

THE EFFECT OF LEADER MEMBER EXCHANGE AND ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL COMMITMENT MEDIATED BY EMPLOYEES WORKING SATISFACTION

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ABSTRACT

Biznet operates the greatest fiber optic network and data center in Indonesia. It leads the market competition because supported by qualified employees. The relationship between leader and employees are very close. One thing that is really interesting to be observed is the influence of leader's proximity towards employees and organizational justice concerning employees' satisfaction and organizational commitment. Working satisfaction, organizational justice, and organizational commitment are important parts on the Biznet purpose achievement. This research aims at revealing the effect of leader-member exchange (LMX) and organizational justice on organizational commitment mediated by working satisfaction. This research employed correlational design, and data obtained through questionnaire administered to employees consisted of 160 respondents, and analyzed by using path analysis technique. Research findings revealed that there are positive effects of antecedent variables in terms of LMX and organizational justice either directly or indirectly on organizational commitment mediated by employees working satisfaction.

Keywords: leader-member exchange, organizational commitment, working satisfaction, and organization justice

1. INTRODUCTION

The aim of the company stand out is getting the maximal profit and operating in high productivity. So, a company is able to compete with other companies. It can be done well without the structural system and the management of the human resources. The human resources in a company is a crucial asset and it becomes the pointer of company in managing system. Herlambang (2017) said that the success of working performance is pointed by the relationship between the leader and the employee, also the commitment towards the department concerned

by. The working performance of someone is influenced by the level of working satisfaction internally even externally. Internally, the working satisfaction means the working commitment professionally even organizationally. Externally, the working satisfaction is influenced by their working area. It can be from their leader, their partner even the linear one to the justice. Puspitawati (2016) said that the satisfaction which is reached by the employee will be the good impact of the organization because in the high satisfaction, it will create the high working spirit also. After that, it will show the working performance that is needed. That is the success of someone in handling their work. And finally, the product or the service result will have the competitive value to the other same kind factory. It can be said that, the success or not for an organization in fulfilling the need and reaching the aim depend on the success of the human resources in finishing the job and duty. For instance, over the organizational commitment, working satisfaction, Leader Member Exchange (LMX) and the organization justice.

The factors which influence to the organizational commitment are happened also at PT. Supra Primatama Nusantara (East Java Regional Biznet). It is a company that focused on telecommunication and multimedia also build the modern infrastructure up. Hopefully, it will reduce the digital gap in Indonesia with the other developing country. Biznet operates the greatest fiber optic network and data center in Indonesia and keep leading the market. In this competition, it becomes the object which is attractive to be observed. Because the Biznet' success certainly supported by the commitment human resources and also well management of human resources. The LMX is happened to the Biznet employee. Based on interview with the human resources department, there is the close relationship between the leader and workers. Generally, the employee works in team and has the communication between the leaders to the worker. The interesting thing to be observed about the proximity of the leader and the employee (LMX) and the organization justice concerning to the worker satisfaction, and the organizational commitment of the employee. In which, the three parts above are the essential parts in achieving the Biznet purpose. So that, the problems of this research are resumed as follows:

1. Is there any significance influence of Leader Member Exchange (LMX) towards the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet)?
2. Is there any significance influence of the organization justice concerning to the worker's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet)?
3. Is there any significance influence of Leader Member Exchange (LMX) towards the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet)?
4. Is there any significance influence of the organization justice concerning to the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet)?

5. Is there any significance influence of the satisfaction of the employee's work concerning to the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet)?

