

The Effect of Distributive Justice, Procedural Justice of Compensation and Emotional Intelligence on Affective Commitments

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Abstract

This research determines the distributive justice of compensation, procedural justice of compensation and emotional intelligence on affective commitment. The populations of this study are 115 non-managerial employees of three BMT in Yogyakarta. This study uses quantitative methods and SEM (Structural Equation Modeling) is used to analyze the data collection which is operationalized by the AMOS 21 application program. The results of this study indicate that distributive justice and emotional intelligence have a significant positive effect on affective commitment while procedural justice compensation has no effect on affective commitment.

Keywords: *Distributive justice, procedural justice, emotional intelligent, and affective commitment, compensation*

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1. INTRODUCTION

One problem that is often faced by a company is the compensation system that is applied. This is also a problem for *Baitul Maal wa Tamwil* (BMT) which in fact is engaged in the Islamic finance industry. The issue of compensation is seen as one of the challenges that must be faced by the management of an Islamic financial institution (BMT) because compensation now tends to be seen to determine the standard of living and social position in society and related to human dignity. Compensation is often associated with the quantity, quality, and benefits of services provided by employees in the company so that conflicts between companies and employees in providing compensation often occur (Kadarisman, 2012). Therefore, the compensation should be based on the employee's needs or the value of the work

Compensation is important for employees because the amount of compensation reflects the size of the value of their work among the employees

themselves, their families, and the community. On the other hand, the compensation program itself is also important for the company because it reflects the company's efforts to maintain human resources or that employees have a high commitment to the company (Handoko, 1994). The underlying factor for an employee to work optimally is fairness in compensation, a company is said to be able to provide the best service for what is generated, one of which depends on the ability of employees to contribute to the company, because indirectly with the compensation aspects applied by the company make employees motivated to provide maximum work results, so for companies to be able to understand what their employees expect, be able to empower properly so that it is in line with the commitments that each employee has.

Every company and BMT as Islamic financial institutions have rights and obligations that must be fulfilled as well as employees, one of which must be

a commitment to achieve common goals, because committed employees will be willing to strive to achieve the company's goals (Dewi, 2013). The commitment that is expected by the company is affective commitment, because this commitment is related to the emotional ties of an employee who has the same vision and mission with his company, so for companies such employees are very helpful for the continuity of quality human resources for the company. One of the problems faced by a company in the 21st century is in the compensation system applied, that today the problem of compensation is seen as one of the challenges that must be faced by the management of a company.

Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Compensation can be divided into two, namely: direct compensation (direct compensation) in the form of salary, wages, and incentive pay, indirect compensation (indirect compensation) or (employee welfare) or employee welfare (Hasibuan, 2001). Justice is a thought that arises when people accept something that they and those around them are entitled to (Runing 2011). Whereas distributive justice is defined as the perception of fairness over how rewards are distributed among employees (Greenberg and Baron, 2003; Dwi and Ahyar 2008).

According to Greenberg and Baron (2003), procedural justice is defined as the perception of fairness over decision making in organizations (Widya, 2014). Cooper (2002) suggested that emotional intelligence is an ability to feel, understand, effectively apply emotional power and sensitivity as a source of energy, information, connections, and humane influence.

Interrelationship between Distributive Justice of Compensation and Affective Commitments

Research on distributive justice shows that individual perceptions of fairness about the distribution that they will obtain affect their attitudes and behavior. (Schminke et al., 1997). The theory states that people will compare the ratio of outcomes to inputs with the ratio of outcomes to inputs of others (Colquitt et al, 2006; Runing, 2011). If the comparison turns out not to be the same, those who have a higher ratio will feel guilty because they are paid too high, while those who have a lower ratio feel angry because they are paid less. Based on that

statement, people assume that higher or lower payments are equally cause of injustice.

Interrelationship between Procedural Justice of Compensation and Affective Commitments

Tang and Baldwin (1996) state that if employees can be guaranteed with fair procedural treatment, they tend to be more loyal, which is a sign of commitment (Runing, 2011). Kwon et al (2008) suggest that employees who participate in the decision process make them feel they have better information about the wage system so that it leads to a higher level of commitment to the organization and greater control over the wage system. Thus, employees' perceptions of fairness towards pay procedures are related to employee positive attitudes such as trust in management and organization. If employees perceive fairness in the decision-making process in allocating wage levels, this will increase employee work commitment.

