



RESEARCH ARTICLE

INFLUENCE OF DISTRIBUTIVE JUSTICE COMPENSATION AND PROCEDURAL JUSTICE
COMPENSATION AGAINST JOB SATISFACTION TO EMPLOYEES PKWT WITH
COLLECTIVISTIC AS MODERATED VARIABLE

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ABSTRACT

(Employees PKWT is employees who working status as non permanent employees on sugary factory and spritus factory Madubaru, Yogyakarta wich later will be abbreviated as PG-PS Madubaru, Yogyakarta. This study aims to examine the effects of distributive justice compensation and procedural Justice compensation on job satisfaction with collectivistic as a moderated variable on employees PKWT in PG-PS Madubaru, Yogyakarta. The sample in this study is all employees PKWT wholesale amount of 185 respondents. The result of this research shows that the variable of distributive justice compensation has a positive and significant effect on job satisfaction on employees PKWT in PG-PS Madubaru. In addition, the procedural justice compensation does not affect the job satisfaction of employees PKWT. From the collectivistic horizontally variable does not moderated the relationship between distributive justice compensation to job satisfaction of employees PKWT. Meanwhile, the collectivistic horizontally variable moderated the relationship between the procedural justice compensation to the job satisfaction of employees PKWT in PG-PS Madubaru.

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INTRODUCTION

PG-PS Madubaru is one of state-owned enterprises with number of employees reaching 1622 October 2015-2018 (Observation Result, 9 November 2015). In addition, within the organization PG-PS Madubaru is subdivided into 10 divisions in which each division has duties and obligations respectively to the progress of the organization PG-PS Madubaru. The divisions are in PG-PS Madubaru: general and human division, finance and accounting division, division of spritus factory and honorary TLD plant, marketing division, production division, plant division, SPI division (spritus production), division of installation, divison of fabrication, and freight logging division (www.madubaru.comyr.com, access website page, November 5, 2015). PKWT status is Working Agreement of Time. Based on the criteria of employees of PKWT in PG-PS Madubaru there are 4 types of PKWT are: PKWT Dalam, PKWT Luar, PKWT Bulan, and PKWT borongan (Observation Result, 9 November 2015). One of the points of the researcher in this research is the employee who status as PKWT Borongan.

This is because related to the condition of economic instability that occurred in Indonesia. In Bantul, about 45 companies are experiencing a reduction in the number of contract employees or PKWT due to the number of companies experiencing losses (<http://m.hukumonline.com>, Access website page, December 20, 2015). In addition, as many as 4770 employees PKWT in Bantul threatened not to extend the contract (<http://m.harianjogja.com>, access page website, December 22, 2015). Referring to the above phenomenon, it can indicate the low level of employee job satisfaction. Job Satisfaction is the satisfaction for the employee itself, job satisfaction will be felt if the perceived benefits of his work exceeds the marginal cost that has been issued, which is considered by the employee is adequate. Referring to the opinion by Rasmin and Ancok (1998) in Jafrianto (2013), employees of PWKT Borongan show that the subjective condition experienced by employees is not appropriate or even does not show satisfaction for the employee. Another factor that is suspected to affect employee job satisfaction in PG-PS Madubaru is Distributive Justice Compensation. According to Robbins and Judge (2008), distributive justice is defined as the fairness of numbers and rewards perceived by individuals. With respect to justice which is the amount of income for the individual employees, when viewed from the status of employees PKWT Borongan

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in PG-PS Madubaru justice compensation obtained indicate dissatisfaction when compared with other employees of PKWT. According to Greenberg (1996), Job satisfaction is one dimension of work behavior that is influenced by organizational justice. In PG-PS Madubaru, the importance of organization to be fair in distributing compensation to employees will affect how satisfied the employees while working in the organization are no exception PKWT employees. While other factors that allegedly affect the job satisfaction, namely, Procedural Justice Compensation. According to Robbins and Judge (2008), procedural justice is a definition of perceived fairness of the process used to determine the distribution of rewards. This, of course, involves the role of the collective labor agreement as has been done by the management at PG-PS Madubaru. Meanwhile, according to Noe et.al. (2011), procedural justice is a concept of fairness that focuses on the methods used to determine the benefits received. However, in reality, the fairness of the procedure felt by employees of PG-PS Madubaru has not been fully implemented fairly. This is because there are some employees of PKWT Borongan who feel the lack of accuracy of information and representation of employees of PKWT Borongan in the discussion of procedures in determining compensation (Observation Results, December 15, 2016). According to Tjahjono (2011), distributive justice and procedural justice have a complex relationship to satisfaction. Therefore, moderation variable is needed to make it easier to measure the influence of distributive justice and procedural justice on job satisfaction. In addition to the factors above, there are other factors that are suspected to have an influence on both factors above in affecting job satisfaction, namely: Collectivistic. According to Luthans (2006), collectivistic is characterized by a strong social framework in which people differentiate their group from other groups. Thus, the researcher would like to conduct a more in-depth study of the effects of distributive justice compensation and procedural justice compensation on job satisfaction with and collectivistic as a moderated variable. Study on PKWT employees in PG-PS Madubaru Yogyakarta.