2. METHOD

2.1 Conceptual Model

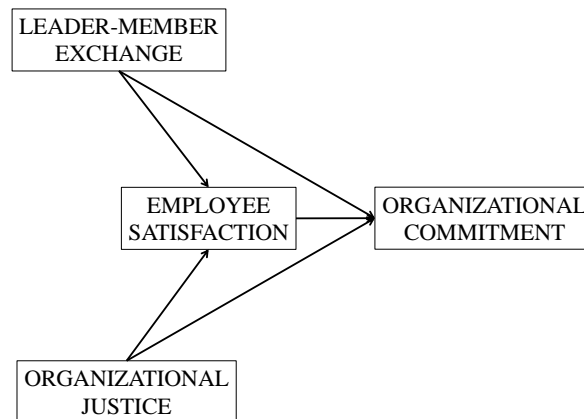


Figure 1: Conceptual Framework

1. The influence Leader Member Exchange (LMX) towards the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet).
According to Griffin (2004) Leader Member Exchange (LMX) is a variative relationship between the leader and the employee. LMX is happened and it because of the limit time for leader to interacting with all employees. It means in their organization area where they work. The result of Herlambang's research in the year 2017 showed that Leader Member Exchange (LMX) highly could increase the organizational commitment to the employee. This research is powered by the research result of Hsien in the year 2012. It showed that Leader Member Exchange (LMX) was influenced positively to the organizational commitment. From the explanation above, it can be seen that LMX could increase the employee's commitment, thus it can be resumed to a hypothesis as follow:
H₁: there is positive influence of Leader Member Exchange (LMX) towards the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet).
2. The influence of the organization justice concerning to the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet).

The organization justice reflects about how fair they are assumed at their work place (Kreitner and Kinicki, 2003). According to Wibowo (2012:300) the commitment cannot be formed fast but it must be build up step by step. The commitment started by building up the relationship between persons. So, there is a concern. In the year 2016, Puspitasari stated that the procedural internal justice, the distributive internal justice and external positive justice are connected to the organizational commitment. Ardi and Sudarma in the year 2015 also Konya et al. showed that distributive internal justice and the procedural internal justice are positively influenced to the organizational commitment. So that, it can be resumed in a hypothesis as follow:

H₂: there is positive influence of organization justice towards the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet).

3. The influence of Leader Member Exchange (LMX) concerning to the satisfaction of employee at PT. Supra Primatama Nusantara (East Java Regional Biznet).

The theory of LMX here conceptualizes about the leadership as the process which is focused to the interaction between the leader and the employee. Yukl (1998, in Dionne, 2000) stated that LMX describe about how can a leader and the employee individually develop a relationship in giving influence each other also discussing about the role of the employee inside the organization. When the relationship has been developed, the space that is given by the supervisor to the employee will increase. As the consequence, LMX positively connected to the profitable acts, such as the satisfaction of work and the organizational commitment. The research of Wijayano and Sutanto (2013) also Vibriwati (2005) stated that LMX influences working satisfaction, so the third hypothesis could be resumed as follow:

H₃: there is positive influence of LMX towards the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet).

4. The influence of organization justice concerning to the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet).

One of factor which is very influence to the satisfaction, it is organization justice (Prameswari, 2017). The employee who gets the low justice level is tended to the low work satisfaction. It likes the reverse, if the justice level is high so the employee will have the high organizational satisfaction. The created satisfaction is based on the height of the organization justice. It will support the power of satisfaction (Zubi, 2010), so the fourth hypothesis is resumed as follow:

H₄: there is positive influence of organization justice towards the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet).

5. The influence of employee's work concerning to the worker's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet).

Organizational commitment means thing that more than the passive loyalty towards the organization, because it implies the relationship between the employee and company or organization actively (Yuwono, Purwanto and Kurniawan, 2006, p.182). The employee will has the high organisasional commitment after feeling satisfy to the job, supervision, salary, promotion and partner (Harrison and Hubbard, 1998). The research result of Puspitawati (2014) stated that the employee's satisfaction can improve organizational commitment. The fifth hypothesis is:

H₅: there is positive influence of the satisfaction of employee's work concerning to the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet).

