The Effect of Transformational Leadership Style Organization Culture, and Justice and Work Ethics on the Work Satisfaction: Causal Study at the Lecturer of Social Science Faculty, Manado State University

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Abstract

The Objective of this causal research is to obtain information concerning the influence of transformational leadership, organizational culture, and justice, work ethic on job satisfaction at the social science faculty of Manado State University. The research was conducted by using a survey method with path analysis applied in testing hypothesis. In this research, lectures on social science faculty have been chosen as a unit analysis and 52 samples of lectures were selected randomly.The result of the research are as follows: (1) there is direct effect from the transformational leadership style on job satisfaction; (2) there is a direct effect from the organizational culture on job satisfaction; (3) there is a direct effect from the justice on job satisfaction; (4) there is direct effect from work ethic on job satisfaction; (5) there is a direct effect from the transformational leadership style on work ethic; (6) there is direct effect from the organizational culture on work ethic (7) there is direct effect from the transformational leadership style on justice; (8) there is direct effect from the organizational culture on justice;. Based on those findings, there are some implications such as resesearch implication, theoretical implication and practical implication that could be taken into consideration in job satisfaction of the lectures and leadership at the social science faculty Manado State University.

Keywords: Transformational Leadership Style, Organizational Cultur, Justice, Work Ethic, Job Satisfaction.

1. Introduction

Until this decade the spotlight on improving the quality of human resources is still being fought, despite there are many challenges and obstacles, the government continues to strive to improve the quality of human resources in order to meet the aspirations and expectations of the nation and the state. In embodying the quality of human resources, good management is needed in order to obtain a high-quality workforce. The criteria for obtaining reliable human resources, according to Luthans (2006:3), that is by applying HRM functions, i.e.: (1) managerial functions, such as planning, organizing, actuating, and control; (2) operational functions, such as procurement, development, compensation, integrating, maintenance, and termination of employment; (3) the position of HRM functions, such as achieving the goals of the organization or institution.

Superior and competitive human resources are expected to create a paradigm shift to develop current and relevant educational practices. Superior human resources in the era of globalization must continuously transform all aspects of internal management organization to keep it relevant to the current state, and be able to improve the efficiency and effectiveness as well as innovation in order to improve competitiveness in the world that is constantly changing. Reliable human development is an integral part of the development of developed and independent human resources which requires a high level of job satisfaction, i.e. a pleasant feeling ensuring, and the tendency of someone's positive actions towards his job. Human resource development should be coupled with excellent high job satisfaction and can be built through transformational leadership, organizational culture, fairness and work ethic of the institution.

Although the leaders of the faculty, department / study program has been trying to provide excellent service to the entire community of faculty, but there are still the main obstacles in the implementation of external factors such as less conducive work climate, lack of support of among fellow work team, lack of supervision of the task execution, the lack of communication of the faculty leaders, as well as the challenges that are less competitive. Leadership is a dominant factor in an organization, because without a reliable leadership, the organization will be difficult to achieve the goal. The success of an organization to achieve the satisfaction of employees is determined by the leadership style of a leader.

Job satisfaction is also determined by the culture of the organization. If the organizational culture is low, the application of the values and norms is not optimal, then the satisfaction of the employees will not be met, otherwise if there is a strong organizational culture, the satisfaction of employee will be realized.

Other factor that affects job satisfaction is justice. If justice is applied in organizations, such as the consistent attitude towards the rules of the organization, the decision is carried out in accordance with the applicable rules, the job satisfaction of the employees will be fulfilled. Conversely, if the leadership in taking the decision is unfair, does not provide equal opportunities and equal rewards to the employees, this is what would be the problem of dissatisfaction. Job satisfaction is also influenced by the work ethic, if the prevailing work ethic in the organization is weak and undisciplined, then the job satisfaction will certainly not materialize. Strong work ethic, strong disciplined, then job satisfaction will be fulfilled.

