

The Influence of Distributive Justice Compensation and Transformational Leadership Style on Affective Commitment Employees

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ABSTRACT

The purpose of this study was to analyze the effect of compensation distributive justice and transformational leadership on the affective commitment of employees of PT. Rizky Artha Mulia Bersujud, South Borneo. The subjects in this study were employees of PT. Rizky Artha Mulia Bersujud with a minimum of 1 year work for the company. This research was conducted with a total of 115 respondents who had been determined using non-probability sampling techniques and distributed questionnaires to respondents using offline questionnaires. The analytical tool used by the author is multiple regression analysis technique with SPSS 16 as the application program. Based on the results of the study, it shows that compensation distributive justice and transformational leadership have a significant positive effect on affective commitment.

Keywords: compensation distributive justice, transformational leadership, affective commitment.

ABSTRAK

Tujuan penelitian ini adalah untuk menganalisis pengaruh keadilan distributif kompensasi dan kepemimpinan transformasional terhadap komitmen afektif karyawan PT. Rizky Artha Mulia Bersujud, Kalimantan Selatan. Subjek dalam penelitian ini adalah karyawan PT. Rizky Artha Mulia Bersujud minimal 1 tahun bekerja di perusahaan. Penelitian ini dilakukan dengan total 115 responden yang telah ditentukan dengan menggunakan teknik non probability sampling dan menyebarkan kuesioner kepada responden dengan menggunakan kuesioner offline. Alat analisis yang digunakan penulis adalah teknik analisis regresi berganda dengan program aplikasinya SPSS 16. Berdasarkan hasil penelitian menunjukkan bahwa keadilan distributif kompensasi dan kepemimpinan transformasional berpengaruh positif signifikan terhadap komitmen afektif.

Kata Kunci: keadilan distributif kompensasi, kepemimpinan transformasional, komitmen afektif

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INTRODUCTION

Human resources are important assets in an organization or company. In short, the understanding of human resources is an individual or someone who acts as an activator of an organization or company and functions as an asset that must be trained and developed capabilities. There are many important aspects in human resources such as competence, work

discipline, loyalty, fairness, motivation, commitment, and many more. Human resources are workers who work in a company or organization to full fill their daily needs. From this statement it is clear that the workforce works to get something from the company or organization where employees work, namely compensation. Workers clearly expect to get compensation that is appropriate or in accordance with what they provide to the company. This is one of the factors that motivates the workforce in carrying out the tasks given and makes the workforce fully committed to the company where employees work.

Commitment is something that affects the success of an organization or company. Commitment is something given by an employee to the company in accordance with the responsibilities they receive. According to Mathis and Jackson organizational commitment is a feeling of employees in which they believe and are willing to accept the goals of the organization and will remain or will not leave the organization or company where they work (Hackim & Dasmaselela, 2016). Employees with good commitment will be more responsible to the company where he works. They will give all their best abilities to achieve company goals because they believe and are confident of the company's goals. Commitment is proven not only by always surviving whatever happens in the company, but commitment is also proven by giving the best effort or the best ability and always loyal to the company (Riana & Wirasedana, 2016). Mowday, Porter, and Streers said that organizational commitment is a relationship between a person and the organization or employees and the company by displaying the characteristics of accepting the values and goals of the organization or company, wanting to do the best for the company or organization, and having the desire to remain located in the organization or company (Hackim & Dasmaselela, 2016).

According to Allen and Meyer said that there are three components that underlie the differences in one's commitment to others. The three components of commitment are affective commitment, normative commitment and continuance commitment. Normative commitment is a commitment that arises from an obligation. As a responsibility that must be done because it has been paid. While continuance commitment is a commitment that was born because someone needs an organization or company. Finally, affective commitment, a commitment that will be discussed in this study. Affective commitment is a commitment that appears related to emotional. Someone with affective commitment will give everything to the organization that is triggered by his emotional. They will be very obedient, loyal, and love the job and the organization or company where employee works. Affective commitment becomes a commitment that provides a positive atmosphere in a job. Employees who are affective

committed will do the work they are given with pleasure without coercion by any party. They know which responsibilities they must carry out and which rights they should accept. The affective commitment of employees that they have given to the organization or company will have an impact on the performance they provide. However, affective commitments given by employees are the result of the influence of several things that the company gives to these employees.