Interrelationship between Emotional Intelligence and Affective Commitments

In an organization, emotional intelligence is very important in determining employee commitment. Various kinds of theories and previous research reinforce it where organizational support theory can explain the emotional commitment of employees to the organization (Eisenberger et al, 1986; Shore and Tetrick, 1991; Han et al, 2012; Nugraha et al, 2012). This approach assumes that to meet the needs of social emotions and assess organizational readiness, employees will form a basic belief in the extent to which the organization assesses the contribution and concern for employee welfare. In a study conducted by Han et al (2012), it was found that Affective Commitments owned by employees were more likely to show long-term emotional attachment to employees and their organizations.

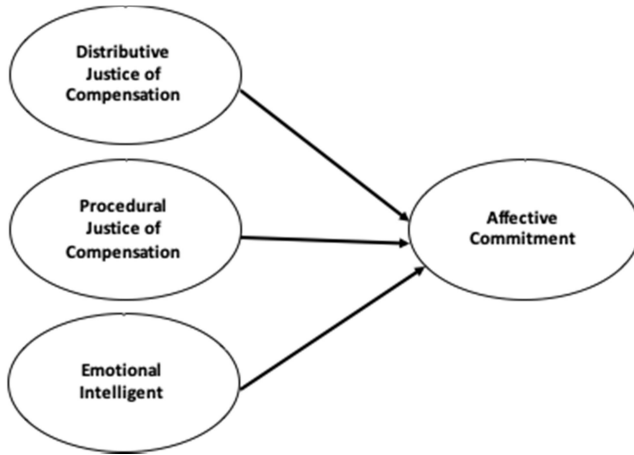
Cooper and Sawaf (2000) state that emotional intelligence includes the depth of emotions, which includes a commitment to harmonize life and work and career with the potential and unique talents possessed. High emotional intelligence will increase one's commitment in a career. They further explained that emotional intelligence inspires, motivates and guides someone to make a commitment in a career. Based on the theoretical foundation and previous research, the hypothesis and theoretical framework in this study are as follows:

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

H2: Procedural justice compensation has a significant positive effect on affective commitment.

H3: Emotional intelligence has a significant positive effect on affective commitment.

Research Framework



2. RESEARCH METHODS

This type of research is quantitative explanatory research that aims to explain the relationship between research variables. This study aims to see how far the independent variables affect the dependent variable. This study explains the effect of distributive justice compensation variables (X1), procedural fairness compensation (X2), emotional intelligence (X3) on affective commitment (Y) as the dependent variable. The population studied was 115 employees at three BMTs in Yogyakarta, namely BMT Beringharjo, BMT Al-Ikhlash, and BMT Bina Ihsanul Fikri.

Operational Definitions of Variables

Distributive justice is the perception of fairness how rewards are distributed among employees (Greenberg and Baron, 2003; Dwi and Ahyar, 2008).

Procedural justice is related to employees' perceptions of the policies and procedures used in determining the outcome of a company (Greenberg and Baron, 2003; Intan, 2014).

Emotional intelligence is an ability to feel, understand, effectively apply emotional power and sensitivity as a source of humane energy, information, connections, and influence (Cooper, 2002).

Test and Measurement

The validity test in the study is explained as a degree of accuracy of the measuring instrument of the study about the actual core being measured (Ghozali, 2011; Dahri, 2015). Validity Test to test whether the

questions on the questionnaire can measure what you want measured from the data to be examined can be known valid or invalid, A questionnaire is said to be valid if the question is able to reveal something that will be measured by the questionnaire. Test the validity of the questionnaire can be done by calculating the partial correlation of each indicator of a variable with the total variables studied.

Reliability test is the degree of accuracy, accuracy, or accuracy aimed at the measurement instrument where the test can be done internally, namely testing by analyzing the consistency of the questions. This test uses the coefficient method "Cronbach Alpha" where if the value of Cronbach's alpha > 0.6, the respondent is declared reliable, because the instrument used is a questionnaire using a liker scale that has a value between 1 to 5 (Ghozali, 2011).

