

# The Effect of Distributive Justice and Situational Leadership on Job Satisfaction through Work Family Conflict (Case Study of Full-time Working Women in the Banking Sector in Jakarta)

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## ABSTRACT

Work Family conflict is a phenomenon that is experienced by most people in big cities, where working women are a demand of the times as an effort to support the family economy. This study aims to analyze the effect of distributive justice and situational leadership on job satisfaction through work family conflict. The object of this research is women who work full-time in the banking sector in Jakarta. A total of 100 respondents filled out the questionnaire, the sample was taken using the purposive sampling technique. Data were analyzed using PLS (Partial Least Square analysis). The results of this study indicate that distributive justice has no impact on job satisfaction and situational leadership has a positive effect on job satisfaction. Work family conflict has no impact on job satisfaction. Distributive justice through work family conflict has no effect on job satisfaction. Situational leadership through work family conflict has no impact on job satisfaction.

**Keywords:** Distributive Justice, Job Satisfaction, Situational Leadership, Work Family Conflict.

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## I. INTRODUCTION

The economic development in Indonesia makes household needs increase. Husband and wife working together to earn a living (working) for their family's future are common in this era of globalization. A phenomenon marked by changes in demographic trends that hit the whole world, namely an increasing number of working women.

Work-family conflict is a phenomenon that is experienced by most people in big cities, where working women are a demand of the times in an effort to support the family economy. Parents will be faced with the issue of which interests will come first, family or work, as research conducted by Asbari *et al.* [1], this study found that the main factors for housewives to work outside the home were financial and educational factors. Another factor is the factor to fill spare time and to socialize with colleagues.

Research on work-family conflict in relation to job satisfaction has been previously conducted by Srimulyani & Prasetian [2] with the title The Effect of Mediation on Job Satisfaction on the Work-Family Conflict (WFC) relationship and organizational commitment. The results of the study indicate that work family conflict has a negative effect on job satisfaction. Work family conflict arises when someone who performs his role in a job has difficulty carrying out his role in the family and vice versa. Job satisfaction is a positive state of mind, happy and always working hard, employees who work hard and have feelings of pleasure towards their work

are assets in the organization, they will produce a good performance and image for the organization.

Every worker or employee must have his level of satisfaction which can be measured by the performance of the employee working in the company, but each employee with one another does not necessarily have the same level of job satisfaction. Therefore, to establish a good level of job satisfaction, the company needs to take action so that employees can feel comfortable doing their job well.

Previous research that discusses the variables of distributive justice, situational leadership, work family conflict, and job satisfaction has been done separately before. Jaenab & Kurniawati [3] conducted a study on the level of distributive justice and interactional justice of compensation on job satisfaction. In addition, research from Li, McCauley, & Shaffer [4] examines the impact of Leadership Behavior on Employee Work Family Conflict Outcomes. The results showed that leadership behavior had a negative effect on work family conflict.

From the description above, it is interesting to conduct research on the effect of distributive justice and situational leadership on job satisfaction through work family conflict, with the case of female employees in the banking sector in DKI Jakarta. This indicates the need for further research that examines these four variables, namely distributive justice, situational leadership, job satisfaction, and work-family conflict.

## II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### A. Job Satisfaction

Robbins & Judge [5] argue that job satisfaction is a general attitude of an individual towards his work. Furthermore, Sekartini [6] revealed that job satisfaction is a positive feeling about one's job which is the result of an evaluation of characteristics, and job satisfaction also reflects one's job.

Another understanding of job satisfaction is put forward by Simanjuntak, Nadapdap, & Winarto [7], that job satisfaction is a feeling of pleasure, where there is a match between employee expectations and the results they receive for the job.

### B. Work Family Conflict

Definition of Work Family Conflict according to Goltzman & Peleg [8] "Work Family Conflict (WFC) is a form of conflict in which role pressures from the work and family domains conflict with each other" That is, Work Family Conflict (WFC) is a form of conflict where the role pressures from work and family roles conflict.