Understanding Affective Commitment based on Allen and Meyer (1990) in (Buciuniene & Skudiene, 2008) defines affective commitment is the emotional attachment of employees with an organization or company where he works where an employee identifies and enjoys membership in the organization. Thus, affective commitment includes three dimensions, namely: the development of emotional involvement, identification with the organization, and the desire to remain a member. There are so many ways to build or create organizational commitment, according to McShane (2008) in (Harianto, 2016) suggests five ways to build affective commitment as follows:

a) Justice and Support

The higher commitment in an organization or company is affective commitment, so that the organization tries to be able to meet the needs of employees and come up with values such as fairness, courtesy, forgiveness, and moral integrity (Palupi & Tjahjono, 2016; Tjahjono et al., 2019, Hadi et al., 2020)

b) Shared Values

The definition of affective commitment refers to a person's alignment with the organization, and the alignments will be very high if the employee believes that the values adopted are in line with the dominant value of the organization.

c) Trust

Trust refers to the positive expectations a person has of someone else in a risky situation. It is also a reciprocal activity, to gain trust then give trust.

d) Organizational Comprehension

Affective commitment is a person's favoring the organization, so it makes sense if the behavior is strengthened When employees understand the organization or company, including its past, present and future circumstances.

e) Employee Involvement

Employee involvement increases affective commitment by strengthening employee social alignments with the organization. Employees feel part of the organization When

the employee is given the authority to make decisions for the future of the organization and is psychologically bound to the organization that employs him through feelings such as loyalty and affection, for agreeing on organizational goals.

Affective commitment has several indicators in the organization or company. There are five indicators (Harianto, 2016):

a) Loyalty

Loyalty is employee loyalty to the organization where the employee works. Loyalty is needed by the organization because without employee loyalty, the organization will face a problem.

b) Proud

Each employee has a sense of pride in the organization. This sense of pride drives employees to have high work motivation and have an impact on loyalty.

c) Participation

An employee who has a high commitment to the organization will provide ideas or ideas that are creative and innovative for the progress of the organization.

d) Thinks the Organization is The Best

Highly committed employees will assume that the organization at work is always the best.

e) Emotional Attachment

Highly committed employees will feel sick when the workplace organization is viewed negatively.

At present, companies are competing to increase production or company performance by recruiting a large workforce. However, problems arise that are detrimental to the workforce and will also harm the company. The problem is the incompatibility between the provision of compensation and the tasks or work given to the workforce. As we have seen, there are often demonstrations from workers who feel the compensation they receive does not match the work they have given to the company.

Compensation is important for employees to meet their needs, because the size of the compensation will affect the motivation and commitment of employees towards their work. (Werther and Davis in Wibowo, 2010: 348). Compensation is also important for the organization itself, because compensation is a reflection of how the organization's efforts to maintain employee performance. According to Rivai (2009: 357) said that compensation can be in the form of direct compensation (wages, salaries, bonuses or commissions) or indirectly

(holidays, insurance, child care, religious care, etc.). According to Steers & Porter (1991) that the level of work performance of employees has to do with the compensation system implemented by the organization or company where they work. Providing improper and inappropriate compensation will affect a person's performance, commitment and motivation. Inaccuracy and incompatibility of compensation are caused by: (1) giving a type of compensation that is less attractive or not in accordance with expectations, (2) giving an inappropriate award that makes workers feel that the award is not attractive to obtain.

Colquitt (2017) argues that distributive justice is the suitability of the results obtained based on what has been given with the comparisons obtained by other people. Steven L (2014) says distributive justice refers to a person's view of the results obtained by a person regarding the results obtained based on the contribution that has been given and comparing the results that others can based on the contribution.

