		235

Source: Internal Data of PT. XYZ 2023-2024

One important factor that can be done by management in creating job satisfaction is by increasing organizational commitment. Research (Kalsum et al., 2022) has shown that there is a strong relationship between organizational commitment, job satisfaction and fluctuations, and that people who are more committed to an organization are less likely to leave their jobs. Organizational commitment can be considered an extension of job satisfaction, because it is related to the positive attitude that employees have, not towards their own work, but towards the organization. However, emotions are much stronger in the case of organizational

commitment and are characterized by employee attachment to the organization and readiness to sacrifice for the organization. Organizational commitment is the degree to which an employee identifies with a particular organization and its goals and desires to maintain membership in the organization. Thus, high work involvement means identifying with a particular job that a person is doing, while high organizational commitment means identifying with the organization that recruits him and feeling that he is working for himself and not for others (Tewal et al., 2017).

One of the factors that influences organizational commitment is the support from the organization. Perception of organizational support refers to employee perceptions of the extent to which the organization values their contributions, provides support, and cares about their well-being. If employees perceive that the organizational support they receive is high, then the employee will integrate membership as a member of the organization into their identity and then develop more positive relationships and perceptions of the organization. This will increase employee commitment and then increase employee job satisfaction. Perception of organizational support is the extent to which employees believe that the organization values their contributions, provides support, and cares about their well-being (Robbin & Judge, 2015). Perception of organizational support can be measured through 3 dimensions, namely appreciation, well-being and care. Employees who feel support from the organization tend to be more committed to the organization. This is supported by previous research conducted by (Sakaluri & Psychology, 2021), where the perception of organizational support has a significant relationship with the variable of organizational commitment. The relationship between perception of organizational support and organizational commitment is positive. The higher the level of perception of organizational support in teachers, the higher the level of organizational commitment. Meanwhile, in the study (I. Putri & Nugroho, 2022), the results of the hypothesis testing that had been carried out proved that organizational support had a positive but not significant effect on organizational commitment. The results of this study indicate that if organizational support increases it will not affect organizational commitment. The results of this study are also supported by previous research conducted by (Layla, 2019) stating that the perception of organizational support has an insignificant effect on employee organizational commitment.

H1: Perception of organizational support affects organizational commitment.

In addition to support from the organization, organizational justice also plays an important role in organizational commitment. Organizational justice is the employee's perception of the extent to which the treatment they receive from the organization is fair and appropriate. High organizational justice makes employees feel valued and treated fairly, thereby increasing their commitment to the organization. According to (Noe et al., 2022), there are 3 dimensions of organizational justice, namely procedural justice, distributive justice and interactional justice. In the study (Marvelous Wattimena et al., 2024), organizational justice has a positive and significant effect on employee organizational commitment in the Business Administration Department of Ambon State Polytechnic. The better the organizational justice, the better the employee's organizational commitment. To increase organizational commitment, efforts can be made by paying attention to distributive justice, procedural justice, and interactional justice.

H2: Organizational justice affects organizational commitment.

The way a leader interacts, motivates, and directs his team will greatly determine how strong the emotional bond, obligation, and identification of employees with the organization itself. Each leader has their own way and style in managing their organization. According to (Azmy, 2021), leadership style is a manifestation the behavior of a leader, which concerns his ability to lead. Leadership style based on classical theory, namely the situational leadership style of the Hersey and Blanchard model, which basically has 2 main dimensions, namely

directive behavior with indicators of autocracy and coaching and the supporting behavior dimension with indicators of democracy and free control (delegating). According to (Mufarrohah & Sumartik, 2022), leadership style has a positive and significant effect on organizational commitment. In research (Liana, 2020), there is a positive and significant influence between leadership style and organizational commitment at PT Boga. An effective and efficient leadership style will make employees feel comfortable so that later there will be a desire to stay and dedicate their abilities to the company. According to (Nina Sundari & Ayu Tuty Utami, 2022), there is a positive and strong relationship between organizational justice variables and organizational commitment in millennial generation employees.