Empirically the job satisfaction problems of the lecturer is observed caused by: (1) Lack of lecturers' ability and skills, such as the mastery of modern learning technology and modern learning references; (2) Lack of leadership style which is applied faculty. It can be seen from the performance of the lecturers that are not optimal, unfavorable working conditions, supervision of lecturers' duties, team work fellow support, lack of open communication, as well as the challenges that are less competitive; (3) Psychologically the lecturers are less able to compete openly; (4) a weak organizational culture, such as carrying out the work not optimally, gave a lecture not in the form of team teaching, yet appropriate work goals and expectations; (5) The application of justice is not maximized, giving less opportunity / equal opportunities to the lecturer, the award given to the outstanding lecturers is still lacking; (6) Lack of work ethic that is manifested in lecturers' not optimal job and duties; (7) The apathetic attitude of the lecturers of the duties and responsibilities, ignorant thinking; (8) The fulfillment of needs, which are determined by the job characteristics that provides the opportunity for employees to meet their needs; (9) Because of the difference. If the expectation is greater than what is received, the employee will not be satisfied, otherwise the employee will be satisfied if receiving benefits above expectations.

Luthans (2008:141) gives definition of job satisfaction: "*... work satisfaction is the outcome of the worker about how this work gives something which is considered important and useful for him included: the salary, the work itself, the promotion, the controlling, and the colleagues*". This implies that job satisfaction is the result of work that gives something important and useful to him, which include: (1) wages, (2) work itself, (3) promotion, (4) monitoring, (5) co-workers. Based on the conceptual study that has been presented above, it can be synthesized that job satisfaction is the feeling of pleasure or satisfaction over the outcome of a worker on this productive work or otherwise the unhappy or dissatisfied feeling if the worker is not work productively.

According Danim (2003:54), transformational leadership style is the leader provides opportunities and encourages all the elements that exist within the organization to work on the basis of noble value system, so that all elements are willing to participate optimally in order to achieve organizational goals. Furthermore Bass stated as quoted by Robbins (2008:94) that transformative leader has some characteristics, i.e.: (1) charismatic, (2) inspiring, (3) intellectual stimulation, (4) individualized consideration. According to Luthans (2006:323), the characteristics of a leader who has been success to apply the transformational leadership style are: (1) identifies himself as a reformer agent, (2) have a brave attitude, (3) trust people, (4) act on the basis of the value system, (5) improve his ability continuously, (6) has the ability to deal with complex, unclear and uncertain situations, (7) has a vision for the future.

Based on the above concept study, it can be synthesized that transformational leadership style is the consistency act of a leader by using aspects of charisma to influence the quality improvement of faculty that includes: make changes, set the example, create a conducive working environment, inspiring, have the spirit of empowering subordinates, consistent with the values, openness and readiness to face the problem.

According to Schein as cited by Vecchio (1995:618), organizational culture is the philosophy which underlies the organization's policies, rules to socialize, and feeling or climate brought by the physical preparation of the organization. Organizational culture is the values and norms that are shared within the organization and teach the future workers, which involves: shared trust and feelings, and regularity in the behavior and the historical process to continue the values and norms. Furthermore Wibowo (2010:16) argues that organizational culture is a pattern of basic assumptions that worked well enough to be considered viable and therefore taught to new members as the correct way to perceive, think, and feel in relation to those problems. According to Greenberg and Baron (2003:515), organizational culture is a cognitive framework that consists of attitudes, values, norms, behavior and expectation that received by members of the organization. Described by Tan (2002:18) that organizational culture is a set of norms consists of beliefs, attitudes, core values and patterns of behavior, shared within an organization. This is confirmed by Mondi (1995:47) that organizational culture is a shared value

system, beliefs and practices within an organization, which interacts with the formal structure that establishes norms of behavior, containing the values and standards of behavior of people. Based on the conceptual study, it can be synthesized that organizational culture is the values and norms that are believed to be good, and is in an organization that is very important to be manifested in the employee's job and duties and to achieve organizational goals, and internalized to all members of the employees in the organization.