Distributive justice compensation in this study is an independent variable or variables that explain and influence other variables. According to Schermerhorn (2002) states that distributive justice is a condition where all people are treated equally in a company or organization in accordance with applicable laws or policies, regardless of race, ethnicity, gender, age, or other demographic characteristics (Aninda, Putrawan & Santosa, 2018). In addition, McShane and Von Glinow (2010) also state that distributive justice is perceived justice by individuals based on the ratio between the results obtained and the contribution made to the organization that compares them with the results obtained with the contribution made to the organization that is felt by others (Aninda, Putrawan, & Santosa, 2018). Colquitt's research (2017) argues that distributive justice is a conformity of the results obtained by someone based on what has been given by looking at the results obtained by others. Distributive justice refers to a person's perception of the results obtained in accordance with the contribution that has been given to the organization by comparing with the results that other people get according to the contribution they make to the organization (Palupi et al., 2014).

With appropriate distributive justice compensation can also increase the motivation of these employees in working in the company. Besides the importance of compensation for employees is very influential on the ability and performance. Many organizations consider compensation such as salary or wages to be the main factor influencing employee performance beyond bonuses, incentives, health benefits, holiday benefits, meal allowances, leave fees and others. This also relates to increasing employee motivation in employee performance and commitment in an organization or company. In a sense, compensation in accordance with what

employees do at the company will increase employee motivation to provide good performance or ability. Distributive justice is compensated appropriately and in accordance with the expertise, abilities, and good results given by employees. An appropriate compensation system, especially in relation to increasing employee motivation, by adjusting compensation according to the results provided is something that the company must pay attention to.

The role of a manager or company leader is very important in creating enthusiasm and passion for the work of its employees. Leaders must be able to explain the company's vision and mission well and provide direction to their employees to complete company goals. In addition, leaders must also be able to be an example, role model, and inspiration for their employees. Thus, the leadership style that is applied it will produce employees who are capable, skilled, and committed to the company (Adawiyah, et al., 2016). the role of the leader is also important in increasing employee commitment to the company. A good leader must have a leadership style that can encourage his employees to become better and professional at work. The thing that can affect employee commitment is the leader of the organization or company. As a leader, the behavior of the leader will be an example and influence the behavior of its employees (Aninda, Putrawan, & Santosa, 2018). As a leader must also be able to act as the closest mediator in a trusted work environment to ensure that employees are satisfied and continue to be committed to the company. Thus, the leader must be very understanding of the impact that will occur from his behavior on the perception of employees in the workplace, or even the organization as a whole, and adjust the leadership behavior to increase the commitment of employees.

Naim & Lenka, (2018) commented that in an organization, leaders play an important role in shaping everything in a company or organization. Examples are organizational culture and employee attitudes at work, which in turn make it responsible for creating commitment among employees towards the organization. Studies have identified four of the most common leadership styles in the past that have had a strong influence on the level of commitment of employees towards their organizations, which include transformational, democratic, transactional, and autocratic leadership styles (Ali, Ali, & Sheraz, 2020).

Leadership is the use of the power and influence to direct the activities of followers toward goal achievement (Colquitt, 2015). Based on James L. Gibson in (Aninda, Putrawan, & Santosa, 2018) leadership is an attempt to use influence to motivate individuals to accomplish some goal. Transformational leadership style in this study is an independent variable or variables that influence. According to James L. Gibson, et al. (2012) that leadership

is an action taken by someone to be able to give influence to motivate their subordinates in achieving the stated organizational goals (Aninda, Putrawan, & Santosa, 2018). Colquitt, LePine, Wesson (2017) revealed that leadership is the act of a leader in utilizing the power and influence he has to direct his subordinates to achieve a goal. Another opinion was also given by Schemerhorn (2002) leadership is the process of influencing others and the process of providing facilities together in achieving common goals (Aninda, Putrawan, & Santosa, 2018; Tjahjono et al., 2018).

In this study the leadership style used is the transformational leadership style. According to Grant (2012) transformational leadership style is a leader who has creative thinking, innovators, and motivators who ensure their employees work according to the direction given, listen to the aspirations of their employees and enable their employees to do their work as comfortable as possible according to organizational goals (Mayowa-Adebara, 2018). In transformational leadership there is a bond that exists between leaders and those who are led to grow together for the better. They do something not because they are only paid or take and give, but they both give. In the long run, this transformational leadership will give birth to new, better leaders. In other words: a leader gives birth to a leader. Steven McShane (2009) states that transformational leadership has four elements, namely: creating strategic vision, communicating vision, modeling vision, and building commitment to achieving vision (Aninda, Putrawan, & Santosa, 2018).