H3: Leadership style affects organizational commitment.

According to (Amaradipta et al., 2022) in his research, there is an influence between the perception of organizational support and job satisfaction. The higher the perception of organizational support, the higher the job satisfaction of an employee. Getting support or attention from superiors, getting benefits that match employee performance, getting recognition and rewards for the work done are some things that companies can do so that employees will feel satisfied with their work. In a study (Hidayanti et al., 2020), it was shown that the perception of organizational support partially had a positive effect on job satisfaction. Increased job satisfaction is influenced by an increase in the perception of organizational support given by the company to its employees. So the better the perception of organizational support felt by employees, the higher the job satisfaction will be. Hidayanti's research is also supported by Rosyiana (2019) who said that organizational support can mean appreciating employee contributions, listening to complaints, feeling proud of the work or achievements they have achieved and meeting employee needs. The existence of organizational support that is given makes employees feel more satisfied and more committed to their work.

H4: Perception of organizational support affects job satisfaction.

In addition to organizational support, justice must also be considered in building job satisfaction. Organizational justice is how someone perceives how fairly they are treated in their work so as to create job satisfaction for the individual themselves. (Suryani & John, 2018) states that when workers perceive high procedural justice, they will be more motivated to participate in activities, follow rules, and consider relevant outcomes to be fair. This is supported by research (Bakotić & Bulog, 2021), that organizational justice is a predictor of job satisfaction. In research (Juwono, 2023) shows that employees feel treated with respect. Where each individual does their work honestly, politely and friendly so that it can increase the satisfaction of other employees, where the interpersonal nature of each employee can be implemented. To be able to carry out interactional justice, the ability of company management is needed to understand and listen to the complaints of its employees. With good communication between employees and their management, it has shown significant efforts in solving problems. According to (Razak, 2021), there is a significant influence between organizational justice and job satisfaction. Organizations need to pay attention to the components of interactional justice and procedural justice as strategic actions to stimulate positive attitudes among employees, contributing to increased productivity and organizational competitiveness.

H5: Organizational justice affects job satisfaction.

Leadership is the process of a leader's influence on members in an effort to achieve organizational goals because the leader is the driving force in the organization. Without a leader, the goals of the organization that have been set will not be achieved because each member will only move or try to achieve their personal goals. In every organization there is a leader who will direct and empower the potential of organizational members with different leadership styles. In this case, the leader has his own way of carrying out his leadership to obtain adequate

results of influence. According to (Tewal et al., 2017) leadership style is a person's overall behavior pattern to influence the behavior of others in doing something. A person's leadership style can be considered good and appropriate in an organization but considered less good and inappropriate in another place. Leadership style can increase job satisfaction through the autonomy and trust given to employees. However, if not managed properly, it can cause employee dissatisfaction due to lack of support and direction. Therefore, leaders need to provide serious coaching to employees in order to create organizational satisfaction and commitment so that in the end they can increase high performance. Situational leadership style is flexible leadership. By adjusting the leadership style to the situation and needs of employees, leaders can create a positive and productive work environment and increase employee job satisfaction. According to research (Prasetyo, 2023) leadership style affects job satisfaction because there is effective communication and more frequent discussions so that employees are happy and increase the satisfaction of Dapoer Tempo Doloe Tegal employees to do their jobs.

H6: Leadership style affects job satisfaction.

Employees with low commitment will have an impact on turnover (changing jobs), high absenteeism, increased lateness to work and lack of intensity to remain employees in the organization, low quality of work and lack of loyalty to the company. Several studies support the hypothesis that organizational commitment is an antecedent to job satisfaction, meaning that high commitment can contribute to increasing employee job satisfaction. (Rahayu & Dahlia, 2023), (Setiawan, 2020). Organizational commitment is the level of emotional attachment, obligation, and identification of an employee with the organization. Employees who have high commitment tend to be more loyal to the organization and try to contribute more optimally to the organization. When employee commitment is high and feel more attached to the organization, the level of employees to feel satisfied with their work will also tend to be higher. They feel more meaningful in their work and feel part of something bigger. In the study (Kalsum et al., 2022), organizational commitment had a direct and significant effect on job satisfaction. This means that the higher the commitment, the higher the job satisfaction of nurses.