The definition of Work-Family Conflict put forward by Costa *et al.* [9] "Work- family conflict (WFC) refers to situations in which it is difficult to condition family and professional demands". Furthermore, the definition of Work-Family Conflict according to Dhakirah, Hidayatinnisa, & Setiawati [10] is a conflict due to the demands of roles from

work and family at a time that cannot be aligned, where on the one hand are required to perform their duties as employees in a workplace and others are required as family members.

### C. Distributive Justice

According to Greenberg and Baron [11] distributive justice is a person's perception of fairness in the distribution of resources among employees. In other words, the perceived fairness of how rewards are distributed among employees. Distributive justice refers to the rewards allocated among employees; interactional justice refers to interpersonal relationships in determining organizational output. Distributive justice is about how one compares the input (input) with the result (outcome).

### D. Situational Leadership

According to Daft [12] that the situational leadership model created by Hersey and Blanchard focuses an approach that focuses on great attention to the characteristics of employees in determining appropriate leadership behavior. Every organization has a culture that serves to form rules and guidelines in thinking and acting in achieving the goals that have been set.

The following is the framework of the research model proposed in this study:

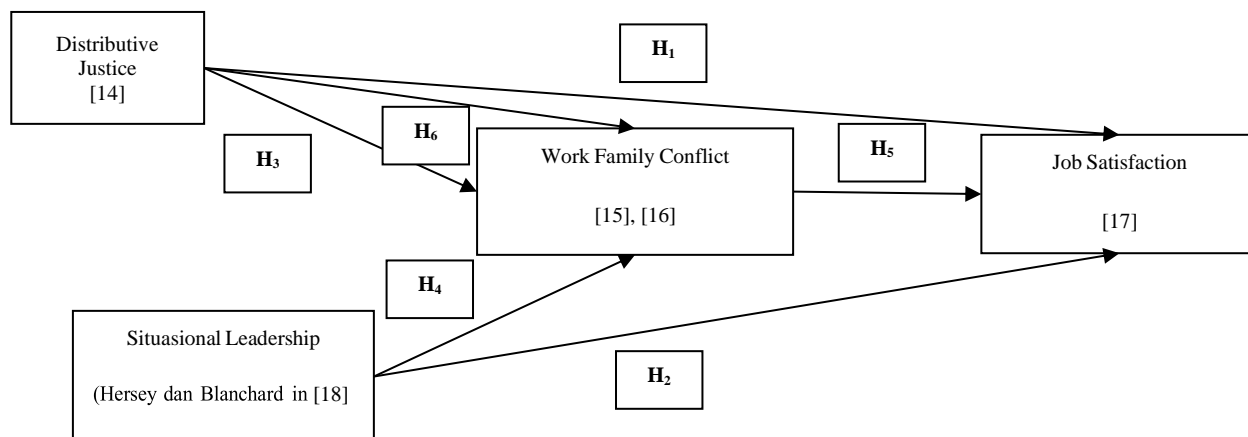


Fig. 1. Research Model Framework.

**H1:** Distributive justice has a positive impact on job satisfaction.

Previous research that discussed distributive justice and job satisfaction by Irawan & Sudarma [16] showed the results of research partially distributive justice had a positive impact on job satisfaction. The research of Atmojo & Tjahjono [27] also explains that aspects of distributive justice and procedural justice of compensation have a positive impact on paramedic compensation satisfaction and paramedic performance.

**H2:** Situational Leadership has a positive effect on Job Satisfaction.

Previous research that discusses situational leadership and job satisfaction by [18]. The results show that partially distributive justice has a positive impact on job satisfaction. Putra *et al* [33] research also explains that situational leadership has a positive impact on the job satisfaction of hotel employees.

**H3:** Distributive Justice has a negative impact on Work-family conflict.

A previous study that discussed the relationship between organizational justice and work family conflict was the research of Tziner & Sharoni [19] which found that organizational justice was negatively related to work-family conflict. This is also in line with Soroush Niknamian's research [20] which found that organizational justice is negatively related to work-family conflict.