Presented by Collquitt (2009:8) that constructive justice is increasingly becoming a need that influence the perception of the individual in the work environment. Furthermore, Greenberg as quoted by Huda (2011:12) argues that justice is defined as the people's perception coverage of the implicit nature and explicit nature of the organization's role and tasks. Justice is felt not only related to the allocation results (distributive), but also the process (procedural) that is used to determine the allocation. According to Aristotle (worldpres.com., 2009), distributive justice is divided into two, i.e.: (1) The greatest equal principle, that is every person should have the same rights, provide equal rights and inversely proportional to the load of obligations of every person. (2) The different principle and the principle of fair equality of opportunity, which is the biggest benefit for people who are less fortunate, equal opportunities, all levels and positions must be open to everyone. Luthans (2006:293) say that distributive justice is the belief that a person should get what is worth to be obtained (distributive justice from the perspective of equity). Distributive justice is associated with the desired outcomes, such as job satisfaction, organizational commitment, organizational behavior, employee turnover, and performance. According to Folger as quoted by Huda (2011:15), procedural fairness is someone who identifies justice not only has a strong associated with outcome they get, but they consider the used procedure to determine the outcome. Discussed by Tjahyono (2008: Dissertation) that distributive justice and procedural fairness is specific. Distributive justice is related to the allocation of the results, and performance assessment, while the procedural justice is related to the mechanisms of justice. Distributive justice have more dominant role in explaining individual satisfaction, procedural justice otherwise is more dominant in explaining organizational commitment. Based on the conceptual description above, it can be synthesized that justice in organization is a way of organization or institute in imposing employee in the division of powers, duties and responsibilities, performance appraisal, reward mechanisms based on the principle of equity.

Sinamo (2005:29) argues that the work ethic is the most primary elements of success where the work ethic described as the root of the tree. There are 8 professional work ethic paradigm, i.e.: (1) work is a gift, (2) work is a trustful, (3) work is a call, (4) work is actualization, (5) work is worship, (6) the work is art, (7) the work is an honor, (8) the work is service. Eighth paradigm above led to eight key behaviors that form the basis of personal success, as well as the organization, i.e.: (1) work sincerely, (2) work completely, (3) work hard, (4) work serious, (5) work creatively, (6) works in excel, (7) works perfectly, (8) work properly. According Ryushiwata (1987:71), work ethic is a discipline, strong teamwork, orientation on productivity, loyalty undertaking the organization. Further, according Imadudin (1993:52), work ethic is an effort or action which continuously pursued and developed. Every organization has a chance to reach the goal, and the rest problem is who successfully manage human resources well, that organization will achieve the progress of the plume.

2. Research Method

This research is conducted in order to determine and prove: (1) the direct effect of transformational leadership style on job satisfaction, (2) the direct effect of organizational culture on job satisfaction, (3) the direct effect of justice on job satisfaction, (4) the direct effect of work ethic to job satisfaction, (5) the direct effect of transformational leadership style of the work ethic, (6) the direct influence of organizational culture on work ethic; (7) the direct effect of transformational leadership style to justice; (8) the direct effect of organizational culture on justice.

The study uses a quantitative approach with a survey method applying a causal relationship according to Kerlinger (2003:660). Population unit of analysis is the lecturers at Faculty of Social Science, UNIMA, Tondano. Affordable target population is all lecturers who work in the Faculty of Social Science with the status of civil servants amounted to 110 people. While the sample in this study is part of the number and characteristics of the populations. While the sample is 52 lecturers. The used sampling technique is simple random sampling.

The data collection is conducted using questionnaire based on rating scale with five alternative answers. Data analysis uses descriptive statistics and inferential statistical analysis. Descriptive statistics analysis includes the mean, median, modus, standard deviation, variance, minimum and maximum scores, as well as frequency distributions and histograms. While inferential statistical analysis uses path analysis.

