

The Effect of Leadership and Organizational Justice in Predicting Positive Emotion of Indonesian Civil Servants

Hendrian Hendrian*, Shine Pintor Siolemba Patiro

Universitas Terbuka

Jakarta, Indonesia

*ian@ecampus.ut.ac.id

Abstract—This study aims to explore the influence of leadership styles (transactional and transformational) on organizational justice (distributive justice and procedural justice) and their impact on the positive emotions of Government civil servants which is located in the City of South Tangerang, Palu, and Sorong. In the government environment, perceptions of leadership styles (transactional and transformational) and organizational justice (distributive and procedural) possessed by employees can vary which is certainly able to influence the formation of positive emotions. This study uses the Social Desirability Response (SDR) test in the validation test, purposive sampling technique (n = 400) and survey methods in collecting data. The results showed that transformational and transactional leadership styles had a positive and significant effect on procedural justice and distributive justice which had an impact on the formation of positive emotions.

Keywords: *leadership, organizational justice, survey, SDR*

I. INTRODUCTION

Human resources are one of the important assets in the organization, both business and government organizations. This because of, human resources play a role as subjects of implementing policies and operational activities of the organization / company. Resources owned by organizations / companies such as capital, methods, and machines will not provide optimal results, if not supported by human resources with their optimal performance [1].

In a government organization the success or failure of carrying out its duties and operations is greatly influenced by leadership factors. The implementation of good governance will be realized if supported by adequate capacity of government organizations. However, Thoha [2] states that weakness in the leadership factor is one of the main factors causing the fall of bureaucratic performance in Indonesia.

In addition, in an organization often found differences between employees with other employees, both in terms of the treatment of leaders to subordinates, the provision of wages or policies issued by the leadership. This will cause the perception of organizational justice related to the feelings of an employee / employee regarding the distribution of rewards / incentives, the

allocation process, and the way they are treated in an organization [3].

A number of studies have shown that organizational leadership and justice have an important role in an organization [4-7]. Furthermore, Pillai et.al. [7] also stated that the importance of organizational justice in implementing leadership styles in an organization. In accordance with Pillai et al [7], previously Tyler and Caine [8] stated that managers who did not understand the importance of organizational justice would be deemed not to have a good leadership style and would be boycotted by their followers. This is confirmed by Konovsky and Pugh [9] that organizational citizenship behavior in the context of social exchange with the quality of the relationship between leaders and subordinates shows a close relationship between leadership and organizational justice.

Furthermore, according to Collquit et al [3] much research in the area of organizational justice shows that the perception of justice has an important influence on organizational commitment, job satisfaction, intention to quit work, organizational citizenship behavior, and performance. It has been recognized that considerations of justice can cause emotional responses, especially in times of injustice [10-12].

Furthermore, despite previous justice theories and other studies showing that emotions are part of the relationship between experience due to injustice and the tendency to retaliate [13-15] only a few studies have tested regarding the relationship between justice and emotions. The results of the literature review conducted by the author show that organizational justice consisting of procedural justice, distributive justice, and interactional justice has an influence on emotions and has an impact on job satisfaction. These studies include Cohen-Carash and Spector [10], Rupp et al [16], Gotlib [17], and Mazurkiewicz [18].

In general, in government organizations, civil servants will compare the results obtained with their fellow employees so that a policy implementation is perceived as having justice among them. In most organizations such as government organizations, always have the view that when employees

receive satisfactory results, organizational justice has been created [19]. This is because most superiors cannot distinguish the desired results from the expected results [19,20]. In other words, that the results desired by most employees are not necessarily fair results. This is consistent with research conducted by Cropanzano et al [19] and Chun et al [21].

Based on the author's initial observations through interviews with 100 civil servants in the Palu City government environment, 63 employees (63%) were dissatisfied with leadership in their institutions and 55 employees (55%) stated that there were perceived injustices while working in their institutions. See Table 1 and Table 2.

TABLE I. PERCENTAGE OF SATISFACTION TOWARDS LEADERSHIP PERCEIVED BY CIVIL SERVANTS IN THE PALU CITY GOVERNMENT

satisfaction (amount and percentage)	dissatisfaction (amount and percentage)	No Comment (amount and percentage)	Number of employees (people)
63 (63%)	37 (33%) ⁷	0 (0%)	100 (100%)

Source: processed data.