**H4:** Situational Leadership has a negative impact on Work family conflict.

Previous research that discussed the relationship between transformational leadership and work-family conflict was the research of Nicholas Gillet *et al.* [21] who found that leadership had a negative impact on work-family conflict. This is also in line with the research of Li A. [4] who found that situational leadership was negatively related to work-

family conflict.

H5: Work-family conflict has a negative impact on job satisfaction.

Previous research that discussed the relationship between work family conflict and job satisfaction was the research of Sihalohe & Damrus [22] which found that work family conflict was negatively related to job satisfaction. This is also in line with research by Rajak A. [32] found that work family conflict was negatively related to job satisfaction.

H6: Distributive Justice through Work-family conflict has a negative impact on Job Satisfaction.

Previous research discussing work-family conflict justice and job satisfaction by [23] found that work-family-conflict was negatively related to job satisfaction and [26] research at PT. Port of Indonesia I (Persero) Medan. The results showed that partially work-to-family conflict had a negative and significant impact on job satisfaction.

H7: Situational Leadership through work-family conflict has a negative impact on job satisfaction.

Previous research discussing work-family conflict justice and job satisfaction by Putra [24] found that leadership (transformational, situational) through work-family-conflict was negatively related to job satisfaction and research by Agung *et al.* [25]. The results showed that partial situational leadership through work family conflict has a negative and significant impact on job satisfaction.

### III. RESEARCH METHODOLOGY

This research is included in associative research with the form of a causal relationship or cause and effect. According to Sugiyono [26] a causal relationship is a causal relationship. So, here there are independent variables (influence) and dependent variables (influenced). This means that the research focuses on the effect of distributive justice and situational leadership as independent variables through work family conflict as a mediating variable on job satisfaction as the dependent variable.

The place where this research was conducted is in the city of Jakarta, Indonesia, including employees of Bank Mandiri, BNI, Danamon, Permata, and BCA. Data analysis using Structural Equation Model Partial Least Square (SEM PLS) by evaluating the measurement model and structural model.

### IV. RESULT

#### A. Characteristics of the Respondent profile

##### 1) Respondents Based on Age

Based on the results of the study that of the 100 respondents studied, it shows that the age of 20-29 years has a percentage of 35%, the age of 30-39 years has a percentage of 46% and the age of >40 years has a percentage of 19%, thus that the respondents studied in the majority of female full-time workers in the banking sector in Jakarta are aged

from 30 to 39 years old by 46%.

##### 2) Respondents Based on Education

Based on the results of the study, it can be explained that respondents who are full-time female workers in the banking sector in Jakarta have the most recent educational background, namely bachelor's degree of 49%.

##### 3) Respondents Based on Child Age

Based on the results of the study, it can be explained that the data on full-time female workers in the banking sector in Jakarta who already have children under 10 years of age are the largest respondents, namely children aged 4 to 6 years as much as 39%.

### B. SEM-PLS Analysis Results

In this chapter, we will discuss the results of statistical data analysis using the Smart PLS program, namely the Outer model and Inner model tests.

#### 1) Convergent Validity Test

A convergent validity value is the value of the loading factor on the latent variable with its indicators. The value of convergent validity is used to determine the validity of a construct.

According to the general rule (rule of thumb), the loading factor indicator value 0.7 is said to be valid. However, in the development of new models or indicators, the loading factor value between 0.5-0.6 is still acceptable [27]. In this study, we use a limit of 0.5, so indicators whose loading factor values are above 0.5 are declared valid.

Here are the results of the validity test:

TABLE I: CONVERGENT VALIDITY TEST (STEP 1)

	KD (X1)	KK (Y)	KS (X2)	WFC (X3)
KD01	0.807			
KD02	0.872			
KD03	0.823			
KD04	0.841			
KD05	0.767			
KK01		0.785		
KK02		0.789		
KK03		0.826		
KK04		0.827		
KK05		0.435		
KK06		0.208		
KK07		0.827		
KK08		0.796		
KK09		0.841		
KK10		0.826		
KK11		0.694		
KK12		0.891		
KK13		0.829		
KK14		0.890		
KK15		0.882		
KK16		0.854		
KS01			0.707	
KS02			0.765	
KS03			0.353	
KS04			0.714	
KS05			0.747	
KS06			0.663	
KS07			0.048	
KS08			0.656	
KS09			0.754	
KS10			0.807	
KS11			0.685	
KS12			0.698	
KS13			0.689	
KS14			0.723	
KS15			0.760	