2.2 Sampling frame and data collection

Population is generalization area which is consisted of subject or object that have the certain characteristic and have been set by researcher for being learnt then taking the conclusion (Sugiyono 2007:117). The research population is the employees of PT. Supra Primatama Nusantara in East Java Area. It consisted of 13 branches. They are Malang, Mojokerto, Jember, Kediri, Banyuwangi, Muncar, Bojonegoro, Pasuruan, Sidoarjo, Madiun, Surabaya Pusat dan Surabaya Rungkut in amount of 250 employees. The technique of sample taking is multistage sampling. There are 6 branches which are observed, the total sampling is 160 employees. Based on Issac and Michael tables, the 160 employees as the samples showed that 110 employees in the significant level, it is 5%.

2.3 Data gathering instruments

This research used closed-questionnaire for the data collecting. The questionnaires are shared to respondents who become the samples in variable data collecting that is influenced to the working performance of the employee at PT. Supra Primatama Nusantara (East Java Regional Biznet).

2.4 Data analysis techniques

This research used Path Analysis. It is an analysis technique which is developed from multiple regression analysis. As the main subject, they are the correlated variables. The model of determination based on the hypothesis of observed variables before. This model is purposed to recognizing the direct even indirect influence concerning to the certain variable.

3. FINDINGS

3.1 Descriptive Analysis

a. Leader Member Exchange (X_1)

Table 1: Leader Member Exchange

Items	Options										Mean
	Strongly Agree		Agree		Fair		Disagree		Strongly Disagree		
	f	%	F	%	F	%	F	%	f	%	
X _{1.1}	36	32.7	48	43.6	21	19.1	5	4.5	0	0	4.05
X _{1.2}	49	44.5	60	54.5	1	0.9	0	0	0	0	4.44
X _{1.3}	33	30.0	63	57.3	14	12.7	0	0	0	0	4.17
X _{1.4}	43	39.1	62	56.4	5	4.5	0	0	0	0	4.35
X _{1.5}	57	51.8	49	44.5	4	3.6	0	0	0	0	4.48
X _{1.6}	48	43.6	55	5.0	7	6.4	0	0	0	0	4.37
X _{1.7}	34	30.9	72	65.5	4	3.6	0	0	0	0	4.27
X _{1.8}	44	40.0	62	56.4	4	3.6	0	0	0	0	4.36
Mean total X_1											4.31

Source: Primary data, analyzed, 2018.

Concerns with the average total value, amount of 4.31 shows that there is high relationship between leader and employees. According to the respondent the leader has the skill, respect to the knowledge and the compensation in working the leader is able to understand about the need of employee’s work. The leader knows the potency of the employee. It means the employee trust to the leader in using leader’s authority for helping the employee in solving working, enough confidential to protect and describing the leader’s decision and believe in describing the working relationship between the employee and the leader.

b. Organizational Justice (X_2)

Table 2: Organizational Justice

Items	Options										Mean
	Strongly Agree		Agree		Fair		Disagree		Strongly Disagree		
	f	%	F	%	F	%	F	%	f	%	
X _{2.1}	17	15.5	63	57.3	27	24.5	3	2.7	0	0	3.85
X _{2.2}	17	15.5	87	79.1	4	3.6	2	1.8	0	0	4.08
X _{2.3}	27	24.5	79	71.8	2	1.8	2	1.8	0	0	4.19
X _{2.4}	36	32.7	70	63.6	1	0.9	3	2.7	0	0	4.26
X _{2.5}	44	40.0	59	53.6	7	6.4	0	0	0	0	4.34
X _{2.6}	47	42.7	58	52.7	1	0.9	4	3.6	0	0	4.35
X _{2.7}	42	38.2	66	60.0	2	1.8	0	0	0	0	4.36
X _{2.8}	29	26.4	74	67.3	7	6.4	0	0	0	0	4.20
Grand Mean											4.20

Source: Primary data, analyzed, 2018.