H7: Organizational commitment affects job satisfaction.

Employees who feel support from the organization tend to be more committed to the organization so that this commitment encourages employees to feel more satisfied with their work. This is supported by previous research conducted by (D. H. Putri et al., 2024), where organizational support has a positive effect on job satisfaction through organizational commitment. The perception that employees have of good organizational support can provide feedback in the form of commitment. Employees will assume that valuing their contributions and caring about their welfare is a form of organizational support.

H8: Organizational commitment mediates between perceptions of organizational support and job satisfaction.

High organizational justice makes employees feel valued and treated fairly, thus increasing their commitment to the organization, employees feel more attached to the organization and feel like an important part of the organization so that employees feel more satisfied with what they do. According to research (Gustiani, 2022), organizational commitment can partially mediate between organizational justice (procedural justice of performance appraisal) and job satisfaction.

H9: Organizational commitment mediates between organizational justice and job satisfaction.

Leadership style has a very significant influence on employee organizational commitment. The way a leader interacts, motivates, and directs his team will greatly determine how strong the emotional bond, obligation, and identification of employees with the organization are and how satisfied they are with their work. Organizational commitment can mediate between leadership style and job satisfaction. If a leader is able to build a strong emotional bond and commitment to employees, job satisfaction will tend to increase. According to (Hardianto, 2022) in his research, organizational commitment positively and significantly mediates leadership style with job satisfaction. The better the leadership style in the implementation of the company, the organizational commitment of its employees will also increase which will create job satisfaction in a certain period of time. Organizational commitment on the other hand shows the level of employee identification with the organization where they work, how involved they are in the organization and whether they are ready to leave it (Yusuf & Syarif, 2017).

H10: Organizational commitment mediates between leadership style and job satisfaction.

Based on the relevance to the existing problems, the variables of perception of organizational support, organizational justice and leadership style will be tested in this study as independent variables. While Organizational Commitment will be tested as a mediating variable. Some of these variables may affect job satisfaction.

The urgency of this study is due to the increasing level of cases that occurred at PT. XYZ, as attached in Table 1. A decrease in employee job satisfaction can cause a decrease in productivity and performance which has a direct impact on the success of the organization itself. Therefore it is important to know the relationship between organizational support, organizational justice and leadership style with organizational commitment to job satisfaction.