TABLE II. PERCENTAGE OF JUSTICE / INJUSTICE PERCEIVED BY CIVIL SERVANTS IN THE PALU CITY GOVERNMENT

Perceived justice (amount and percentage)	Perceived injustice (amount and percentage)	No Comment (amount and percentage)	Number of employees (people)
55 (55%)	33 (33%)	12 (12%)	100 (100%)

Source: processed data.

The results in Table 1 and Table 2 show that government organizations which are places where civil servants work are generally places that tend to experience organizational injustice and dissatisfaction with the leadership style of superiors. Based on the results of the author's initial interview, that one example of a form of dissatisfaction with the leadership is that he is not given the opportunity to develop competence as a state civil apparatus. Furthermore, one example of this form of injustice is, among other things, civil servants who complain about the issuance of regulations on cutting performance benefits in their institutions when an employee does not come to work even because of illness.

Overall, based on these preliminary observations, it can be seen that leadership style is very influential on organizational citizenship behavior [22,23]. As stated by Organ [24] and Podsakoff et al [25] that organizational citizenship behavior consists of: behavior of subordinates who are serious, helpful, and responsible; do work beyond the boss's expectations; involved in the organization of the organization; and improving aspects of the work even though innovation is not really needed. In this case a good leadership style will affect motivation, commitment, involvement of subordinates, job satisfaction, and subordinate's trust in superiors [22,23]. Likewise, a good and appropriate leadership style will shape subordinate's positive perception of organizational justice [7,26].

Based on the results of the initial interview, the organizational injustice felt by most civil servants will have an impact on the formation of negative emotions in the form of anger, shame, hostility, and the desire to retaliate [11,13]. Furthermore, the phenomenon is in accordance with research conducted by Morris and Keltner [27] and Cohen-Charash and Spector [10] that organizational justice is able to shape and influence individual emotions.

The gap discussed in this study relates to the results of research conducted by several researchers such as Shamir [4], Niehoff and Moorman [5], Avolio and Bass [6], Pillai et al [7] and Cropanzano et al [26] which states that there is a close relationship between leadership style and organizational justice. However, there is still little research linking organizational justice with leadership style [28]. Accordingly, Bass [29] states that transformational leadership has always been associated with results such as leadership effectiveness, satisfaction, innovation, quality improvement, performance evaluation both subjectively and objectively and organizational justice, even though the underlying process is not entirely clear. The next gap is that although emotions are always discussed in theories about justice, there is still little research on organizational justice that considers emotions [30]. Thus, there is a close relationship between justice and emotions. Weiss et al. [30] state that emotions can be understood as a special form of evaluation of organizational justice.

Thus, the main aims of this study is to explore the influence of leadership styles (transactional and transformational) on organizational justice (distributive justice and procedural justice) and their impact on the positive emotions of civil servants in the South Tangerang City Government, Palu, and Sorong. This is because the perceptions of leadership style (transactional and transformational) and organizational justice (distributive and procedural) possessed by employees in those cities can vary which certainly can influence the formation of positive emotions.

II. LITERATURE REVIEW AND HYPOTHESES

A. Transactional Leadership

Bass [31] defines transactional leadership as leadership that interacts with subordinates through the transaction process as stated in social exchange theory [32,33]. In transactional leadership, leaders will strive to create a climate conducive to the development of innovation and creativity [32]. Transactional leadership is a type of leader that provides inspiration and intellectual stimulation to each of his followers and has charisma towards followers [33].

The leader's task in this context is to try to motivate his subordinates to excel beyond previous expectations and forecasts so that his subordinates will receive rewards for his achievements [34]. There are three dimensions in this type of leadership, namely: Contingent reward, Active management by exception, and Passive management by exception [31].

B. Transformational Leadership

A transformational leader is someone who has the ability to bring about change in its members and in the organization as a whole [32]. Transformational leaders try to bring each individual and team to work beyond the status quo, and are leaders who have a vision going forward by making various changes in organizational culture and new vision values [34].

