

**THE MEDIATING ROLE OF ORGANIZATIONAL JUSTICE IN THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP ON QUALITY OF WORK LIFE AND ABSENTEEISM**

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**ABSTRACT**

This study aims to determine, the first is to examine organizational justice that can link transformational leadership behavior with the quality of work life. Second, studying the relationship between quality of work life and absenteeism. The findings of organizational justice were found to fully mediate the relationship between transformational leadership and quality of work life. Also, quality of work life has a negative effect with absenteeism. The practical implications report shows the importance of the role of leaders in helping ensure the quality of work life, to achieve organizational goals. In terms of implications for organizations, we present a model that can help reduce these losses by providing new insights and training programs that can enhance transformational leadership behaviors in the workplace to reduce absenteeism. Such a program can help redesign the work context to improve their perceptions of organizational fairness. Based on this data, because nurses have an important role in health care, it is important to identify organizational factors that affect employee attitudes. This article contributes to the transformational leadership literature, perceptions of organizational fairness, and the quality of work life, to reduce absenteeism.

**KEYWORDS:** Transformational Leadership; Quality of Work Life; Organizational Justice; Absenteeism.

**INTRODUCTION**

As part of the broad quality movement in health nursing, the quality of work-life of nursing members has been recognized as an important aspect of health-care organizations (Cole et al., 2005). Quality of work life in health care organizations can contribute to positive outcomes for health care providers and patients, such as greater satisfaction (Burtson & Stichler, 2010). According to (Rusilowati et al., 2016), Quality of work life, namely employees' perceptions that they want to feel safe, and are relatively satisfied with the opportunity to grow and develop like humans.

The factor that can empirically affect the quality of nurses' work life is transformational leadership (Piccolo & Colquitt, 2006). One of the factors of employee perception is the welfare they get (Nielsen & Munir, 2009). Various researchers have defined transformational leadership style (Carless et al., 2000; Bass & Riggio, 2006) as a process that is expected to build positive conditions in certain organizational settings. Transformational leaders have more mature morals and attitudes, resulting in a higher level of reasoning from their followers (Bass & Riggio, 2006) by being a social supporter of

transformational leader employees can help followers to manage stress more effectively. The relationship between transformational leadership and the quality of work life of employees, the organization has a measure of the level of employee satisfaction with work and needs by improving the quality of work life (Ventegodt & Merrick, 2009). Leadership has the art of guiding, directing, motivating, and inspiring followers or organizations in an effort to achieve organizational goals, by achieving competent resources, information, management, and engagement (Marshall, 2017), in any situation even different cultures, transformational leadership. is considered to be most effective. Positive effects such as transformational leadership can explain the personal and social identification of followers with the leader's goals and organizational mission (Shamir, 1993). In enhancing the collective progress of groups, transformational leadership encourages collaboration, regardless of their personal goals (Guzzo et al., 1993; Zaccaro & Klimoski, 2001). Transformational leadership was associated with the psychological well-being of employees in a sample of staff, (nurses) who worked in nursing health services in the Danish government, as stated (Nielsen et al., 2008). For example (Bono et al., 2003) that transformational leadership shows a positive correlation of psychological emotions with job satisfaction in general, this shows that transformational leadership is positively related to the psychological quality of work life.

(Jackson, 2019), found the goal of organizational justice, namely the perception of employees whether they feel the changes made in the organization have been implemented fairly and unfairly. There are three main elements or dimensions of organizational justice, namely (distributive justice), (procedural justice), and (interactional justice), which are concepts of psychological justice that can be felt by employees. To support this, transformational leaders display fair practices in daily interactions with subordinates (Pos & Greenberg, 2007). Moreover, organizational justice is one of the key processes for the positive relationship between transformational leadership and better outcomes (Knippenberg & Schie, 2000; Naumann & Bennett, 2000).

Besides the quality of work-life issues, the problem that arises is absenteeism, absenteeism is a key factor in job performance and high levels of absenteeism cause high costs and reduced productivity to be a source of concern for most organizations (Xanthopoulou, 2007; Rosin & Korabik, 1991). Employees who are absent without reason have higher positive perceptions of the supportive leadership system and organizational promotion than employees who make absenteeism. Understanding the quality of employee work life appears to be critical to a healthy and effective work environment, thus consistently reducing employee absenteeism.

This study aims to analyze the mediating effect of organizational justice on the relationship between transformational leadership and the quality of work life. In the end, to study the relationship between quality of work-life and absenteeism experienced by nurses. This research will be conducted on private hospital nurses in the Surakarta area, Indonesia. Organizations need to consider the importance of absenteeism for workplace advancement, values, and goals as well as pressure on nurses (Farid et al.,

2014). Nurses who have a clear understanding of the quality of work-life and its relationship to absenteeism can provide practical benefits to health care organizations.