Based on the average of variable X2 in amount of 4.20 is giving a description that the respondent get the justice along they work for this company, from compensation, also from the company rule even the treatment of the leader.

c. Working Satisfaction (X₃)

Table 3: Working Satisfaction

Item	Options										Mean
	Strongly Agree		Agree		Fair		Disagree		Strongly Disagree		
	f	%	F	%	F	%	F	%	f	%	
X _{3.1}	12	10.9	73	66.4	25	22.7	0	0	0	0	3.88
X _{3.2}	26	23.6	74	67.3	10	9.1	0	0	0	0	4.15
X _{3.3}	20	18.2	54	49.1	36	32.7	0	0	0	0	3.85
X _{3.4}	21	19.1	41	37.3	44	40.0	4	3.6	0	0	3.72
X _{3.5}	12	10.9	53	48.2	45	40.9	0	0	0	0	3.70
X _{3.6}	16	14.5	63	57.3	31	28.2	0	0	0	0	3.86
X _{3.7}	29	26.4	77	70.0	2	1.8	2	1.8	0	0	4.21
X _{3.8}	47	42.7	63	57.3	0	0	0	0	0	0	4.43
Grand Mean											3.98

Source: Primary data, analyzed, 2018.

From the average value of variable X3 in amount of 3.98 means the respondent feels satisfy in working at this company. Satisfy and enthusiasm towards the job, satisfy to the salary and competence to the government rule. Satisfy of the chance in getting promotion of position and it

is concern to the ability. Satisfy to the leader’s supervision also satisfy to the partner who can receive well.

d. Organizational Commitment (Y)

Table 4: Organizational Commitment

Item	Options										Mean
	Strongly Agree		Agree		Fair		Disagree		Strongly Disagree		
	f	%	F	%	F	%	F	%	f	%	
Y ₁	27	24.5	81	73.6	1	0.9	1	0.9	0	0	4.22
Y ₂	33	30.0	75	68.2	2	1.8	0	0	0	0	4.28
Y ₃	28	25.5	80	72.7	2	1.8	0	0	0	0	4.24
Y ₄	29	26.4	79	71.8	2	1.8	0	0	0	0	4.25
Y ₅	44	40.0	64	58.2	2	1.8	0	0	0	0	4.38
Y ₆	11	10.0	81	73.6	18	16.4	0	0	0	0	3.94
Y ₇	31	28.2	71	64.5	8	7.3	0	0	0	0	4.21
Y ₈	44	40.0	61	55.5	5	4.5	0	0	0	0	4.35
Grand Mean											4.23

Source: Primary data, analyzed, 2018.

Based on the average value of variable in Y in amount of 4.23 describe that respondent have the high organization commitment because the respondent will continue their work in this company. They assume that this company is the best, feeling bad when they exit from this company. Feeling hard to leave this company, feeling that working in this company is a kind of great chance in which they assume that not all persons get the same chance. They assume to spend their last career in this company, trying hard in respecting to the vision and mission of this company also never be attracted to other company that is better than this company.

3.2 Inferential Analysis

Based on the model of inferential analysis, it can be arranged become two models, sub-structure of inferential analysis. They are X₁ and X₂ towards X₃ (next to be mentioned as the first sub-structure), also sub-structure X₁, X₂ and X₃ towards Y₂ (next to be mentioned as the second sub-structure).

1. The influence of Leader Member Exchange (LMX) (X₁) and organization justice (X₂) towards the satisfaction of employee’s work (X₃).

Table 5: The recapitulation of the first sub-structure result: X₁ and X₂ towards X₃

Variables	Standardized Coefficients	t _{count}	Sig.	Notes
LMX(X ₁)	0.374	4.393	0.000	Significant
Organizational Justice (X ₂)	0.395	4.633	0.000	Significant
R ² = 0.345				

Source: Analyzed data, 2018.

Notes:

Independent variables: Leader Member Exchange and Organizational Justice

Dependent variable: Employee' Working Satisfaction

The variable of Leader Member Exchange (LMX) (X₁) has t value counting 4.393 on the sig. t in amount of 0.000 that is produce a decision towards Ho refused, because the sig. t value is less than 0.05 means the coefficient of inferential analysis is significant. So that, H₃: there is positive influence of Leader Member Exchange (LMX) concerning to the satisfaction of the employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet) can be received.