Bass and Avolio define transformational leadership is leadership that is able to change the behavior of subordinates into someone who feels capable and highly motivated and strives to achieve high and quality work performance [33]. This type of leadership has four dimensions, namely: Idealized influence, Individualized consideration, Inspirational motivation, and Intellectual stimulation [33].

C. Distributive Justice and Social Comparison

The first theory that uncovers psychological processes related to the formation of justice judgments is equity theory [35]. This theory provides the understanding that people judge justice by comparing the ratio of inputs they provide (for example, time, resources) are related to what they receive (e.g. salary, promotions, personal development opportunities), and then this ratio is also compared with the same ratio in others.

D. Procedural Justice

In achieving procedural justice, Cropanzano et al. [12,19] and Cropanzano and Stein [20] state that there are three main conditions that must be met. First, in the procedure the decision making process consists of several people, not individuals. Second, the decision-making team has equal power among its members [11]. Third, each team member involved in decision making must have the opportunity to get the same input [11].

E. Emotion

Emotion comes from Latin, which is *emovere*, which means moving away [14]. The meaning of this word implies that the tendency to act is absolute in emotions. Emotions are reactions to stimuli from outside and within individuals, for example happy emotions encourage changes in one's mood, so physiologically seen laughing, sad emotions encourage someone to behave in tears [14].

F. The Effect of Transformational Leadership on Procedural Justice

Transformational leadership is a type of leadership that involves empowering employees, giving individual consideration to subordinates and supporting their ideas [36]. Transformational leaders enable employees to be able to influence the outcome of organizational decisions in their interests [7]. Furthermore, transformational leaders motivate their followers / subordinates to engage in fair exchange relations [7]. Therefore, both of these factors constitute procedural justice, which in this case includes the extent to which a person has the opportunity to vote in the decision making process [7].

As Selznick pointed out that managerial authority only comes from employee agreement regarding psychological contracts, so they agree that their activities are managed by management pihak [36]. Thus, one important thing is managerial responsibility in implementing decision-making procedures that will guarantee employee / subordinate perceptions of procedural fairness [7].

H1: Transformational leadership has a positive effect on the perception of civil servants regarding procedural justice.

G. The effect of Transactional Leadership on Distributive Justice

Bass states that transactional leadership is based on theories regarding economic exchange [7,37]. Under transactional leaders, employees / subordinates tend to focus on fairness regarding the results received. Therefore, Konovsky and Pugh [9] state that distributive justice is a measure to assess the fairness of transactional contracts in economic exchange. Furthermore, this relationship can be related to the reality of one of the norms of distributive justice, namely that the parties involved provide mutual benefits in the hope that they will receive comparable benefits in the short term [9].

In conjunction with performance evaluations, Greenberg and Baron [38] argue that, if leaders are considered fair by their subordinates, the factors influencing subordinates' perceptions must be strengthened. This is done by ensuring that subordinates' expectations about the results they receive are closely related to their work [7]. As such, this is in accordance with transactional leadership. As stated by Bass that the function of the leader is to clarify the factors that influence subordinates' perceptions of fairness because they are closely related to rewarding their good performance [7].

H2: Transactional leadership has a positive effect on the perception of civil servants regarding distributive justice

H. The Effect of Organizational Justice on Positive Emotions

When the employee / employee is rewarded for good job performance, receives a promotion, or receives thanks from a colleague for helping the colleague, then the employee / employee feels emotions in themselves. Thus, organizational justice is also an emotional experience [10,13,39]. Based on the description, the hypotheses in this study are:

H3: Procedural justice has a positive effect on the positive emotions of civil servants.

H4: Distributive justice has a positive effect on the positive emotions of civil servants.