	KD (X1)	KK (Y)	KS (X2)	WFC (X3)
KS16			0.713	
WFC01				0.872
WFC02				0.943
WFC03				0.906
WFC04				0.875
WFC05				0.905
WFC06				0.090
WFC07				0.634
WFC08				0.908
WFC09				0.887

Source: Data processed with SmartPLS, 2021.

The table above shows the results of the outer loading test calculation using SmartPLS on the indicators for the four variables. The results can be seen as follows:

- Variable Distributive Justice (KD): all items are valid because the value of all factor loading is more than 0.5.
- Job Satisfaction Variable (KK): there are 2 invalid items, namely KK05 and KK06. This is because the value of the loading factor is less than 0.5.
- Situational Leadership Variable: there are 2 invalid items, namely KS03 and KS07. This is because the value of the loading factor is less than 0.5.
- Work-family conflict variable: there is 1 invalid item, namely WFC06. This is because the value of the loading factor is less than 0.5.

These invalid items will be deleted, in the model image in SmartPLS invalid indicators will be deleted, then the validity test is carried out again, namely, stage 2, the results are as follows:

TABLE II: CONVERGENT VALIDITY TEST (STEP 2)

	KD (X1)	KK (Y)	KS (X2)	WFC (X3)
KD01	0.807			
KD02	0.872			
KD03	0.823			
KD04	0.841			
KD05	0.767			
KK01		0.783		
KK02		0.785		
KK03		0.829		
KK04		0.828		
KK07		0.829		
KK08		0.794		
KK09		0.839		
KK10		0.827		
KK11		0.697		
KK12		0.895		
KK13		0.831		
KK14		0.889		
KK15		0.884		
KK16		0.856		
KS01			0.709	
KS02			0.764	
KS04			0.717	
KS05			0.748	
KS06			0.659	
KS08			0.652	
KS09			0.755	
KS10			0.809	
KS11			0.692	
KS12			0.702	
KS13			0.693	
KS14			0.721	
KS15			0.763	
KS16			0.709	
WFC01				0.872
WFC02				0.943
WFC03				0.905

	KD (X1)	KK (Y)	KS (X2)	WFC (X3)
WFC04				0.875
WFC05				0.906
WFC07				0.634
WFC08				0.908
WFC09				0.888

Source: Data processed with SmartPLS, 2021.

## 2) Inner Model Test Results

Testing of the inner model or structural model is carried out to see the value of R Square and test the influence between variables.

### 2.1) R Square Analysis

This analysis is to determine the percentage of endogenous construct variability which can be explained by exogenous construct variability. This analysis is also to find out the goodness of the structural equation model. The greater the R-square number, the greater the exogenous variable can explain the endogenous variable so that the better the structural equation.

The output results of the R Square value are as follows:

TABLE III: RESULT OF R SQUARE

	R Square	R Square Adjusted
KK (Y)	0.141	0.114
WFC (X3)	0.702	0.696

Source: Data processed with SmartPLS, 2021.

Based on the table above, the following results can be seen:

The R Square value of the Job Satisfaction variable is 0.141. This R-square value means that the variability of the Job Satisfaction construct which can be explained by the variability of the constructs of Distributive Justice, Situational Leadership, and Work-family conflict is 14.1% while the remaining 85.9% is explained by other variables outside the study.

- a. According to Ghazali and Latan [28], R2 values of 0.67, 0.33, and 0.19 mean that the model is strong, moderate, and weak. With this, it can be said that the effect is weak.
- b. The R Square value of the Work-family conflict variable is 0.702. This R-square value means that the variability of the Creativity construct which can be explained by the variability of the Distributive Justice and Situational Leadership constructs is 70.2% while the remaining 29.2% is explained by other variables outside the research.
- c. According to Ghazali and Latan [28], the R2 values of 0.67, 0.33, and 0.19 can be concluded that the model is strong, moderate, and weak. With this, it can be said that the effect is moderate.