Transformational leaders have the following attributes or behaviors:

- a) Idealized influence, leads to leadership behaviors in which followers strive beyond what is imagined. Followers admire, respect and trust the leader.
- b) Inspirational motivation, the leader gives the team enthusiasm for work, increases the cooperation and enthusiasm and optimism of the employees and colleagues.
- c) Intellectual stimulation, provide support to followers to be more innovative and creative and encourage followers to provide new ideas and methods for organizational input.
- d) Individual consideration, leaders pay special attention to followers to achieve and develop by positioning themselves as advisors or can be said to be mentors at work.

Hoy and Miskel (2013) define that transformational leader are proactive, because of this he can inspire and increase employee awareness about the interests of the organization or company and help him achieve better work results. Furthermore Daft (2010) also explained that transformational leaders are respected and respected leaders because of their ability to provide innovation and change (Aninda, Putrawan, & Santosa, 2018).

RESEARCH METHOD

The research object is PT. Rizky Artha Mulia Bersujud, Batulicin South Borneo with one hundred fifteen participated or employee in this research. The sampling technique used in this research is non-probability sampling, with the purposive sampling sample's determination. This technique rely on researchers own judgment related the goal of research (Tjahjono, 2015). The requirement that the respondents must have fulfilled is work in PT. Rizky Artha Mulia Bersujud minimum 1 year length of work. Data collection techniques used is distributed questionnaires to respondents offline or paper based. The scale used is rating scale, which is likert scale. The analytical tool used for this study is multiple regression analysis with SPSS 16.00 as an application program. While the instrument quality test used was a validity test and reliability test.

Hypothesis Development

Compensation must be given fairly and equitably, because employees tend to compare the amount of compensation based on the work that has been given and compare the amount of compensation received with other employees in accordance with the work provided by other employees. Management of a good compensation system can result in employees feeling injustice and feeling dissatisfied. If employees feel that the benefits received are not in accordance with the employee's job, this can affect the employee's decision about how hard they will work and how loyal they are to stay in the company. Distributive justice is an action carried out by an organization or company in the absence of partiality to any party in the distribution of rewards and recognition from the company. In the case of distributive justice compensation, a company must pay attention to the value of fairness or justice to give employees compensation in accordance with the work they provide. Employees who feel given justice by the company will do the best for the company and will begin to grow emotional feelings towards the company. This clearly will make employees committed to being in the company because employees already feel emotionally attached to the company. Employees who feel that they have received fairness from the distribution of rewards, then they tend to be loyal to the company because they have an emotional attachment to the company and feel that the company is in accordance with their values and goals.

Research conducted by Dwi and Ahyar states that distributive justice has a positive and significant effect on employee affective commitment. Likewise, the research of Tjahjono, Palupi, and Dirgahayu (2015) explains the positive effect of distributive justice on employee

commitment. In a study conducted by Tjahjono & Palupi (2017) of industrial employees in Yogyakarta, found that organizational justice has a significant relationship to the commitment of an employee. Research conducted by Dehkordi et al. (2013) found that organizational justice had a positive and significant effect on organizational commitment (Indrayani & Suwanda, 2016). Lack of fairness in a company or organization can result in lack of commitment given by employees to the company.

H1: Distributive justice compensation has a positive and significant effect on employee affective commitment.

The role of a leader is needed to create enthusiasm and passion for all employees. Leaders must be able to explain the vision and mission of the organization well and direct employees to clear goals. A leader must be able to convey tasks and targets clearly, be an example and inspiration, create a pleasant work atmosphere, receive complaints and discuss, and provide motivation for employees to move forward. Basically, employee commitment can be influenced by various things, one of which is the role of leadership in the organization. Leadership style is something that is done by company leaders in using power or influence well to regulate and direct their employees in accordance with company values and goals. In this research, transformational leadership style is what we want to study. Transformational leadership style is the behavior of a leader who can inspire and be an example of his employees. Transformational leadership styles can be used by leaders as a way to build employee commitment. According to Yu, Leithwood, and Jantzi (2002) suggested that transformational leadership has a significant effect on employee commitment to organizational change (Ahmad & Gelaidan, 2011). Other studies from Lok & Crawford (1999) produce a significant correlation between leadership style awareness and commitment (Clinebell, Skudiene, Trijonyte, & Reardon, 2013).