Thus, in accordance with the main objective of this study, namely to uncover the influence of leadership (transformational and transactional) on organizational justice (procedural justice and distributive justice) in explaining and predicting positive emotions of Government civil servants in the South Tangerang, Palu, and Sorong, the theoretical models proposed in this study are as follows figure 1:

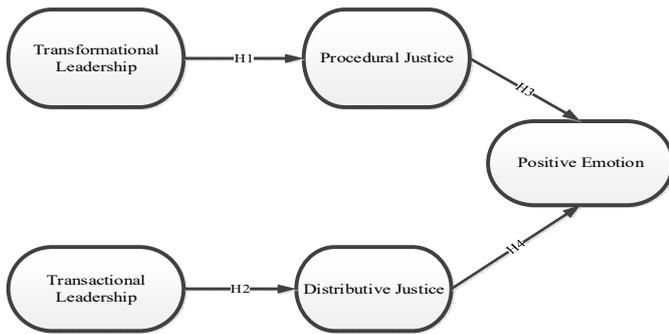


Fig. 1. Theoretical model.

III. METHODS

In the quantitative stage, the authors conducted a questionnaire that would be used as a measurement of research based on the results of interviews that had been conducted with 25 (twenty-five) key informants. After compiling the questionnaire, the authors conducted face validity, social desirability response, and construct validity (convergent and discriminant). After the validity results obtained meet the expectations of the author, the authors then measure the influence of the leadership variable (transformational and transactional) on organizational justice (procedural and distributive) which subsequently affects positive emotions.

A. Measurement

In this study, measurement indicators are the development of previous studies conducted by Bass and Riggio [32] and Yukl [33] (transformational leadership consisting of four dimensions, namely: Idealized influence (ideal influence); Intellectual stimulation (intellectual stimulation); Individualized consideration (individual consideration); Inspirational motivation (inspiring motivation), Bass and Riggio [32], Yukl [33], and Northouse [34] (transactional leadership), Cohen-Carash and Spector [10] and Colquitt et al [3] (distributive justice and procedural justice), Morris and Keltner (2000) (positive emotions) The constructs in this study were measured using Likert-scale scales ranging from 1 to 7. 1 = Strongly Disagree and 7 = Strongly Agree.

B. Instruments Testing

Instrument testing is carried out to test whether the research instrument used is able to measure the research construct that is to be measured. This study uses face validity, content validity, convergent validity, and discriminant validity [40]. The pilot test in this study was conducted with the main objective in testing Social Desirability Response (SDR) and construct testing (validity and reliability). The next step is to conduct construct reliability testing. This test is carried out with the aim to test the consistency of the indicators used in research.

C. Sampling

Sampling in this study uses purposive sampling techniques aimed at civil servants in the city of South Tangerang, Palu,

and Sorong with the following categories: (1) male or female, (2) Civil Servants, (3) willing to participate in research. In this study because the formula for determining the sample size cannot be used for non-probability samples, the determination of non-probability sample sizes is usually based on the subjectivity of the researcher or comparison in previous studies [40]. Chin et al [41] state that the minimum sample size in research using SEM based on variance is 5 (five) to 10 (ten) times the number of indicators or 10 times the number of parameters contained in the research model. In this study there are four parameters, the minimum sample size for this study is $4 \times 10 = 40$ (forty) respondents [41]. As stated by Aaker et al [42] that the greater the sample size used, the better the results of the study because it will reduce the sampling error. Thus, the sample size in this study was set as many as 400 (four hundred) respondents using survey methods in collecting data.

D. Data Analysis

Data analysis method used in this research is variance-based SEM with the help of PLS SMART Software. The main reason for using variance-based SEM in this study is because there are four constructs with formative indicators to be measured, namely transformational leadership, transactional leadership, procedural justice, and distributive justice. As stated by MacKenzie et al [43], when wanting to measure leadership constructs, for example transformational and justice constructs such as procedural using SEM, then these constructs must be treated as constructs with formative indicators.

IV. RESULTS AND DISCUSSION

A. Respondents Characteristics

TABLE III. RESPONDENTS CHARACTERISTICS

Variables	Categories	Sum	Percentage
Gender	Male	170	42.50
	Female	230	57.50
Age	25-30 years	30	7.50
	31-35 years	86	21.50
	36-40 years	50	12.50
	41-45 years	90	22.50
	46-50 years	144	36
Marital Status	Single	166	41.50
	Married	234	58.50
Job tenure	Lower than 1 year	0	0
	1-5 years	0	0
	5-10 years	152	38
	Above 10 years	248	62
Education	Senior High School	20	5
	Bachelor	143	35.75
	Master	107	26.75
Annual Income	Doctor	130	32.50
	0 – 1,000,000 IDR	0	0
	1,000,001 – 2,500,000 IDR	126	31.50
	2,500,001 – 5,000,000 IDR	220	55
	5,000,001 – 10,000,000 IDR	54	13.50
	above 10,000,000 IDR	0	0