Data analysis technique used in this study uses Structural Equation Modeling (SEM), according to Ghozali (2014) SEM is a combination of two separate statistical methods, namely factor analysis developed in psychology and psychometrics and the simultaneous equation model developed in econometrics. The application program used for SEM analysis is AMOS version 21.0. Testing the goodness of fit model is done before testing the research hypothesis. Testing for goodness of fit is done by looking at several indexes of goodness of fit, such as absolute goodness of fit, incremental goodness of fit and parsimony goodness of fit. Absolute goodness of fit is the most important feasibility index in the tiered causality model.

A common estimation method in SEM is maximum likelihood estimation. The main assumption for this method is multivariate normality for all exogenous variables, the goal of using Amos is that we can match our model with available data, providing the best estimates of parameters that vary greatly based on minimizing the function that performs an index of how well models, and are subject to pre-defined controls, and measurement of the model's goodness of fit to help evaluate the suitability of the model. Parts of the model that do not meet the test requirements are model modifications, after the model is estimated, the residual must be small or close to zero and the frequency distribution of the residual covariance must be symmetrical. A good model has a small standardized residual variance, the number 2.58 is the limit value of the

standardized residual variance which is interpreted as statically significant at the 5% level and shows a substantial predictor error for a pair of indicators. When the model has been declared accepted and the model can be modified to improve the theoretical explanation or goodness of fit.

3. RESULT AND DISCUSSION

3.1. Result

Respondents in this study were described through gender, age, education, and years of service. The respondent's identity can be seen in the following table:

Note	Amount	Percentage
Gender		
1. Male	57	49,6
2. Female	58	50,4
Total	115	100
Age		
1. 20-30 years	40	34,7
2. 30-40 years	57	49,6
3. 40-50 years	18	15,6
Total	115	100
Education		
1. D1	3	2,6
2. D3	15	13,0
3. S1	85	73,9
4. S2	3	2,6
5. SMA	9	7,8
Total	115	100
Years of service		
1. 1-11 month	4	3,5
2. 1-10 month	92	79,9
3. 11-20 month	19	16,5
Total	115	100

Source: results of data processing

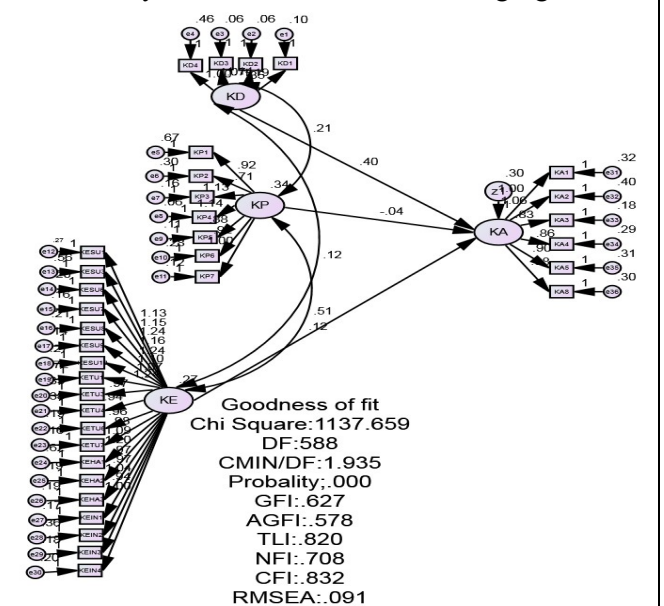
From the table above it can be seen that male respondents are 57 and the rest are female as many as 58. The majority of respondents aged 30-40 years is 49.6%, the minority of respondents aged 40-50 years with 15.6%. The majority of respondents' education level is S1 with 73.9% and minority is S2 with 2.6% while for the majority of working years is 1-10 years as much as 79.9%, minority of respondents have a working period of 11-11 months with 3.5%.