### 2.2) Predictive Relevance (Q2)

It is also known as the Stone-Geisser. This test is carried out to show the model's predictive capability if the value is above 0. This value is obtained by the formula [29]:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) \dots (1 - Rp^2).$$

where R12, R22...Rp2 is the R-square of the exogenous variable in the equation model.

If  $Q^2 > 0$  indicates that the model has predictive relevance and if the value of  $Q^2 < 0$  indicates that the model lacks

predictive relevance [28]. Q2 test is calculated by using MS Excel. Obtained results: 0.744. Because the value is more than 0 then the model has predictive relevance.

2.3) Goodness of Fit Index (GoF)

To evaluate the overall structural and measurement model. This GoF index is a single measure used to validate the combined performance of the measurement model or external model and structural model or internal model. The purpose of the GoF assessment is to measure the performance of the PLS model both at the measurement stage and in the structural model by focusing on predicting the overall performance of the model which can be calculated by the following formula [30] in [29]:

$$GoF = \sqrt{AV \times E \times R^2}$$

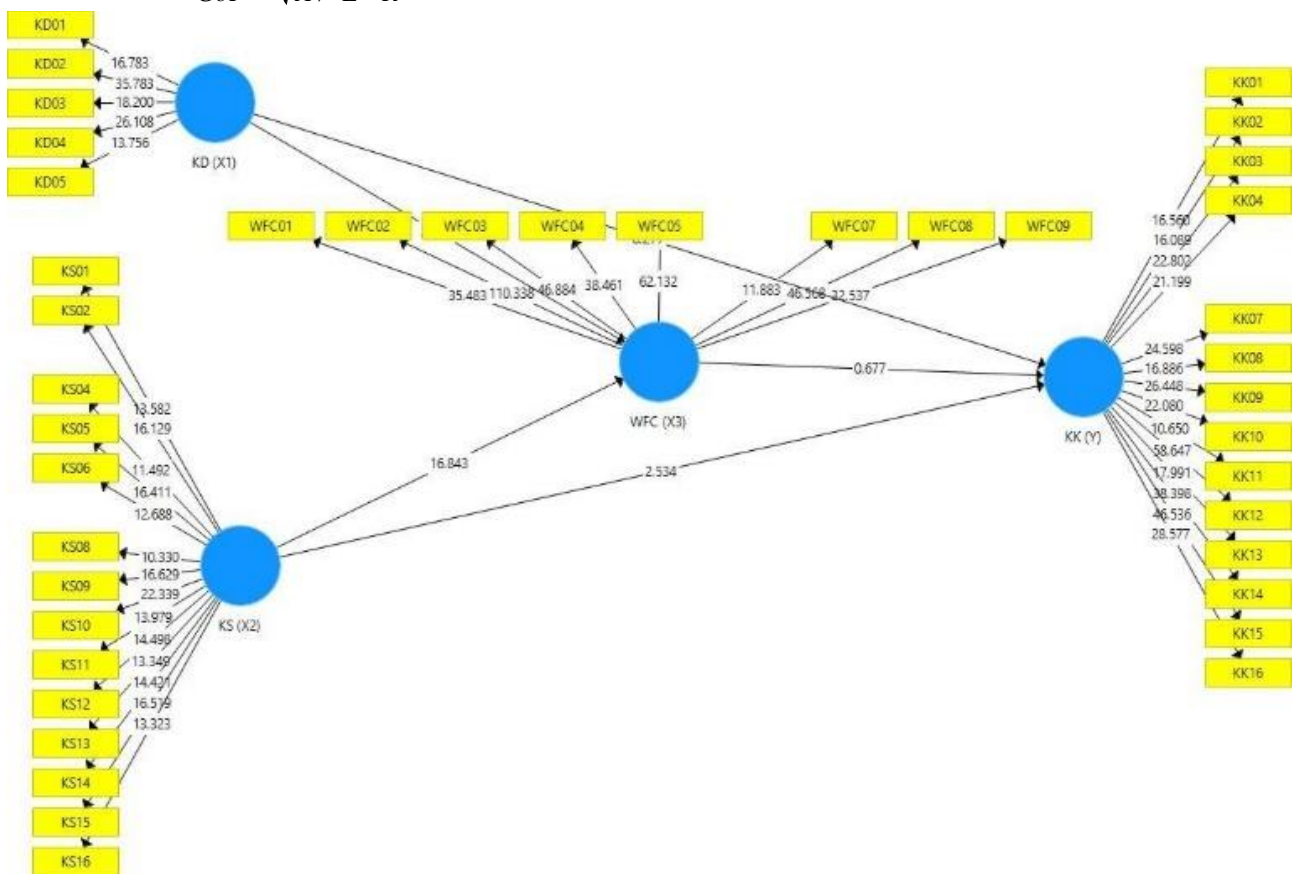


Fig. 2. Hypothesis Testing Image (Effect between variables).  
Source: Data processed with SmartPLS, 2021.

The table below presents the estimated output for structural model testing:

TABLE IV: RESULT OF DIRECT EFFECT HYPOTHESIS TEST

Hypothesis	Standard Value of Coefficient	T Statistic	P-value	Conclusion
H1 Distributive Justice > Job Satisfaction	0,039	0,277	0,782	No effect
H2 Situational Leadership > Job Satisfaction	0,470	2,534	0,012	Positive Impact
H3 Distributive Justice > Work-family conflict	-0,132	2,028	0,043	Negative Effect
H4 Situational Leadership > Work-family conflict	-0,774	16,843	0,000	Negative Effect
H5 Work family conflict > Job Satisfaction	0,144	0,677	0,498	No effect

Source: Data processed with SmartPLS, 2021.

The criteria for a value of 0.10 (GoF small), a value of 0.25 (GoF medium), and a value of 0.36 (GoF large) [28, p. 83].

GoF test is calculated by using MS Excel. The result is 0.528. So GoF is big.