B. Social Desirability Response Test

The Socially Desirable Response (SDR) test is conducted by means of a non paired sample, for each indicator of the five constructs measured. In doing so, researchers, assisted by two research assistant assistants, distributed questionnaires to civil servants living in Palu (30 people) and South Tangerang (30 people). For civil servants living in the city of Palu, questionnaires with direct questions were given and civil servants living in the city of South Tangerang were given questionnaires with indirect questions. This test is carried out with non-parametric statistics using SPSS. For non-paired samples performed using the Mann Whitney test. The test results show the value of p obtained more than 0.05 which means that the two samples (non-paired) come from populations that have the same average (mean) or expectations in other words the average respondent's answers from the two samples these are the same. For more details, can be seen in Table 4.

TABLE IV. RESULTS OF SDR TEST

Constructs	Measurement Indicators	p value
Procedural Justice	Jp1	0.321
	Jp2	0.122
	Jp3	0.111
	Jp4	0.412
	Jp5	0.178
	Jp6	0.190
Distributive justice	Jd1	0.098
	Jd2	0.107
	Jd3	0.199
	Jd4	0.078
Positive emotion	E1	0.333
	E2	0.298
	E3	0.097
	E4	0.067
Transformational leadership	T11	0.567
	T12	0.666
	T13	0.687
	T14	0.777
	T15	0.311
Transactional leadership	Tr1	0.290
	Tr2	0.580

The results of the calculation of the AVE value generated are 0.586 (more than 0.5) for positive emotional constructs so that it can be said, one construct in this study has a good convergence validity [44]. AVE values that are only seen here are positive emotional constructs because they are constructs with reflective indicators. While the other four constructs, namely transformational leadership, transactional leadership, procedural justice, and distributive justice are constructs with formative indicators, so the AVE value does not provide any information. Likewise, the construct reliability values seen in this study are only constructs with reflective indicators, namely positive emotions. Cronbach alpha value generated was 0.811. The measurement of construct reliability in this study uses Cronbach Alpha (α), as stated by Nunnaly [45] and Kaplan and Saccuzzo [46] that a good α value for each construct used in

basic research amounted to 0.70 to 0.80. Thus, the construct reliability used in this study is good.

C. Results of the Measurement Model Test with the Reflective Indicator Construct

TABLE V. RESULTS OF MEASUREMENT MODELS EVALUATION WITH REFLECTIVE INDICATORS

Constructs	AVE	Cronbach alpha	Composite Reliability
positive emotion	0.581642	0.765787	0.846720

Based on the results shown in Table 5, it can be concluded that the validity of the convergence and internal consistency of measurements for reflective constructs (positive emotions) in this study are good. This is indicated by the AVE value for the construct which is above 0.5 which shows that the validity of the convergence for the construct is good. Likewise, the Cronbach alpha value and Composite Reliability for the construct in this study. However, as stated by Baumgartner and Homburg [47] that Composite Reliability is considered better in estimating the internal consistency of a construct. Based on Table, the Composite Reliability value for this construct in this study is above 0.6.

D. Results of the Measurement Model test with Formative Indicator Construct

TABLE VI. RESULTS OF MEASUREMENT MODELS EVALUATION WITH FORMATIVE INDICATORS

	T Statistics (O/STERR)
e1 <- positive emotion	9.050871
e2 <- positive emotion	8.492833
e3 <- positive emotion	9.093269
e4 <- positive emotion	5.755835
jd1 -> distributive justice	10.341546
jd2 -> distributive justice	8.378267
jd3 -> distributive justice	2.295257
jd4 -> distributive justice	2.048453
t11 -> transformational leadership	4.170481
t12 -> transformational leadership	4.763946
t13 -> transformational leadership	5.970384
t14 -> transformational leadership	3.535633
t15 -> transformational leadership	2.035186
jp1 -> procedural justice	2.669267
jp2 -> procedural justice	5.762983
jp3 -> procedural justice	4.736943
jp4 -> procedural justice	2.567120
jp5 -> procedural justice	2.499867
jp6 -> procedural justice	2.016246
tr1 <- transactional leadership	8.106375
tr2 <- transactional leadership	10.644470