3. Research Results

No	Hypothesis	Test Statistics	Decision	Conclusion
1.	There is a positive direct effect of transformational leadership style on job satisfaction of lecturers	$H_0: \beta_{51} \leq 0$ $H_1: \beta_{51} > 0$	H_0 is rejected	Positive direct effect
2.	There is a direct positive influence of organizational culture on job satisfaction of lecturers	$H_0: \beta_{52} \leq 0$ $H_1: \beta_{52} > 0$	H_0 is rejected	Positive direct effect
3.	There is a positive direct effect on job satisfaction lecturer justice	$H_0: \beta_{53} \leq 0$ $H_1: \beta_{53} > 0$	H_o is rejected	Positive direct effect
4.	There is a positive direct effect on job satisfaction work ethic lecturer	$H_0: \beta_{54} \leq 0$ $H_1: \beta_{54} > 0$	H_0 is rejected	Positive direct effect
5.	There is a positive direct effect of transformational leadership style of the lecturer 's work ethic	$H_0: \beta_{41} \leq 0$ $H_1: \beta_{41} > 0$	H_0 is rejected	Positive direct effect
6.	There is a direct influence of organizational culture on work ethics lecturer	$H_0: \beta_{42} \leq 0$ $H_1: \beta_{42} > 0$	H_0 is rejected	Positive direct effect
7.	There is a positive direct effect of transformational leadership style to justice professor	$H_0: \beta_{31} \leq 0$ $H_1: \beta_{31} > 0$	H_o is rejected	Positive direct effect
8.	here is a direct influence of organizational culture on justice professor	$H_0: \beta_{32} \leq 0$ $H_1: \beta_{32} > 0$	H_o is rejected	Positive direct effect

First, there is a positive, direct effect of transformational leadership style on job satisfaction of lecturers. Based on the calculation, t_{count} is 2.095. In the table "t" at $\alpha = 0.05$, it obtains $t_{count} = 1.684$ so $t_{count} > t_{table}$, that is 2.095 > 1.684. The analysis result indicates that the hypothesis H_0 is rejected and H_1 is accepted. Thus it can be interpreted that there is a positive, direct effect of transformational leadership style on job satisfaction of lecturers.

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7611.404	1	7611.404	185.159	.000
	Residual	2055.366	50	41.107		
	Total	9666.769	51			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.789	5.102		2.311	.025
	Leadership Transformasional	1.075	.079	.887	13.607	.000

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * Leadership Transformasional	Between Groups	(Combined)	8934.186	30	297.806	8.537	.000
		Linearity	7611.404	1	7611.404	218.186	.000
		Deviation from Linearity	1322.782	29	45.613	1.308	.265
	Within Groups		732.583	21	34.885		
	Total		9666.769	51			

The first hypothesis testing results show that the transformational leadership style positively direct effect on job satisfaction . This suggests that the transformation of leadership style masional social science faculty UNIMA has a vital role to increase the job satisfaction of lecturers , that the better implement transformational leadership style led to increasing faculty job satisfaction . Results of previous studies also showed the influence of transformational leadership style on job satisfaction . This is as seen in the study Hermawan (No. Educare . 11:2009) that transformational leadership style is very important to improve job satisfaction . Transformational leadership has four dimensions , first , the effect of which is ideal leader makes his followers admire , respect , trust him at once . Second , inspirational motivation , which is a leader who is able to mengar - tikulasikan clear expectations on the performance of subordinates , hear - monstrasikan commitment to the whole purpose of the organization and is able to change his team spirit and menum - cured optimism and enthusism . Third , is the intellectual stimulation that is a leader who is able to foster new ideas , provide creative solutions to problems, and motivating subordinates . Fourth , is as konsideransi individual , who is the leader who will listen attentively to his subordinates . Thus the transformative leader is a leader who has a high sense , creative and innovative to make   subordinates   feel   satisfied   .
Secondly , There is a direct positive influence of organizational culture on job satisfaction of lecturers . Based on the calculation, tcount 2,150 . In the table " t " at $\alpha = 0.05$ value obtained was 1.684 t_{tabel} so clear that $t_{count} > t_{table}$ is 2.150 > 1.684 . From the analysis , indicating that the hypothesis H_0 is rejected and H_1 is accepted . Thus it can be interpreted that there is a direct positive influence of organizational culture on job satisfaction of lecturers .