Goodness of Fit Index test results

Goodness of Fit Index	Cut off Value	Hasil Analisis	Evaluasi Model
X ² Chi-square	It is expected that small X ² with df = 588 is 645.5207	1137,659	Bad
X ² -significance probability	≥ 0,05	0,000	Bad
RELLATIVE X2 (CMIN/DF)	≤ 2,00	1,935	Good
GFI	≥ 0,90	0,627	Bad
AGFI	≥ 0,80	0,578	Bad
TLI	≥ 0,90	0,820	Marginal
NFI	≥ 0,90	0,708	Marginal
CFI	≥ 0,90	0,832	Marginal
RMSEA	≤ 0,08	0,091	Marginal

Source: results of data processing

The results of data processing for full SEM model analysis are shown in the following figure:



Source: results of data processing

The results of the analysis at X² Chi-square with a value of 1137,659 showed a poor level of acceptance because it did not meet the minimum requirements smaller than the cut off value criteria of 645.5207. X²-significance probability with a value of 0.000 indicates a level of poor acceptance because it does not meet the minimum cut-off value that is equal to ≥ 0.05. The results of the analysis on CMIN / DF showed a good level of acceptance, which was 1.935,

fulfilling the minimum requirement, namely cut off value, which was ≤ 2.00 . The results of the analysis on GFI, and NFI, indicate the level of bad acceptance because it does not meet the minimum cut-off value requirement of ≥ 0.90 , as well as the RMSEA shows the level of bad acceptance because it does not meet the minimum cut-off value requirement of ≤ 0.80 .

Hypothesis testing

Hypothesis test results

Variabel		Variabel	Estimate	S.E.	C.R.	P	Keterangan
KA	<---	KD	.404	.141	2.869	.004	Significant
KA	<---	KP	-.043	.133	-.324	.746	Not Significant
KA	<---	KE	.508	.136	3.746	***	Significant

The estimated parameter of the relationship between distributive equity compensation and affective commitments was obtained at 0.404. Testing the relationship between the two variables shows CR = 2.869 with a probability of 0.004 ($p < 0.05$). Thus hypothesis 1 is accepted because there is a significant positive relationship between distributive justice in compensation with affective commitment. This is reinforced by the results of data processing which shows the value of probability 0.004 has met the requirements < 0.05 and CR value of 2.869 has met the requirements $\geq \pm 1.96$. So, it can be concluded that distributive justice in compensation has a significant positive effect on affective commitment.

The estimated parameter of the relationship between compensation procedural fairness and affective commitment is -0.043. Testing the relationship between the two variables shows that CR = -0,324 with a probability of 0.746 ($p > 0.05$). Thus hypothesis 2 is rejected because there is no significant positive relationship between compensation procedural justice with affective commitment. This is reinforced by the results of data processing which shows the probability value of 0.746 does not meet the requirements < 0.05 and the value of CR-0.324 does not meet the requirements $\geq \pm 1.96$. So, it can be concluded that procedural fairness of compensation does not have a significant positive effect on affective commitment.

The estimated parameter of the relationship between emotional intelligence and affective commitment was 0.508. Testing the relationship between the two variables shows CR = 3,746 with a probability of 0,000 ($p > 0.05$). Thus hypothesis 3 is

The results of the analysis on AGFI show the level of poor reception because it does not meet the minimum cut-off value that is equal to ≥ 0.80 . The results of the analysis on TLI, and CFI show the level of marginal revenue almost meets the cut off value of sebesar 0.90.

accepted because there is a significant positive relationship between emotional intelligence and affective commitment. This is reinforced by the results of data processing which shows the probability value of 0,000 meets the requirement < 0.05 and the CR value of 3.746 meets the $\geq \pm 1.96$ requirement. So, it can be concluded that emotional intelligence has a significant positive effect on affective commitment.

3.2. Discussion

Distributive Justice of Compensation on Affective Commitments

The results of this study indicate that distributive justice in compensation has a significant positive effect on affective commitment, meaning that the higher the perception of distributive justice in compensation to companies, the affective commitment will increase. Vice versa.

The results of this study are consistent with Ramamoorthy and Froot (2004), which states that distributive justice has a positive and significant effect on affective commitment. This is in line with research conducted by Dwi and Ahyar (2008) on employees in Indonesian foreign companies which stated that distributive justice had a significant positive effect on affective commitment.

Researchers' observations regarding the distribution of compensation for these three BMT employees tend to have felt the distribution according to their expectations, in Beringharjo BMT in providing basic employee salaries at the beginning of the month and also a bonus if they exceed the target given per month on the 25th, employees also get facilities from BMT such as permission to leave, and at BMT Al-Ikhlas all the results of services both

bonuses and salaries are directly distributed to the accounts of each employee according to the date determined by management and disseminated to employees who will receive them, and the distribution of compensation to BMT BIF in the form of salary principal, benefits and rewards (bonus money, goods) given to employees who excel both in performance, and who are highly committed to the BIF BMT, the gift is combined with the salary given every month, and in its application of the three BMTs have distributed compensation in accordance with management provisions and employee expectations.