The variable of organization justice (X₂) has t value counting 4.633 on the sig. t in amount of 0.000 that is produce the decision towards Ho refused, because the sig. T value is less than 0.05 means the coefficient of inferential analysis is significant. So that, H₄: there is positive influence of organization justice concerning to the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet) can be received.

So, there are two inferential of the first sub-structure as follow:

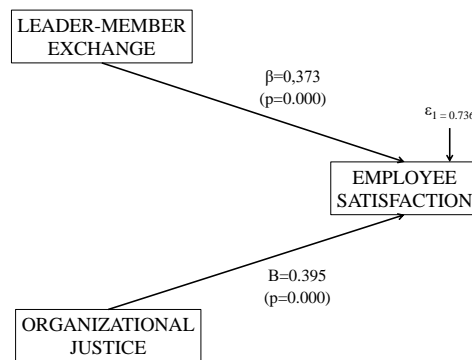


Figure 2: Sub-Structure 1: X₁ and X₂ towards X₃

- The influence of Leader Member Exchange (X₁), organizational justice (X₂) towards organizational commitment (Y) mediated by employee's work satisfaction (X₃)

Table 6: The recapitulation of sub-structure 2 result: X₁, X₂ and X₃ towards Y

Variables	Standardized Coefficients	t _{count}	Sig.	Notes
LMX(X ₁)	0.255	3.209	0.002	Significant
Organizational Justice (X ₂)	0.230	2.874	0.005	Significant
Working Satisfaction (X ₃)	0.423	5.103	0.000	Significant
R ² = 0,605				

Source: Analyzed data, 2018.

Notes:

Independent variables: Leader Member Exchange and Organizational Justice, Working Satisfaction

Dependent variable: Organizational Commitment

The variable of Leader Member Exchange (LMX (X₁)) has t value counting 3.029 on sig. t in amount of 0.002 which is produce the decision towards Ho refused, because sig. T value is less than 0.05 means the coefficient of inferential analysis is significant, so H1 can be received.

The variable of organization justice (X₂) has t value counting 2.874 on sig. t in amount of 0.005 that is produce the decision towards Ho refused. Because sig. T value is less than 0, 05 means the coefficient of the inferential analysis is significant, so H2 can be received.

The variable of the satisfaction of work (X₃) has t value counting 5.103 on sig. t in amount of 0.000 which is produce the decision concerning to Ho refused. Because sig. T value is less than 0.05 means the coefficient of inferential analysis is significant, so H₅ can be received.

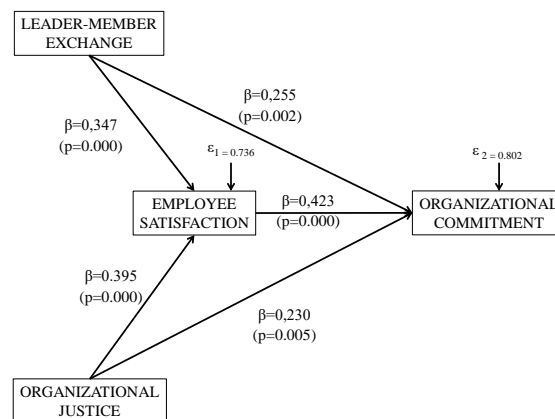


Figure 3: The result of inferential diagram X₁, X₂ and X₃ towards Y

3. Total effect

The total of influence from Leader Member Exchange (LMX) (X₁) towards the organizational commitment (Y) in amount of (0.255 + 0.158) = 0.413

The total of influence from organization justice (X_2) concerning to the organizational commitment (Y) in amount of $(0.167 + 0.230) = 0.397$

4. Mediation Effect

It can be seen that total effect > direct effect or $0.413 > 0.255$ means that the satisfaction of work (X_3) can be functioned as the intervening variable or mediate the influence of Leader Member Exchange (LMX) (X_1) towards organization commitment (Y).