To test the validity of formative constructs in this study, namely: distributive justice, procedural justice, transformational leadership, and transactional leadership, a bootstrapping process is performed on the Smart PLS program, so that one of the outputs is produced, namely the outer weight output table. The author compares the value of T-statistics with T-tables (two-tailed). If there are indicators in each of these

formative constructs that have a T-statistic value <1.96, then the indicator is not significant in the construct it constructs. Thus, the construct is deemed not to meet the construct validity test criteria [48]. If the formative construct does not meet the construct validity test criteria (i.e. there are one or more insignificant indicators) then the formative construct cannot be statistically tested further in the structural model.

E. Results of Structural Model Test

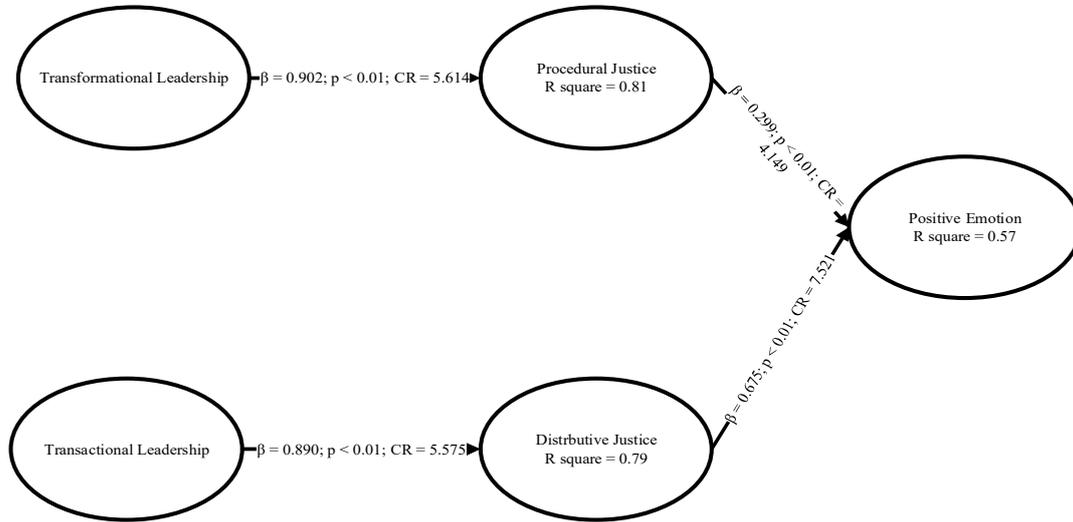


Fig. 2. Results of structural models diagram.

TABLE VII. RESULTS OF STRUCTURAL MODELS EVALUATIONS

Relation Constructs	R-square	Effect Size	Q square	T-statistic
Transformational Leadership---- ----→ Procedural Justice	0.813	0.813	0.810	5.614
Transactional Leadership----- -----→Distributive Justice	0.790	0.793	0.793	5.575
Procedural Justice----- -----→Positive Emotion	0.565	0.492	0.573	4.149
Distributive Justice----- -----→Positive Emotion		0.575		7.521

Table 7 explains the goodness of fit structural models in this study. In this study the evaluation of structural model results begins with looking at the R-square value for each endogenous variable (positive emotion) in the model produced by Warp PLS. The R-Square value shows the ability of the independent variables in explaining the variance of the dependent variables. The results of this study indicate that the transformational leadership ability in explaining the variance of procedural justice is 81.30%; transactional leadership ability in explaining distributive justice variance is 0.790%; and the ability of procedural justice and distributive justice to explain positive emotional variance is 0.565%.

Chin [41] and Hock and Ringle [49] determine the R-square value categories strongly, moderately, and weakly. For the R-square value of 0.67, it is categorized as strong, 0.33 is categorized as moderate, and 0.19 is categorized as weak.