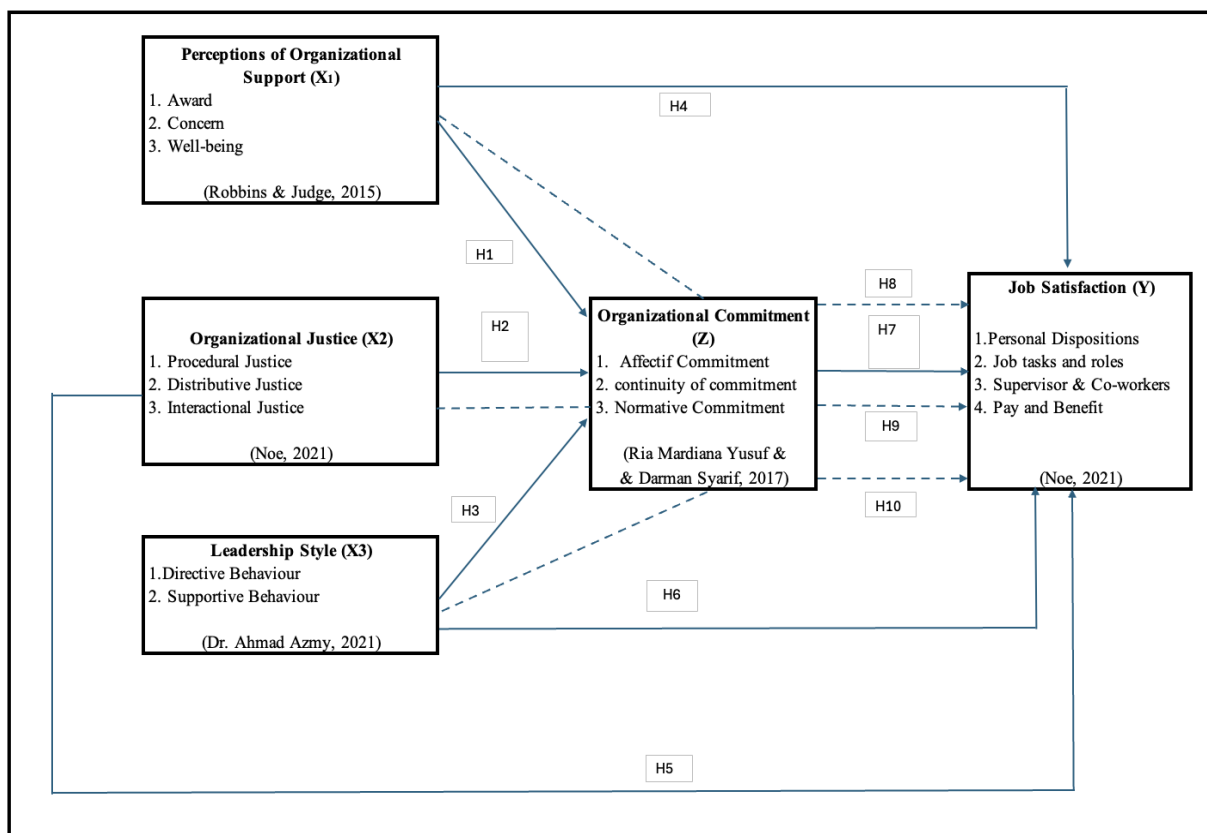


Figure 1. Conceptual Framework

METHOD

This study uses a quantitative research type, with a descriptive verification approach, to explain the relationship between the variables studied by collecting data, processing, analyzing and interpreting data in statistical hypothesis testing. The objects in this study are all employees of PT. XYZ. The technique used in this study is saturated sampling. Saturated sampling is included in the nonprobability sampling method. The saturated sampling method according to Sugiyono (2020) is a sampling technique that uses all members of the population as samples. This technique is also known as a census. In this study, the researcher used respondents from PT. XYZ employees in the company as many as 103 people. According to (Sugiyono, 2019) who stated that the sample is part of the number and characteristics of the population. In research, sampling must be truly representative, meaning that the samples taken must be able to represent the entire population. This study was analyzed using the Structural Equation Modeling (SEM) technique to test the relationship between variables.

RESULTS AND DISCUSSION

This study involved 103 employees of PT. XYZ with data collected through questionnaires. Respondents include various roles such as Department Head, Coordinator, Staff, Admin, Operator. The majority of respondents are male (65%) and aged 25-35 years (49%). Most have a Bachelor's degree (44%). Respondents who work at PT. XYZ mostly have a working period of more than 5 years. The results of the study revealed various findings that were analyzed statistically, showing the significance of the results, which are presented in the form of images, tables, and graphs.

Outer Model

The first stage to assess the reflective measurement model is to assess the indicator loading. The next stage is convergent validity, discriminant validity (Fornell-Larcker criteria and Heterotrait-Monotrait Ratio (HTMT)), and Composite Reliability. The summary of the reflective measurement model can be seen in Table 2.