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7257.508	1	7257.508	150.617	.000
	Residual	2409.261	50	48.185		
	Total	9666.769	51			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-8.051	7.251		-1.110	.272
	Culture Organisation	1.557	.127	.866	12.273	.000

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction * Culture Organization	Between Groups	(Combined)	8181.153	26	314.660	5.295	.000
		Linearity	7257.508	1	7257.508	122.130	.000
		Deviation from Linearity	923.644	25	36.946	.622	.879
	Within Groups		1485.617	25	59.425		
	Total		9666.769	51			

The results of the second hypothesis testing show that organizational culture has positive, direct effect on job satisfaction. This suggests that the better the organizational culture of Social Science Faculty, UNIMA, will led to the increasing job satisfaction of the lecturers. Results of previous studies also show the effect of organizational culture on job satisfaction. This is as seen in the research by Kotter and Heskett (1992:15) that suggest that the organization culture with strong culture will enhance higher performance and thus job satisfaction is achieved, compared with other one which has weak culture. Strong organizational culture will appear on all its members who feel that they are part of a large, involved in the overall work of the organization, the organization's interest is more important than individual interests.

Third, there is a positive, direct effect of justice on job satisfaction of the lecturers. Based on the calculation, t_{count} = 3.050. In the table "t" at $\alpha = 0.05$, the t_{table} is 1.684 so that explains that $t_{count} > t_{table}$ which is 3.050 > 1.684. The analysis result indicates that the H_0 is accepted and H_1 is rejected. Thus it can be interpreted that there is a positive, direct effect of justice on job satisfaction of lecturer. The results show that the justice of faculty leaders has a positive direct effect on job satisfaction of the lecturer. Justice is critical success factors of an organization to achieve its objectives and to drive members to work productively with a feeling of satisfaction. There will be complacency of the lecturers when they feel that the decision-making process that is created by their boss is fair and when they are treated fairly.

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7570.837	1	7570.837	180.608	.000
	Residual	2095.932	50	41.919		
	Total	9666.769	51			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-14.805	7.123		-2.079	.043
	Justice	1.124	.084	.885	13.439	.000

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ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction * work ethic	Between Groups	(Combined)	8980.636	29	309.677	9.929	.000
		Linearity	8100.676	1	8100.676	259.738	.000
		Deviation from Linearity	879.959	28	31.427	1.008	.499
	Within Groups		686.133	22	31.188		
	Total		9666.769	51			

The third hypothesis testing results show that the justice has a positive, direct effect on job satisfaction. This shows that the justice has effect in increasing the job satisfaction of lecturers. The influence can be seen from the results of previous studies which showed that justice had a significant effect on job satisfaction, because distributive and procedural justice have an important role in order to increase job satisfaction of lecturers. Individuals will show a high level of employment, trust, and attitudes of members, when the decision was fair and treated fairly.

Fourth, there is a positive, direct effect of work ethic on the job satisfaction of lecturers. Based on the calculation, t_{count} is 6.119. In the table "t" at $\alpha = 0.05$, $t_{table} = 1.684$ so that $t_{count} > t_{table}$ which is 6.119 > 1.684. The analysis result indicates that H_0 is rejected and H_1 is accepted. Thus, it can be interpreted that there is a positive, direct effect of work ethic on job satisfaction of lecturer.

ANOVAb

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8100.676	1	8100.676	258.627	.000
	Residual	1566.093	50	31.322		
	Total	9666.769	51			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-38.532	7.421		-5.192	.000
	Work ethics	1.391	.087	.915	16.082	.000

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction* Justice	Between Groups	(Combined)	9043.103	30	301.437	10.150	.000
		Linearity	7570.837	1	7570.837	254.924	.000
		Deviation from Linearity	1472.265	29	50.768	1.709	.103
	Within Groups		623.667	21	29.698		
	Total		9666.769	51			

The fourth hypothesis testing results show that the work ethic has positive, direct effect on job satisfaction. This shows how the work ethic has effect in increasing the job satisfaction of lecturers. The effect can be seen from the results of previous studies which showed that the work ethic had a positive effect on job satisfaction (Sinamo, 2005:29). The leading organizations are the organizations that have a high work ethic, which is a strong character

performance and yield superior performances, such an organization is a successful organization as a good corporate governance as well as corporate excellent. A work ethic that can provide job satisfaction is also affected by the intertwining of good human relations, good working environment, good job security, good physical and spiritual needs, self-esteem of the working environment, good leadership and incentives.