This phenomenon occurs in a hospital environment in the Surakarta area. One of the factors that most often causes nurses to be disloyal to health care organizations. Those who have low scores regarding absence, so that unethical actions against the organization make it difficult to create the desired organizational goals to be achieved, this is simply that they only prioritize personal interests without realizing that the larger goal is an organization. On the other hand, employees who have a higher absenteeism level will wait for the existing rules in the organization that will help achieve goals. Employee absenteeism includes not only being out of office due to health problems but also injured employees, other employees assisting injured employees, and production slowdowns or stoppages due to equipment and machinery damage.

## **THEORETICAL AND HYPOTHESIS BACKGROUND**

### **Transformational Leadership Relationship and Quality of Work Life**

Transformational leadership increases and extends the interests of employees so that employees generate awareness and acceptance of the goals and mission of the organization (Avolio, 2002). In addition, transformational leadership builds a sense of self-motivation in employees (Bass, 1990), for the benefit of the organization by inspiring employees or followers to change their beliefs, values, abilities, and motives to improve their performance beyond personal interests (Avolio, 2002).

Leadership has an important component in influencing the way employees perceive the organizational environment and their work (Christian et al., 2011). On the other hand, quality of work life is a concept such as career development, professional activities, recognition of competencies and expertise, departmental and external relations, perceptions of discrimination and ultimately positive working conditions (Jaskyte, 2004; Robert Folger, 2001). Previous research conducted by (Gillet et al., 2013) showed that transformational leadership has a positive and significant effect on the quality of work life. From this description, the first hypothesis can be drawn as follows:

H1: Transformational leadership has a positive influence on the quality of work life.

### **Relationship between Transformational Leadership and Organizational Justice**

Transformational leadership is defined as leadership that pays attention to the needs and welfare of its employees. In addition, transformational leadership also provides positive feedback to employees in their individual relationships in the organization. Like, providing rewards and incentives, this is positive feedback given by leaders to employees who excel (Gillet et al., 2013).

Whereas organizational justice is the employee's perception of fair and unfair treatment in the organization, organizations that have met the perceptions of employee needs, so they feel happy and

positive about their perceptions, so it is important for organizations to pay attention to this justice, so as not to encourage negative behavior (Ehrhart, 2004).

From the two statements above, it can be concluded that organizational justice also has an important role in the transformational leadership paradigm (Pillai et al., 2015). Leaders must act fairly in making decisions that have been mutually agreed upon (Ghoniya, 2011). Transformational leadership has characteristics, which is to provide opportunities for followers to show their opinions about justice and injustice to what they feel (Wahibur, 2011). Previous research conducted by (Gillet et al., 2013) showed that transformational leadership has a positive effect on organizational justice. From this description, the second hypothesis can be drawn as follows:

H2: Transformational leadership has a positive effect on organizational justice.

**Relationship between Transformational Leadership, Quality of Work Life and Organizational Justice**  
Transformational leadership can help certain jobs, which are related to the quality of the work environment, so that transformational leadership creates and assesses unwritten norms and rules in the organization (Bass & Riggio, 2006). In addition, the characteristics of transformational leadership (intellectual stimulation) encourage the growth of their subordinates with various clear visions of the future (Piccolo & Colquitt, 2006). Organizations have an important priority that must be considered, namely the quality of work-life (Walton, 2014), to save human and environmental values that have been neglected due to the progress of technology, economic growth, and productivity. Historical and deep organizational justice in society and law (Cropanzano, 2001) is an employee's perception of the role of fairness as a consideration in the workplace. The main key process in the positive relationship between transformational leadership that can produce benefits for organizational justice (Pos & Greenberg, 2007).

From the information above, it can be concluded that perceptions of fairness should influence organizational identification by providing information relevant to a positive social identity communicated by justice to individuals (Tyler, 2003). Transformational leaders are more likely to increase employees' perceptions of organizational fairness because leaders apply their values and beliefs and maintain high ethical standards consistently among all group members (Ehrhart, 2004; Liden et al., 2008). This study aims to compare previous research conducted (Gillet et al., 2013) which shows a positive correlation that organizational justice will fully mediate the relationship between transformational leadership and the quality of work life of nurses. From this description, the third hypothesis can be drawn as follows:

H3: The positive influence between transformational leadership and quality of work-life is mediated by organizational justice.

## **Relationship between Organizational Justice and Quality of Work Life**

Organizational justice has a very important organization within the organization, namely, as a consideration for the “role of justice” in the workplace (Pos & Greenberg, 2007). Conditions like this include salary, award allocation, and decisions that have been agreed upon. This then results in the perception that organized fairness will result in fair and unfair decisions (Ehrhart, 2004; Liden et al., 2008). Whereas the quality of work life is a technique used by an organization in its development to improve organizational functions, by respecting and humanizing employees and the workplace, making decisions involving employees will be more democratic. Programs such as quality of work-life will have an effect on improving employee performance and productivity (Pos & Greenberg, 2007).