Table 2. Outer Model

Variabel	Dimensi	Loading Factor	AVE	Composite Reliability	Cronbach's alpha
Perceptions of Organitazional	X1.1	0.814	0.692	0.782	0.778
	X1.2	0.874			
	X1.3	0.806			
Organizational Justice (X ₂)	X2.1	0.887	0.782	0.915	0.860
	X2.2	0.920			
	X2.3	0.844			
Leadership Style	X3.1	0.906	0.783	0.740	0.725
	X3.2	0.864			
Job Satisfaction (Y)	Y.1	0.890	0.776	0.904	0.903
	Y.2	0.904			
	Y.3	0.887			
	Y.4	0.840			
Organizational Commitment (Z)	Z.1	0.850	0.721	0.825	0.809
	Z.2	0.821			
	Z.3	0.875			

Source: Processed from SmartPLS, 2024

Based on the results of the outer loading evaluation, the convergent validity test with the overall reflective indicator is significant, the indicator loading factor value (table 2) in the research variable is greater than 0.708.

In addition, the Average Variance Extracted (AVE) value for all indicator loading variables is greater than the loading factor threshold (rule of thumb) of 0.50, meaning that the average variance extracted value is greater than 0.50 ($AVE \geq 0.50$). This shows that all exogenous and endogenous variable indicators are suitable for use in this study (Hair et al., 2019).

Discriminant validity

Based on the Fornell-Larcker criteria, the AVE value is higher than the correlation between latent variables (Rasoolimanesh, 2022). Perception of organizational support, organizational justice, leadership style, organizational commitment and overall job satisfaction have a larger AVE root than their correlation with other other variables. These results indicate that the discriminant validity with the Fornell Lacker method is met.

Table 3. Fornell-Larcker Criterion

	Perceptions of Organitazional (X ₁)	Organizational Justice (X ₂)	Leadership Style (X ₃)	Job Satisfaction (Y)	Organizational Commitment (Z)
Perceptions of Organitazional (X ₁)	0.832				
Organizational Justice (X ₂)	0.800	0.884			
Leadership Style (X ₃)	0.668	0.780	0.885		
Job Satisfaction (Y)	0.729	0.802	0.739	0.881	
Organizational Commitment (Z)	0.583	0.659	0.625	0.802	0.849

Source: Processed from SmartPLS, 2024

However, according to (Roemer et al., 2021) and (Afthanorhan et al., 2021), the Fornell-Larcker criteria are not always effective, especially if the differences in indicator loadings are small. As an alternative, the Heterotrait-Monotrait Ratio (HTMT) method is used with a threshold of 0.85-0.90. A ratio value below 0.90 indicates good discriminant validation, with an HTMT ratio value below the threshold (0.677-0.830) indicating construct validation. In addition, all indicators have higher loadings on each construct compared to other constructs (cross-loading). Composite reliability was assessed, with all constructs having values above 0.70, including Cronbach's Alpha which was also above 0.70. This shows that the construct has good reliability, as stated by (Hair et al., 2019).

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	Original sample (O)	Sample mean (M)
X2. <-> X1	0.875	0.875
X3. <-> X1	0.872	0.871
X3. <-> X2.	0.780	0.781
Y. <-> X1	0.864	0.863
Y. <-> X2.	0.706	0.706
Y. <-> X3.	0.705	0.706
Z. <-> X1	0.703	0.704
Z. <-> X2.	0.770	0.772

Z. <-> X3.	0.805	0.808
Z. <-> Y.	0.720	0.720

Source: Processed from SmartPLS, 2024

The estimation results of the PLS model on all pairs of dimensions show HTMT values below 0.90. This confirms that the dimensions divide the variation of measurement items higher towards the items that measure them than dividing the variance in other dimension items.

Inner Model

Evaluation of the structural model or inner model aims to predict the relationship between latent variables. The structural model is evaluated by looking at the percentage of variance explained, namely by looking at the R Square value for endogenous latent constructs, and AVE for predictiveness using resampling procedures such as jackknifing and bootstrapping to obtain stability from the estimates.