Table 6, which is the outer weight output, shows that the T-statistic value for formative construct indicators is > 1.96 (Table). Thus, the formative construct in this research, namely: distributive justice, procedural justice, transformational leadership, and transactional leadership can be further tested in the structural model of this study (see figure 2).

Thus, the overall research model shows that transformational leadership and transactional leadership have a strong ability to explain procedural justice and distributive justice, and procedural justice and distributive justice have a strong ability to explain positive emotions.

Furthermore, the value of f square (effect size) which shows the effect of the independent latent variable on the dependent latent variable. Effect size values can be grouped into three categories: weak (0.02), moderate (0.15), and strong (0.35) [50]. The effect size value below 0.02 indicates that the influence of the independent latent variable is very weak from a practical perspective even though it has a significant p value. The estimated results show the effect size of the effect of transformational leadership on procedural justice is 0.813; is 0.793, the effect size of the effect of procedural justice on positive emotions is 0.492, and the effect size of the influence of distributive justice on positive emotions is 0.575.

The effect size value of the influence of transformational leadership and transactional leadership on procedural justice and distributive justice is classified as a large effect size group. Likewise, the effect size of the effect of procedural justice and distributive justice on positive emotions is classified as a large effect size group. Thus, it shows that transformational leadership and transactional leadership have an important role from a practical perspective in influencing procedural justice and distributive justice, as well as procedural justice and distributive justice for positive emotions.

Q-square (usually also called the Stone-Geisser coefficient) is a non-parametric measure obtained through the blindfolding algorithm [50]. Q-square is used to assess the predictive validity or relevance of a set of predictor latent variables on the criterion latent variable [50]. Models with predictive validity must have Q-square values greater than zero [50]. The estimation results of this research model show good predictive validity because the Q-square value is above zero (see Table 7).

Overall the Goodness of Fit (GoF) index of this research model is calculated based on the formula proposed by Tenenhaus et al [51], namely:

$$GoF = \sqrt{\text{mean communality} \times \text{mean } R - \text{square}}$$

Information: mean (average)

Based on the results of this study the average value of communality is 0.734 and the average value of R-square is 0.722, then the Goodness of Fit (GoF) index of the research model is $\sqrt{0.734 \times 0.722} = 0.728$ As stated by Tenenhaus et al [51] that a GoF value above 0.5 can be categorized well.

TABLE VIII. RESULTS OF SEM ESTIMATES AND HYPOTHESIS TESTS

Proposed research hypothesis	Estimated parameter values, standardized regression coefficients	Critical Ratio (CR) = t	Direction	Decision
H1: Transformational leadership has a positive effect on the perception of civil servants regarding procedural justice.	0.902	5.614	Positive	Supported
H2: Transactional leadership has a positive effect on the perception of civil servants regarding distributive justice	0.890	5.575	Positive	Supported
H3: Procedural justice has a positive effect on the positive emotions of civil servants	0.299	4.149	Positive	Supported
H4: Distributive justice has a positive effect on the positive emotions of civil servants.	0.675	7.521	Positive	Supported

Table 8 is the results of SEM estimation and hypothesis testing. The table shows that all research hypotheses are supported because the value of Critical Ratio (CR) or t is statistically significant, and has a direction in accordance with the hypothesis, namely positive direction. The recommended CR value in SEM analysis to show a good level of significance is more than 1.96 [49].

Based on the results of this study, that the leadership perception model is able to explain and predict organizational justice and organizational justice is able to explain and predict the positive emotions of civil servants in Makassar, Palu, and Tangerang Selatan. The results of this study are generally consistent with the results of research conducted by Tyler [52] which states that perceptions of procedural fairness have an

important role in evaluating the leadership process which in this case is transformational leadership. In this study transformational leadership is able to explain and predict perceptions of procedural fairness fairness by 81.30% (R2 = 0.813).

Furthermore, according to Bass [29] research which states that transactional leadership is a style of leadership that is based on the process of economic exchange while transformational leadership is based on the process of social exchange. Thus, under the subordinate transactional leadership the focus is on his perception of distributive justice rather than procedural justice [29]. This is because subordinates feel that their relationship with the leader is based on a transactional process, in which case the subordinate will receive some compensation for the work he does. In this study transactional leadership was able to explain and predict perceptions of distributive justice fairness by 79% (R2 = 0.790).