C. Hypothesis Testing (Influence between Variables)

In this hypothesis testing stage, it will be analyzed whether there is a significant effect between the independent variables on the dependent variable.

Testing the proposed hypothesis is done by looking at the path coefficients which show the parameter coefficients and the statistical significance value of t. The significance of the estimated parameters can provide information about the relationship between variables. Limits to reject and accept the hypothesis using a probability of 0.05.

Conclusion:

1. Distributive Justice has no effect on Job Satisfaction in full-time female workers in the banking sector in Jakarta. This is because the t value < t<sub>Table</sub> (0.277 < 1.96) or P values > 0.05 (0.782 > 0.05), so Ho is accepted, and Ha is rejected.

2. Situational Leadership has a positive effect on Job Satisfaction in full-time female workers in the banking sector in Jakarta. This is because the value of t count > t<sub>Table</sub> (2.534 > 1.96) or P values < 0.05 (0.012 < 0.05), so Ho is rejected, and Ha is accepted. It has a positive effect because the positive coefficient value is 0.470, meaning that if situational leadership increases, job satisfaction will also increase.

3. Distributive justice has a negative effect on work-family conflict in full-time female workers in the banking sector in Jakarta. This is because the value of t count > t<sub>Table</sub> (2,028 > 1.96) or P values < 0.05 (0.043 < 0.05), so Ho is rejected, and

H<sub>a</sub> is accepted. It has a negative effect because the negative coefficient value is -0.132, meaning that if distributive justice increases, work-family conflict will decrease.

4. Situational Leadership has a negative effect on Work-family conflict in full-time female workers in the banking sector in Jakarta. This is because the value of  $t_{count} > t_{Table}$  ( $16.842 > 1.96$ ) or P values  $< 0.05$  ( $0.000 < 0.05$ ), so H<sub>0</sub> is rejected, and H<sub>a</sub> is accepted. It has a negative effect because the negative coefficient value is -0.774, meaning that if situational leadership increases, work-family conflict will decrease.