Procedural Justice of Compensation on Affective Commitments

The results of this study indicate that procedural fairness of compensation has no effect on affective commitment. It is perceived that distributive justice is dominant in explaining employee perceptions and fulfilling employee expectations regarding compensation. As a result, compensation procedures tend not to be significantly disputed in employee perceptions. According to Sweeney and McFarlin (1993) in Tjahjono (2011), distributive justice takes a more dominant role in explaining the satisfaction felt by employees from compensation received so that it will indirectly increase the commitment of an employee.

This study is also consistent with research conducted by Dwi and Ahyar (2008) which states that procedural fairness of compensation does not have a significant positive effect on affective commitment to employees. This is also in line with research conducted by Lewis (2013) which states that procedural fairness of compensation does not have a significant positive effect on organizational commitment. The simultaneous SEM aggregate results show that compensation procedures are not a big problem because the distribution of compensation represents what employees want, considering that the three BMTs are large BMTs in Yogyakarta and have implemented regional minimum wage standards in the Yogyakarta region.

The results of researchers' observations regarding the application of procedural compensation at each BMT are the same and there is only one line of command, namely managerial only in its application. The average employee does not fully understand the procedures established by the BMT, each employee's understanding of the procedures in

each BMT is different, and the problem is focused on uneven socialization, and therefore must be socialized as much as possible so that every understanding employees are evenly distributed and there is no overlap or misunderstanding regarding compensation determination procedures.

Emotional Intelligence on Affective Commitments

The results of this study indicate that emotional intelligence has a significant positive effect on affective commitment, meaning that the ability to manage emotions and self-control is one of the factors that influence a person in increasing commitment to work. This research is supported by research conducted by Cooper and Sawaf (2000) which states that a person with the ability to manage emotions can continue to increase commitment to work. Employees' perception that they tend to do all the work with self-awareness and high discipline in the company because it has commitment. This research is consistent with research conducted by Brown et al (2003) which states that emotional intelligence is interrelated and positively influences career commitment.

The results of researchers' observations about emotional intelligence in all BMT employees are reflected in good attitudes between employees and other members, one of which is also shown by the way employees serve customers patiently in Beringharjo BMT there are employee gathering activities as well as BMT Al-Ikhlas and BMT BIF to remind and establish good relationships between BMT members by carrying out activities for their employees according to the established agenda. This activity aims to improve good relations between employees, so that they understand each other's personal character and work environment. That is what makes one of the reasons employees are committed to BMT. Conclusion.

4. CONCLUSION

Based on the research results, the following conclusions can be drawn: The results of this study indicate that distributive justice in compensation has a significant positive effect on affective commitment, meaning that the higher the perception of distributive justice in compensation to companies, the affective commitment will increase. Otherwise, procedural fairness of compensation does not affect affective commitment. It is perceived that distributive justice is

dominant in explaining employee perceptions and fulfilling employee expectations regarding compensation. As a result, compensation procedures tend not to be significantly questioned in employee perceptions. Emotional intelligence has a significant positive effect on affective commitment, meaning that the ability to manage emotions and self-control is one of the factors that affect a person in increasing commitment to work. Based on these conclusions, the advice that the author gives is as follows:

For institutions, affective commitment is needed in order to realize the goals, vision, and mission of each BMT. One way to build and increase affective commitment is to pay attention to fairness in compensation both in distribution and compensation procedures for each BMT employee, BMT is expected to be able to provide deeper socialization so that each employee has the same understanding of compensation procedures to avoid a sense of injustice in distribution, in relation to emotional intelligence BMT can conduct ESQ training with the aim of maintaining the stability of the situation of employees and be able to improve the ability to control and understand themselves and others.

For researchers, this study only examines distributive fairness of compensation, procedural fairness of compensation and emotional intelligence for affective commitment, and only focuses on combining the overall sample. It is hoped that researchers will be able to compare BMT with one another in terms of compensation, by modifying or adding commitment in organizations such as normality commitments and continuous commitment as well as adding internal variables such as leadership, motivation and so on, as well as broadening the orientation of research subjects to other Islamic financial institutions so that they can reveal many new discourses with broader generalizations.

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