The concept of organizational justice produces individual attitudes and behavior which can be determined from the information above. This can be an important motivator in the work environment by increasing organizational justice so that it can prevent employee morale from declining and allow employees to leave low jobs (Gillet et al., 2013). This study aims to compare previous research conducted (Gillet et al., 2013), which shows a positive correlation between organizational justice and quality of work life. From this description, the fourth hypothesis can be drawn as follows:

H4: Organizational justice has a positive influence on the quality of work life.

## **The Relationship between Quality of Work Life and Absenteeism**

The quality of work-life has a major dimension in the organization, namely to improve employee welfare and productivity (Iii, 1982). Moreover (Arts et al., 2001) describes the quality of work-life as the degree to which employees can actively shape their jobs, according to their preferences, interests, and of course their own needs. For the sake of the ultimate welfare goal, the quality of life of the organization environment is in accordance with the various needs of employees in the workplace which can lead to employee career advancement (Cascio, 2012; Sirgy & Lee, 2001). Meanwhile, absenteeism is a resting condition that is necessary for the continuity of employee health status (Aronsson & Gustafsson, 2005; Yildiz, 2018). However, especially in sectors where working hours are tight, such as the health sector, employees are required to attend for various reasons (fear of being laid off, loss of various compensation) (Aronsson & Gustafsson, 2005; Ferrier et al., 2020).

From the two statements above, the quality of work life has a positive impact on absenteeism, in addition, employees who do not make absences without reason have a higher positive perception of a supportive leadership system and fair wages and promotions from company organizations that make absences without reason (Cohen, 1997; Xanthopoulou, 2007; Korabik, 2014). Previous research conducted by (Celik & Oz, 2011) shows that the level of quality of work-life has a negative effect on absenteeism. From this description, the following five can be drawn:

H5: The quality of work life has a negative effect on absenteeism.

The relationship between variables can be described as follows:

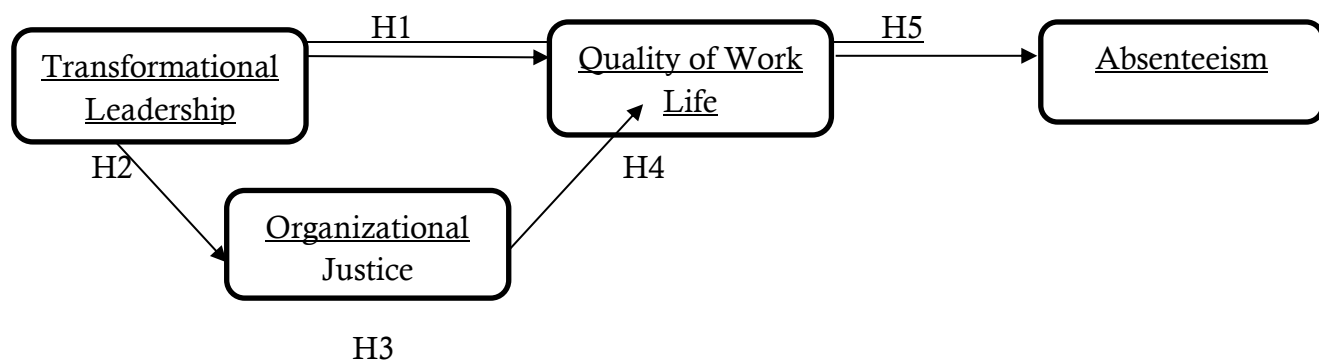


Figure 1. Research Model

**DISCUSSION**

The theoretical framework described in this article is an attempt to explain the relationship between transformational leadership, quality of work life mediated by organizational justice, and subsequently, to determine the relationship between quality of work-life and nurse absenteeism. Nurses have an important role in the highest quality health services, it is very important for health organizations to reduce nurse absenteeism, taking into account the importance of absenteeism for the advancement of health services, as well as the pressure on nurses. It is appropriate to have a clear understanding of the quality of the work life of nurses, a clear understanding of the perceptions of the quality of nurses' work life, and their relationship to absence can be of benefit to both nurses and hospital health services. This article contributes to the efforts to foster an understanding of nurse absenteeism among nurses, through the relationship between managers and their subordinates, in addition to introducing an understanding of the effective relationship factors of the quality of work life, which in turn will help to improve the current best service system in services hospital health.

**FURTHER RESEARCH**

In further research, it is hoped that it can provide an overview of how the research model can be applied in the government hospital sector. In addition, further research can develop this research model by examining other variables that can improve the quality of work-life of nurses such as; turnover intention, the nurse's physical health, and organizational commitment.

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