Note: For conclusions, numbers 5 and 6 will be discussed in the discussion of the test of the effect of the mediating variable below.

#### D. Test the Effect of Mediation Variables (Test Indirect Effect)

Testing the effect of the mediating variable is used to determine whether the mediating or intervening variable mediates the effect of the independent variable on the dependent or not.

The results of the path analysis or mediation effect test can be seen in the output of the Indirect Effect, if the P-value is less than 0.05 then there is a mediation effect [31].

The output results of the mediating variable influence test or indirect influence test are as follows:

TABLE V: RESULT OF INDIRECT EFFECT HYPOTHESIS TEST

Hypothesis	Standard Value of Coefficient	T Statistic	P-value	Conclusion
H6 Distributive Justice > Work-Family conflict > Job Satisfaction	-0,019	0,544	0,587	Not Mediating
H7 Situational Leadership > Work-family conflict > Job Satisfaction	-0,111	0,670	0,503	Not Mediating

Source: Data processed with SmartPLS, 2021.

The analysis results are as follows:

1. Distributive justice through work-family conflict has no effect on job satisfaction in full-time female workers in the banking sector in Jakarta. This is based on the test of the effect of the mediating variable. The P-value of the indirect effect of Distributive Justice on Job Satisfaction through Work-family conflict is 0.587, which is greater than 0.05.

2. Situational Leadership through Work-family conflict has no effect on Job Satisfaction in full-time female workers in the banking sector in Jakarta. This is based on the test of the effect of the mediating variable, the P-value of the indirect influence of Situational Leadership on Job Satisfaction through Work-family conflict is 0.503, which is greater than 0.05.

#### E. Discussion

##### 1) The Effect of Distributive Justice on Job Satisfaction

Based on the results of the study, it is known that distributive justice has no effect on job satisfaction in full-time female workers in the banking sector in Jakarta. Thus, the first hypothesis which states "Distributive Justice has a positive effect on Job Satisfaction in full-time female workers in the banking sector in Jakarta" is not proven and can be

declared not accepted.

Previous research that discussed distributive justice and job satisfaction by Irawan & Sudarma [16] showed the results of research partially distributive justice had a positive effect on job satisfaction.

##### 2) The Effect of Situational Leadership on Job Satisfaction

Based on the results of the study, it is known that Situational Leadership has a positive effect on Job Satisfaction in full-time female workers in the banking sector in Jakarta. This means that if situational leadership increases, job satisfaction will also increase.

Thus, the second hypothesis which states that "situational leadership has a positive effect on job satisfaction in full-time female workers in the banking sector in Jakarta" is proven and can be declared accepted.

Previous research that discusses situational leadership and job satisfaction by Solihin Mattalatta [18]. The results show that partially distributive justice has a positive effect on job satisfaction Putra *et al* [33] research also explains that situational leadership has a positive effect on the job satisfaction of hotel employees.

##### 3) The Effect of Distributive Justice on Work Family Conflict

Based on the results of the study, it is known that distributive justice has a negative effect on work-family conflict in full-time female workers in the banking sector in Jakarta.

Thus, the third hypothesis which states "Distributive Justice has a negative effect on work-family conflict in full-time female workers in the banking sector in Jakarta" is proven and can be declared accepted.

A previous study that discussed the relationship between organizational justice and work-family conflict was the research of Tziner & Sharoni [20] which found that organizational justice was negatively related to work-family conflict. This is also in line with Soroush Niknamian's research [20] which found that organizational justice is negatively related to work-family conflict.

##### 4) Effects of Situational Leadership on Work Family Conflict

Based on the results of the study, it is known that Situational Leadership has a negative effect on work-family conflict in full-time female workers in the banking sector in Jakarta.

Thus, the fourth hypothesis which states that "situational leadership has a negative effect on work-family conflict in full-time female workers in the banking sector in Jakarta" is proven and can be declared accepted.