R-Square (R^2)

This analysis is to determine the percentage of endogenous construct variability that may be explained by exogenous construct variability. This analysis is also to determine the goodness of the structural equation model. The higher the R-square value indicates the greater the exogenous variable can explain the endogenous variable so that the better the structural equation. The following is the output value of the R-Square value.

Table 5. R-Square Value Result

	R-Square	R-Square Adjusted
Organizational Commitment	0.472	0.455
Job Satisfaction	0.775	0.768

Source: Processed from SmartPLS, 2024

The R-square value of the job satisfaction variable is 0.775, meaning that the endogenous variability of job satisfaction that can be explained by the exogenous variability of organizational support, organizational justice, leadership style and organizational commitment is 77.5% while the rest is explained by other variables outside those studied. The R-square value of the organizational commitment variable is 0.472, meaning that the mediation variability of organizational commitment that can be explained by the exogenous variability of organizational support, organizational justice, and leadership style is 47.2% while the rest is explained by other variables outside those studied.

F-Square (f^2)

This formula is to explore whether the endogenous latent variable is strongly influenced or not by the exogenous latent variable. It can be processed as follows;

$$f^2 F^2 = \frac{R^2 \text{ include} - R^2 \text{ exclude}}{1 - R^2 \text{ include}}$$

If the f^2 number produces a value of 0.02 then the influence is small, a value of 0.15 is medium and a value of 0.35 then the influence of the exogenous latent variable is stated to be large (Ghozali and Latan, 2015). The following are the results of the F-Square value:

Table 6. F-Square Value Result

Perceptions of Organizational Support	Leadership Style	Organiza tional Justice	Job Satisfac tion	Organizational Commitment
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Leadership Style	0.039	0.053
Perceptions of Organizational Support	0.043	0.010
Organizational Justice	0.084	0.059
Job Satisfaction		
Organizational Commitment	0.491	

Source: Processed from SmartPLS, 2024

Based on the F-Square results above, it can be explained that, the variable of leadership style towards organizational commitment with an f-square value of 0.053 has a small effect, the variable of organizational justice towards organizational commitment with an f-square value of 0.059 has a small effect, the variable of organizational support towards organizational commitment with an f-square value of 0.010 has a small effect. The variable of organizational support towards job satisfaction with an f-square value of 0.043 has a moderate effect, the variable of leadership towards job satisfaction with an f-square value of 0.039 has a moderate effect, the variable of organizational commitment towards job satisfaction with an f-square value of 0.491 has a large effect.

Path Analysis Test

The hypothesis in this study will be tested using the path coefficient values and t-values which are presented as follows:

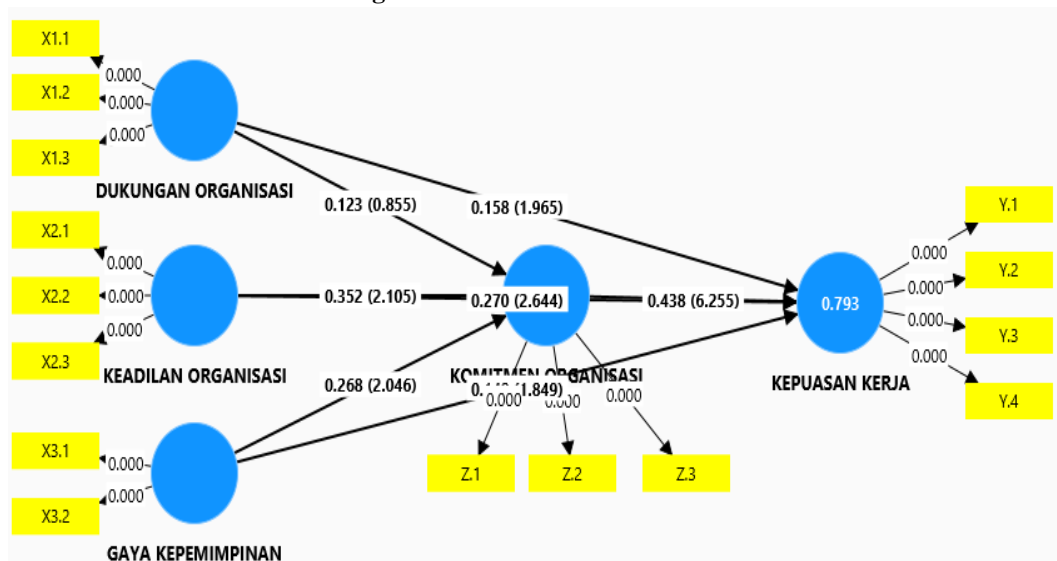
Table 7. Structural Path Coefficient Values and Hypothesis Significance Tests
(Path Coefficients)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Perceptions of Organizational Support -> Job Satisfaction	0.158	0.162	0.081	1,965	0.049
Perceptions of Organizational Support -> Organizational Commitment	0.123	0.125	0.143	0.855	0.392
Leadership Style -> Job Satisfaction	0.148	0.145	0.080	1,849	0.065
Leadership Style -> Organizational Commitment	0.268	0.269	0.131	2,046	0.041
Organizational Justice -> Job Satisfaction	0.270	0.269	0.102	2,644	0.008
Organizational Justice -> Organizational Commitment	0.352	0.356	0.167	2,105	0,003
Organizational Commitment -> Job Satisfaction	0.438	0.438	0.070	6,255	0.000

Source: Processed from SmartPLS, 2024

If described, the model can be presented as follows :

Figure 3. Nilai Path Coeffisien



Source: SmartPLS, 2024

The construct of organizational support has no significant influence on the endogenous construct of organizational commitment. This is based on the t-statistic value on the relationship between these constructs is $0.855 < 1.96$, and the p-value is $0.392 > 0.05$. Therefore, the first hypothesis states that organizational support does not have a significant effect on organizational commitment (H1).

The construct of organizational justice has a significant influence on the endogenous construct of organizational commitment. This is based on the t-statistic value on the relationship between these constructs is $2.105 > 1.96$, and the p-value is $0.003 < 0.05$. Therefore, the second hypothesis states that organizational justice has a significant effect on organizational commitment (H2).

The construct of leadership style has a significant influence on the endogenous construct of organizational commitment. This is based on the t-statistic value on the relationship between these constructs is $2.046 > 1.96$, and the p-value is $0.041 < 0.05$. therefore, the third hypothesis states that leadership style has a significant effect on organizational commitment (H3).

The construct of organizational support has a significant effect on the endogenous construct of job satisfaction. This is based on the t-statistic value on the relationship between these constructs is $1.965 > 1.96$, and the p-value is $0.049 < 0.05$. therefore, the fourth hypothesis states that organizational support has a significant effect on job satisfaction (H4).

The construct of organizational justice has a significant effect on the endogenous construct of job satisfaction. This is based on the t-statistic value on the relationship between these constructs is $2,644 > 1.96$, and the p-value is $0.008 < 0.05$. therefore, the fifth hypothesis states that organizational justice has a significant effect on job satisfaction (H5).

The construct of leadership style does not have a significant effect on the endogenous construct of job satisfaction. This is based on the t-statistic value on the relationship of this construct is $1.849 < 1.96$, and the p-value is $0.065 > 0.05$. Therefore, the sixth hypothesis states that leadership style does not have a significant effect on job satisfaction (H6).

The construct of organizational commitment has a significant influence on the endogenous construct of job satisfaction. This is based on the t-statistic value on the relationship of this construct is $6.255 > 1.96$, and the p-value is $0.000 < 0.05$. Therefore, the seventh hypothesis states that organizational commitment has a significant effect on job satisfaction (H7).