It can be seen that total effect > direct effect or $0.397 > 0.230$ means that the satisfaction of work (X_3) be able to functioned as the intervening variable or mediate the influence of organization justice (X_2) towards the organizational commitment (Y)

The inferential coefficient, the direct influence, the indirect influence of Leader Member Exchange (LMX) (X_1), the organization justice (X_2) concerning to the organizational commitment (Y) through the satisfaction of employee's work (X_3)

Table 7: Direct Effect, Indirect Effect, and Total Effect

Variables	Inferential coefficient	The direct effect (> direct effect)	The indirect influence through X_3	Total of influence (Total Effect)	Notes
$X_1 - X_3$	0.374	0.374			
$X_1 - Y$	0.255	0.255	0.158	0.431	The satisfaction of work (X_3) as the intervening variable because of the total effect > the direct one
$X_2 - X_3$	0.395	0.395			
$X_2 - Y$	0.230	0.230	0.167	0.397	The satisfaction of work (X_3) as the intervening variable because the total effect > the direct one
$X_3 - Y$	0.423	0.423			
ϵ_1					0.736
ϵ_2					0.802
$X_1, X_2, X_3 - Y$				$0.431 + 0.397 = 0.828$	

Source: Analyzed data, 2018.

4. DISCUSSION

a. The positive influence of Leader Member Exchange (LMX) concerning to the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet)

The research result showed that there is positive influence of Leader Member Exchange (LMX) towards the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet) means it is better the application of Leader Member Exchange (LMX) concerning to the employee's commitment to work at PT. Supra Primatama Nusantara (East Java Regional Biznet) is great. There is the proximity of leader and employee and the impact is the employees try hardly to be loyal more and more. They feel comfort and respected by the company where they work.

This research result is tend to the research result of Herlambang (2017) showed that the high Leader Member Exchange (LMX) can improve the height of organizational commitment to the employee. The other relevant research is the research result of Hsien (2012) on the employee of E Sun Bank and Pertama Bank in the south Taiwan. It showed that the Leader Member Exchange (LMX) is influenced positively to the organizational commitment. Also supported by the research result of Pillai *et al.* (1999), Sherony and Green (2002), Manogran *et al.* (1994), and Erdogan *et al.* (2002) that stated LMX influence the satisfaction of employee's work also the research of Manogran *et al.* (1994) and Erdogan *et al.* (2002) stated that LMX influence organizational commitment. So that, if the relationship between the leader and the employee created well so it can increase the organizational commitment and finally the employee will stay on the company totally.

b. The positive influence of the organization justice towards the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet).

From the result of analysis, we can see that the positive influence of the organization justice towards the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet). It means that higher of organization justice impact to the higher employee's commitment. It is like the research result of Puspitasari (2016) that internal justice procedurally, distributive internal justice and external justice positively connected to the organizational commitment. The same research of Ardi and Sudarma (2015) and Konya *et al.* (2015) showed that the distributive organization justice and the procedural organization justice positively influenced to the organizational commitment. Also like Dehkordi *et al.* (2013) stated that the organizational justice positively influenced and significant towards organizational commitment. It becomes low because of the badness of

justice. By justifying to the employee can create the good condition of work, so that the employees feel comfort in joining work there.

c. The positive influence of Leader Member Exchange (LMX) towards the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet).

From the result of analysis, there is positive influence Leader Member Exchange (LMX) concerning to the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet), it means that higher application of Leader Member Exchange (LMX) so the satisfaction of the employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet) will be higher. The research result of Wijayano and Sutanto (2013) and Vibriwati (2005) stated that LMX must be improved continually so that the employees become more satisfy in working. Because the relationship and the communication in group effectively makes the employee satisfy. It seems like Amin et al. (2014) explained that LMX is the strong predictor towards the satisfaction of work.

d. The positive influence of organization justice concerning to the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet).