The results of this study are also generally in accordance with the results of research conducted by Cohen-Charash and Spector [10] which states that perceptions of organizational justice can shape the emotions of employees / employees in an organization. In this study, the variables of the perception of fairness of civil servant organizations in Makassar, Palu, and South Tangerang were able to explain and predict positive emotions by 56.50% (R2 = 0.565).

V. DISCUSSION AND CONCLUSION

As the main purpose of this study, the authors develop a theoretical model that links leadership with organizational justice. This model was tested using the research background of civil servants who were in three cities considered as representatives of three regions of Indonesia, namely Sorong (Eastern Indonesia Region), Palu (Central Indonesia Region), and South Tangerang (Western Indonesia Region). Authors use a variety of literature that is integrated to produce a model that connects transformational leadership with procedural justice, transactional leadership with distributive justice, and positive emotions formed by procedural justice and distributive justice.

Furthermore, the results of this study indicate that among civil servants there is a significant relationship between transformational leadership and procedural justice as well as transactional leadership and distributive justice. In this case, based on our literature review, there is still little empirical testing of these relationships. Therefore, the results of this study support the view that transformational and transactional leadership can have a different impact on perceived organizational justice perceived by subordinates based on social and economic exchange relations. Economic exchanges are based on short-term transactions, but social exchanges occur because of the trust of individuals involved in exchanges regarding their respective obligations in the long run [9]. Transformational and transactional leadership differently are closely related to perceptions of organizational justice.

Transformational leadership seems to influence procedural justice, which in turn forms positive emotions. This is because positive emotions are often something that results from

extraordinary leadership, such as transformational, charismatic, and visionary leadership. Transactional leadership, on the other hand, seems to only affect distributive justice and also impact positive emotions.

Researchers in the field of organizational justice have agreed and agreed that emotions have a very important role related to the occurrence of organizational injustice [13]. Homans [53] states that in general employees / employees in an organization will feel angry when given an inappropriate award and will feel guilty when over-valued.

Furthermore, Barclay et al [13] stated that most researchers in the field of organizational justice stated that feeling happy / happy is a form of expression of the feelings of employees / employees when they feel treated fairly and with dignity by the organization. The results of this study are consistent with what was stated by Morris and Keltner [27] that emotions are an important part of organizational life, provide characteristics, and inform processes in organizations, as well as actions that are forms of individual communication relating to the main problems in social life.

VI. LIMITATION AND SUGGESTION FOR FUTURE RESEARCH

There are several limitations in this research that need to be discussed. First, the data in this study were only collected from respondents in the public service sector, namely civil servants working in the government sector. Therefore, generalization of results in other sectors in Indonesia cannot be done. As such, for further research one must consider the issues of leadership, organizational justice, and emotions in other sectors and reveal the importance of each type of leadership and organizational justice in the sector.

The sampling framework in this study also has limitations. The sample frame in this study only consisted of civil servants in South Tangerang, Palu, and Sorong, not on a national scale. If the sample framework used has a wider scope of areas, the possibility of themes / topics on leadership and organizational justice can be different.

This research also only focuses on the influence of leadership and justice perceptions at the individual level not at the group level when the work group is treated as a whole. Therefore, for further research it is expected to be able to use the organization as a unit of analysis.

This is because perceptions of justice are not formed in isolation but in the context of specific relationships with several individuals and groups. As stated by Social Information Processing theory that the attitudes and behavior of employees / employees are the result of active interaction with other parties, which creates managerial practices and other events in the workplace [54]. Therefore, an assessment of an individual's perception of justice may be influenced by responses from other parties in an organization. In addition, perceptions of employee justice can vary over time. This research uses cross sectional analysis. Based on the statement of Hausknecht et al [55], that cross sectional analysis of organizational justice is likely to produce weak predictive validity in explaining work-

related results. Therefore, further research on the climate of organizational justice should be longitudinal so that it leads to a better understanding of the perception of justice because it is related to the results of work over a longer period of time.

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