Testing the Mediation Effect (Indirect Effect)

At this stage, the PLS-SEM analysis with the mediation effect will be discussed, which is the relationship between exogenous and endogenous constructs through connecting variables or intermediate variables. In other words, the influence of exogenous variables on endogenous variables can be direct but can also be through connecting or mediating variables. There are 3 requirements in testing the mediation effect (Baron and Kenny, 1986). First, testing the influence of exogenous variables on endogenous variables and must be significant at a t-statistic value >1.96 . Simultaneous testing of the influence of exogenous and mediating variables on endogenous variables. At this stage, the main effect is expected to be insignificant, while the influence of the mediating variable on the endogenous variable is significant. If these conditions are met, the mediation effect test is called a full mediation effect (fully mediating) (Jogiyanto, 2011).

Table 8. Specific Indirect Effect Value (Mediation)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Justice -> Organizational Commitment -> Job Satisfaction	0.154	0.159	0.083	2.453	0.008
Perceptions of Organizational Support -> Organizational Commitment -> Job Satisfaction	0.054	0.053	0.062	1.453	0.322
Leadership Style -> Organizational Commitment -> Job Satisfaction	0.118	0.118	0.061	2.104	0.001

Source: Processed from SmartPLS, 2024

From the table, the relationship between organizational justice and job satisfaction mediated by organizational commitment is significant with a t-statistic value of $2.453 > 1.96$, and the p-value is $0.008 < 0.05$, this means that organizational commitment acts as a full mediation or has a significant effect. Then next, organizational support for job satisfaction mediated by organizational commitment is significant with a t-statistic value of $1.453 < 1.96$, and the p-value is $0.322 < 0.05$ this means that organizational commitment cannot mediate between organizational support and job satisfaction. While leadership style on job satisfaction mediated by organizational commitment is significant with a t-statistic value of $2.104 > 1.96$, and the p-value is $0.001 < 0.05$ this means that organizational commitment can significantly mediate the relationship between leadership style and job satisfaction.

CONCLUSION

Referring to the results of data analysis and discussion of research on the influence of perceptions of organizational support, organizational justice and leadership style with organizational commitment as mediating variables, several conclusions can be drawn as follows: The results of the study indicate that organizational support does not have a significant effect on organizational commitment at PT. XYZ, this indicates that the organizational support factor is not strong enough to increase employee organizational commitment; The results of the study indicate that organizational justice has a significant effect on organizational commitment at PT. XYZ, this indicates that organizational justice has a positive impact on employee commitment to the company; The results of the study indicate that leadership style is proven to have a significant effect on organizational commitment, this indicates that the leadership style applied at PT. XYZ contributes to increasing employee organizational commitment; The results of the study indicate that organizational support has a significant effect on job satisfaction at PT. XYZ, this indicates that support from the organization can increase employee job satisfaction; The results of the study indicate that organizational justice also has a significant effect on job satisfaction at PT. XYZ, this indicates that organizational justice has a positive

relationship with job satisfaction; The results of the study indicate that leadership style does not have a significant effect on job satisfaction at PT. XYZ, this indicates that the leadership style currently applied has not had a direct impact on employee job satisfaction; The results of the study indicate that organizational commitment is proven to have a significant effect on job satisfaction at PT. XYZ, the higher the employee's organizational commitment, the higher the level of employee job satisfaction; The results of the study indicate that organizational commitment is unable to mediate the relationship between organizational support and job satisfaction through organizational commitment as a mediating variable; The results of the study indicate that organizational commitment is able to mediate the relationship between organizational justice and job satisfaction. This shows that justice in the organization not only affects job satisfaction directly, but also indirectly through increasing employee organizational commitment. When employees feel that policies and treatment in the company are fair, they tend to be more committed and ultimately feel more satisfied with their jobs; The results of the study indicate that organizational commitment is able to mediate the relationship between leadership style and job satisfaction. This shows that effective leadership not only has a direct impact on job satisfaction, but also indirectly through increasing organizational commitment. In other words, when a leader is able to build good working relationships and support employees, the level of employee organizational commitment increases, which ultimately has a positive impact on employee job satisfaction.

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