It conclude that there is the positive influence of organization justice towards the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet), means the higher organization justice makes the higher satisfaction of employee's work. It is suitable with Prameswari (2017), that the low justice level will get the low satisfaction of employee's work, it is like the reverse. Also like the research of Zubi (2010) stated that the satisfaction is based on the height of justice in organization. It is a concept of employee's perception about how justify they are assumed in an organization, and also influenced to the loyalty of employee towards the organization commitment. (Greenberg, 1990 and Najafi *et al.*, 2011). The tricky justice will reduce the quality and the relationship between the employees (Pfeffer dan Langton, 1993).

e. The positive influence towards the satisfaction of employee's work concerning to the commitment of the employee at PT. Supra Primatama Nusantara (East Java Regional Biznet)

This research result proved that the satisfaction of the employee significantly influenced to the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet), if the employee feel satisfy towards the job so they will be more commit to the company. Like the research of Puspitawati (2014) said that the satisfaction

of employee can improve the organizational commitment. It is the same like Harrison and Hubbard, 1998. To increasing it the person will get the higher education achievement. While the few working experience caused low satisfaction. To improving the commitment so the satisfaction of compensation, wisdom, and working situation must be increased. Besides that, there is no other satisfaction which can be influenced for the employee.

f. The influence of Leader Member Exchange (LMX), organization justice towards the organizational commitment through the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet)

From the research result proved that the satisfaction of work mediate the influence of LMX concerning to the organizational commitment (total effects (0.431) > direct effect (0.255). According to Yukl (Also Wijanto and Eddy, 2013) the basic of the LMX theory is the leader develop the relationship between the leader and employee in each pattern. According to Luthans (including Wibowo and Eddy, 2013) the high quality level of LMX, the employee feel the need of supervision has been fulfilled. Because they are concerned by the leader. They feel comfort, received and satisfy in getting high salary and they will work better and be committed to get the aim of the organization.

From the variable of organization justice proved that the satisfaction of work mediate the influence of organization justice concerning to the organization commitment (total effect (0.397) > direct effect (0.305). Adekola (2012) define that organizational commitment is an act of the employee or the power of organization in keeping the employee on. Adiapsari (2012) stated the employee who is committed to show their hard working in achieving the goal of organization also keep staying in the company where they earned the income. According to Wibowo (2012:300) the commitment cannot be formed in a hurry, but it must be build up step by step. By building up the relationship between the person and impact to cares. The effort is giving the justification to all employees. Organization justice is connected to the satisfaction of work for employee (Cropanzano et al., 2007). It is also a perception concept of the employee so that impact to the loyalty of the employee. They need to be respected justify in the organization (Greenberg, 1990 and Najafi et al., 2011). Without doing the justice makes the quality of employee reduce and the relationship between them are bad (Pfeffer and Langton, 1993).

5. CONCLUSION

Based on the discussion above the writer conclude that there is the positive influence of Leader Member Exchange (LMX) concerning to the employee's commitment at PT. Supra Primatama Nusantara (East Java Regional Biznet), means the more exact in applying the LMX towards the

employee's commitment at PT. Supra Primatama Nusantara juga besar. There is positive influence about organization justice towards the employee's commitment there. It means that the higher the organization justice will become the higher employee's commitment. There is the positive influence of LMX concerning to the satisfaction of employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet) will be higher also. There is the positive influence about organization justice towards the satisfaction of the employee's work at PT. Supra Primatama Nusantara (East Java Regional Biznet), means the higher organization justice will make the higher satisfaction of the employee's work.

Significantly, the satisfaction of employee influenced to the commitment of the worker at PT. Supra Primatama Nusantara (East Java Regional Biznet), if they feel satisfy so they will be more committed to the company. It mediates LMX concerning to the organizational commitment also mediates the influence of organization justice towards the organization commitment.

All of the conclusion above must be supported by the rewards or salary. So that, the working results automatically increase. It becomes their great contribution. The leader of PT. Supra Primatama Nusantara (East Java Regional Biznet) should care about how great the commitment and the satisfaction felt by the employees. If the company will keep on the employee so everything should be made up especially make the employee feel comfort and satisfy. Besides that, the skill of employee must be assumed well.

The writer hopes the other researchers will observe further about LMX. Hopefully, they will find the other factors about LMX, that is motivation. (Wijayanto and Susanto, 2013).

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