Previous research that discussed the relationship between transformational leadership and work family conflict was the research of Nicholas Gillet *et al.* [21] which found that leadership was negatively related to work-family conflict. This is also in line with the research of Li A. [4] who found that situational leadership was negatively related to work-family conflict

##### 5) Effect of Work Family Conflict on Job Satisfaction

Based on the results of the study, it is known that work-family conflict has no effect on job satisfaction in full-time female workers in the banking sector in Jakarta.

Thus, the fifth hypothesis which states "Work-family conflict has a negative effect on job satisfaction in full-time female workers in the banking sector in Jakarta" is not proven and can be declared not accepted.

Previous research that discussed the relationship between work family conflict and job satisfaction was the research of Sihalohe & Damrus [22] which found that work family conflict was negatively related to job satisfaction. This is also in line with the research of Rajak A. [32] found that work family conflict was negatively related to job satisfaction.

#### 6) *The Effect of Distributive Justice on Job Satisfaction through Work Family Conflict*

Based on the results of the study, it is known that distributive justice through work-family conflict has no effect on job satisfaction in full-time female workers in the banking sector in Jakarta.

Thus, the fifth hypothesis which states "Distributive Justice through Work-family conflict has a negative effect on Job Satisfaction in full-time female workers in the banking sector in Jakarta" is not proven and can be declared not accepted.

Previous research discussing work-family conflict justice and job satisfaction by Utama & Sintaasih [23] found that work-family-conflict was negatively related to job satisfaction and Damrus & Sihalohe [22] research at PT. Port of Indonesia I (Persero) Medan. The results showed that partially work-to-family conflict had a negative and significant effect on job satisfaction.

#### 7) *The Effect of Situational Justice on Job Satisfaction through Work Family Conflict*

Based on the results of the study, it is known that Situational Leadership through work-family conflict has no effect on job satisfaction in full-time female workers in the banking sector in Jakarta.

Thus, the sixth hypothesis which states that "situational justice through work-family conflict has a negative effect on job satisfaction in full-time female workers in the banking sector in Jakarta" is not proven and can be declared not accepted.

Previous research discussing work-family conflict justice and job satisfaction by Putra [24] found that leadership (transformational, situational) through work-family-conflict was negatively related to job satisfaction and research by Agung *et al.* [25]. The results showed that partial situational leadership through work family conflict has a negative and significant effect on job satisfaction.

## V. CONCLUSIONS AND SUGGESTIONS

### A. Conclusions

Based on the results of research and data analysis in the previous chapter, several conclusions were obtained, namely:

1. Distributive Justice has no impact on Job Satisfaction in full-time female workers in the banking sector in Jakarta.
2. Situational Leadership has a positive impact on Job Satisfaction in full-time female workers in the banking sector in Jakarta. This means that if situational leadership increases, job satisfaction will also increase.
3. Distributive justice has a negative impact on work-family conflict in full-time female workers in the banking

sector in Jakarta. it means that if distributive justice increases, work family conflict will decrease.

4. Situational Leadership has a negative impact on Work-family conflict in full-time female workers in the banking sector in Jakarta. This means that if situational leadership increases, work family conflict will decrease.

5. Work family conflict has a negative effect on job satisfaction for full-time workers in the banking sector in Jakarta. This means that if work-family conflict increases, job satisfaction will decrease.

6. Distributive justice through work-family conflict has no effect on job satisfaction in full-time female workers in the banking sector in Jakarta.

7. Situational Leadership through Work-family conflict has no effect on Job Satisfaction in full-time female workers in the banking sector in Jakarta.

### B. Suggestion

After analyzing and observing all the existing limitations, the researcher provides the following suggestions:

#### 1) *For Organization*

1. It is recommended for companies to be able to implement work-life balance, which is a state of balance between two demands where the work and life of an individual are the same, in other words, do not ignore all aspects including work, personal, family, spiritual and social life.

2. Company leaders are advised to emphasize to their superiors the importance of clarity in assigning tasks such as explaining the rules of the game that must be obeyed by employees and explaining the priorities of various existing task targets.

#### 2) *For further research*

1. For further research, it is possible to develop a research model with a more varied population and sample so that it becomes useful input for the company.

2. For further research, more variables can be used, so that the research results will be more valid.

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