H2: Transformational Leadership Style has a significant positive effect on affective commitment.

Based on the explanation above, it can be seen that compensation distributive justice and transformational leadership have a relationship with affective commitment. various studies show the relationship between variables. Hence, the development of the third hypothesis to be compensation distributive justice and transformational leadership simultaneously affects affective commitment.

H3: Distributive justice of compensation and Transformational Leadership has a significant positive effect on employee affective commitment.

Based on the explanation above, the research model in this study is:

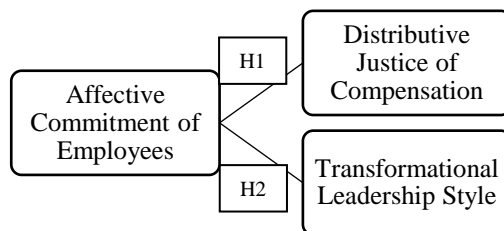


Figure 1. Research Model

RESULTS

Table 1. Multiple Regression Results

Variables	Coefficient	Sig
Constant	1.403	0,163
Distributive Justice Compensation	4.325	0,000
Transformational Leadership	4.668	0,000
Adjusted R-Square	0,653	
F-Statistics	108.390	0,000
F Table	3,08	

Based on table above, the results of multiple regression analysis on Distributive Justice of Compensation against Affective Commitment are 0.000 for a significant value, which means <0.05 and the t-value is 4.325, where the value is > t table which is 1.98137. From these results it can be concluded that **Hypothesis 1 is accepted**. Distributive Justice of Compensation has positive significant on affective Commitment or Distributive Justice of Compensation influence the Affective Commitment.

Based on table, for the second hypothesis, the results of multiple regression analysis on Transformational Leadership against Affective Commitment produce a significant value of 0.000, which means <0.05 and the t-count value of 4.668, which is > t table which has a value of 1.98137. **From these results it can be concluded that Hypothesis 2 is also accepted**. Transformational Leadership has a significant positive on affective commitment or Transformational Leadership influence affective commitment.

Based on the results from table above, the results of ANOVA analysis or F-Test obtained a significant result of 0.000 which is <0.05 and the calculated f value is 108.390 which is more than the f table 3.08. **From these two results it can be concluded that the hypothesis**

3 is accepted. X1 and X2 have a simultaneous effect on Y. Distributive Justice of Compensation and Transformational Leadership has significant positive on Affective Commitment or Distributive Justice of Compensation and Transformational Leadership has influence Affective Commitment.

CONCLUSSION

Based on the results of this study, the results obtained are that the distributive justice of compensation from company leaders has a positive effect on affective commitment and transformational leadership given by company leaders to employees has a positive effect on employee affective commitment. After this research, I can see that the distributive justice of compensation in this company has been carried out well and is given fairly, and the leadership style adopted by the leadership is well accepted by the majority of employees. Even so, based on the results of the questionnaire that I have distributed, there are still some employees who are not satisfied with the fairness of the company's distribution, especially in compensation and do not match the leadership style given by the company leadership. Overall, the results of this study indicate that the company has treated employees well in accordance with the applicable company operational standards and in accordance with the labor standards given to the company. From this research, it can be seen that employees are an important company asset that must be considered for their needs, comfort and motivation in their work. In addition, justice for employees with one another must be in accordance with the work given. Employees must receive what is in accordance with what they provide to the company. The leadership style given by the leadership also affects employee morale and employee comfort. With the good leadership style given by the leadership, employees will feel comfortable working in the company and give the best in their work. With good distributive justice compensation and appropriate transformational leadership for employees, this will make employees feel motivated and comfortable in the company and they will create a sense of love for the company or an affective commitment to survive working in the company.

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