Fifth, there is a positive, direct effect of transformational leadership style on the work ethic. Based on the calculation, $t_{count} = 2.245$. In the table "t" at $\alpha = 0.05$ it is obtained $t_{table} = 1.684$ so that it explains that $t_{count} > t_{table}$ which is $2.245 > 1.684$. The analysis result indicates that H_0 is rejected and H_1 is accepted. Thus it can be interpreted that there is a positive, direct effect of transformational leadership style on the work ethic of the lecturer.

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4991.244	1	4991.244	248.628	.000
	Residual	1003.756	50	20.075		
	Total	5995.000	51			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.139	3.566		8.172	.000
	X1	.871	.055	.912	15.768	.000

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
X3 * X1	Between Groups	(Combined)	5503.333	30	183.444	7.835	.000
		Linearity	4991.244	1	4991.244	213.185	.000
		Deviation from Linearity	512.089	29	17.658	.754	.763
	Within Groups		491.667	21	23.413		
	Total		5995.000	51			

The fifth hypothesis testing results indicate that the transformational leadership style has a direct effect on the work ethic. This shows that the better transformational leadership style that is applied by the institution will led to the increasing work ethic of lecturer. Efforts to increase the transformational leadership that affect work ethic of lecturer requires changes in institutions such as the orientation of the vision, work quality improvement, creating an environment of academic atmosphere, applying the agreed values, open to information and have the ability to face problems. Past studies which are conducted by Want (2007: 324) states that the transformational leadership style has an effect on the work ethic. Transformative leader is able to create and maintain a work culture that reinforces teamwork, create excitement, personal growth, career, financial rewards and work-life balance. Therefore, a transformative leader is also able to build a strong work ethic, passion and stick to the rules.

Sixth, there is a direct, positive effect of organizational culture on work ethic. Based on the calculation, $t_{count} = 9.744$. In the table "t" at $\alpha = 0.05$, the $t_{table} = 1.684$ so that $t_{count} > t_{table}$ which is $9.744 > 1.684$. The analysis result indicates that H_0 is rejected and H_1 is accepted. Thus it can be interpreted that there is a positive, direct effect of organizational culture on work ethics of lecturer.

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Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4703.704	1	4703.704	182.131	.000
	Residual	1291.296	50	25.826		
	Total	5995.000	51			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.490	5.309		2.541	.014
	X2	1.254	.093	.886	13.496	.000

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
X3 * X2	Between Groups	(Combined)	5242.883	26	201.649	6.703	.000
		Linearity	4703.704	1	4703.704	156.349	.000
		Deviation from Linearity	539.180	25	21.567	.717	.794
	Within Groups		752.117	25	30.085		
	Total		5995.000	51			

The sixth hypothesis testing results indicate that the organizational culture has a positive, direct effect on work ethic. This suggests how organizational culture has a very important role in creating a strong work ethic. Strong organizational culture is the organization culture that implements a strong work ethic, that is willing and able to do the duties according to shared trust and feelings, organized in behavior, consistent with the values of the institution, conduct openness to subordinates, and always ready to face challenges and problems. The results of previous research conducted by Heskettl and Kotter (1992:15) stated that a organizational culture has strong effect to improve the work ethic. If the organization has a strong culture (alignment of goals, high motivated, have a good structure and control, appropriate cultures: suitability, because the better match will led to the better work ethic) and adaptive cultures (dare to take risks, trust and proactive).

Seventh, there is a positive, direct effect of transformational leadership style on the justice of the lecturer. Based on the calculation, t_{count} = 2.341. In the table "t" at α = 0.05, it obtains t_{table} = 1.684 so that $t_{count} > t_{table}$ which is 2.341 > 1.684. The analysis result indicates that H_0 is rejected and H_1 is accepted. Thus, it can be interpreted that there is a positive, direct effect of transformational leadership style on the justice of the lecturer.

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3780.796	1	3780.796	467.595	.000
	Residual	404.281	50	8.086		
	Total	4185.077	51			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	37.125	2.263		16.407	.000
	X1	.758	.035	.950	21.624	.000

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
X4 * X1	Between Groups	(Combined)	4004.994	30	133.500	15.568	.000
		Linearity	3780.796	1	3780.796	440.889	.000
		Deviation from Linearity	224.197	29	7.731	.902	.609
	Within Groups		180.083	21	8.575		
	Total		4185.077	51			

The seventh hypothesis testing results indicate that the transformational leadership style has a positive, direct effect on justice. This shows that how transformational leadership style has a very vital role in creating a fair organization. This means that the better transformational leadership style that is applied at Social Sciences Faculty, UNIMA, will lead to the increasing of the justice sense of the lecturer. Past studies that are conducted by Collquitt (2009:31) find that transformational leadership style has an effect on justice. A leader is a transformative leader, if they are successful providing a sense of justice to his subordinates. Justice is not only with the allocation results (distributive), but the used process to determine the allocation (procedural). Thus, it can be understood if the empirically the transformational leadership style has a positive direct effect on justice.

Eighth, there is a direct positive effect of organizational culture on the justice of the lecturer. Based on the calculation, $t_{count} = 6.525$. In the table "t" at $\alpha = 0.05$, $t_{table} = 1.684$ so that $t_{count} > t_{table}$ which is $6.525 > 1.684$. The analysis result indicates that H_0 is rejected and H_1 is accepted. Thus, it can be interpreted that there is a direct positive effect of organizational culture on justice of lecturer.

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3400.709	1	3400.709	216.780	.000
	Residual	784.368	50	15.687		
	Total	4185.077	51			

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	24.929	4.137		6.025	.000
	X2	1.066	.072	.901	14.723	.000

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
X4 * X2	Between Groups	Combined)	3822.160	26	147.006	10.127	.000
		Linearity	3400.709	1	3400.709	234.262	.000
		Deviation from Linearity	421.451	25	16.858	1.161	.356
	Within Groups		362.917	25	14.517		
	Total		4185.077	51			

The eighth hypothesis testing results indicate that organizational culture has a positive, direct effect on justice. This suggests that the application of a strong organizational culture will lead to an increase of the justice sense of the lecturer. Organization culture that implements justice is able to make changes, set a good example, creating a good working environment, empowering subordinates, consistent with the value of the organization, open to subordinates, always ready to face challenges and problems. The above statement is supported by the results of previous studies conducted by Cartwrigt (1999:44) that finds that organizational culture affects justice, i.e. creating a balance between hope and action, effort and recognition, the specific value and the received value, in other words creating a balance favorable feeling that benefit workers. Characteristics of fair organizational culture are equality (equity), consensus, rationality, internalization.

4. Conclusion

Based on the research result and discussion, then it can be concluded as follows:

1. There is a positive, direct effect of transformational leadership style on the job satisfaction of lecturer, that means the quality improvement of transformational leadership style causes the quality improvement of job satisfaction of lecturer.

2. There is a positive, direct effect of organization culture on the job satisfaction of lecturer, that means the quality improvement of organization culture causes the quality improvement of job satisfaction of lecturer.

3. There is a positive, direct effect of work ethics on the job satisfaction of lecturer, that means the quality improvement of work ethics causes the quality improvement of job satisfaction of lecturer.

4. There is a positive, direct effect of transformational leadership style on the justice of lecturer, that means the quality improvement of transformational leadership style causes the quality improvement of justice of lecturer.

5. There is a positive, direct effect of transformational leadership style on the work ethics of lecturer, that means the quality improvement of transformational leadership style causes the quality improvement of work ethics of lecturer.

6. There is a positive, direct effect of organization culture on the work ethics of lecturer, that means the quality improvement of organization culture causes the quality improvement of work ethics of lecturer.

7. There is a positive, direct effect of transformational leadership style on the justice, that means the quality improvement of transformational leadership style causes the quality improvement of justice of lecturer.

8. There is a positive, direct effect of organization culture on the justice, that means the quality improvement of organization culture causes the quality improvement of justice of lecturer.

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