Theoretical Framework

Job Satisfaction: Job satisfaction in the sense of employees is a contented attitude in the form of a good assessment of their work, which is based on observations and experience of these employees during work. McShane and Von Glinow (2010), stated job satisfaction is an individual's evaluation of the task and context of his work. The same view also expressed by Robbins (2003) job satisfaction is a general attitude towards one's work, which shows the difference between the amount they believe they should receive. The indicator of job satisfaction used refers to Gilmer's (1996) opinion in his book As'ad (2004) namely: a) Opportunities to advance, b) job security, c) salary, d) work management, e) working conditions, f) supervision (supervision), g) intrinsic factor of work, h) communication, i) social aspects of work, and j) facilities.

Distributive Justice Compensation: Based on the study of the theory of justice, the researchers of justice have agreed and consistent in defining that there are three types of perceptions of justice: distributive justice, procedural justice, and interactional justice (Colquitt, 2001 on Tjahjono 2007). According to Tjahjono and Palupi (2017), distributive justice is the foundation of the study of justice since 1965.

While distributive justice research itself shows that individual perceptions related to justice to their perceived distributions will affect their attitudes and behavior (Schimnke et al., 1997, Tjahjono, 2010). The indicator of distributive justice compensation refers to the opinion of Leventhal (1976) namely: a) Provision of Compensation based on individual capability, b) Provision of compensation in accordance with what the employee gives to the organization or company, c) Provision of compensation describes the given individual to the organization, and) Provision of compensation in accordance with the work of employees.

Procedural Justice Compensation: According to Tjahjono (2010), the concept of procedural justice explains that the individual not only evaluates the allocation or distribution of outcomes, but also evaluates the fairness of the procedure for determining the allocation. According to Alotaibi (2001), procedural justice is the organizational justice associated with decision-making procedures by organizations directed to its members. Colquitt (2001), explains that the procedural justice of compensation is the employee's perception of fairness based on the procedures used in the compensation system. The indicators used in this study using indicators presented by Colquitt (2001), which was modified by Tjahjono (2008). Here are the indicators of Justice Procedural Compensation: a) Procedures may represent the views and feelings of employees, b) Compensation procedures have been attempted to involve employees so performance appraisals are well received, c) Compensation procedures have been applied consistently and non-discriminatively, d) Compensation Procedures do not contain, e) Provision of compensation procedures has been based on accurate information, f) Compensation procedures allow employees to provide input and correction of performance appraisals, and g) Procedures in accordance with applicable ethics and morals.

Collectivistic: According to Greenberg and Baron (2003), explains that the dimension of collectivism, a national group in which its members place a high value on shared responsibility and common good. Meanwhile, according to Rollinson and Broadfield (2002), collectivistic culture is characterized by a much tighter social framework within the group in which the goal is to make good members of the group. Indicators in this study more directed to the Collectivistic Horizontal proposed by Triandis and Gelfand (1998) namely, a) If colleagues get a reward (bonus), I will feel proud. b) Peer welfare is very important to me. c) For me it is an honor to spend time with others (co-workers). d) I feel good when working with other people (co-workers). The reason this research use collectivistic horizontal because the phenomenon found in the field explains that collectivistic horizontal has greater influence in influencing the employees of PKWT Borongan in PG-PS Madubaru, Yogyakarta.

Research hypotheses and research model

Influence of Distributive Justice Compensation Against Job Satisfaction: Distributive justice compensation is a sense of justice that highlights the individual's perception of the amount and allocation of the rewards he receives. Based on the results of research results Kadarudin, Kadir, and Mardiana (2012): Fatt et al (2010): Tjahjono (2008): and Tjahjono (2006), explained that there is significant influence on distributive justice to job satisfaction

H₁: There is a positively significant influence between Distributive Justice Compensation to Job Satisfaction of employees at PG-PS Madubaru Yogyakarta.

Influence of Procedural Justice Compensation Againsts Job Satisfaction: Procedural Justice compensation is a process of equalizing the perspective of the rules and consequences born on the basis of understanding of the employees and the organization in the achievement of a decision related to compensation. Based on research results of Kadarudin, Kadir, and Mardiana (2012); Fatt et al (2010); Tjahjono (2008); and Tjahjono (2006), explained that there is a significant influence on distributive justice on job satisfaction.

H₂: There is a positively significant influence between Procedural Justice Compensation to Job Satisfaction of employees at PG-PS Madubaru Yogyakarta.

Influence of Collectivistic as Moderated between relationship Distributive Justice Compensation to Job Satisfaction: Based on research conducted by Schroeder (2009), explains that employee fairness perceptions are more dominated by individualism culture rather than collectivism on workplace deviations. However, underwritten PKWT employees essentially work in groups and are interdependent with each other. So the researcher indicated that collectivistic had a significant positive effect on distributive fairness of compensation to employee job satisfaction.

H₃: There is a positively significant influence on the Collectivistic Horizontally as a moderated between Distributive Justice Compensation to Employees Satisfaction at PG-PS Madubaru, Yogyakarta.

Influence of Collectivistic as Moderated between relationship Procedural Justice Compensation to Job Satisfaction: Based on research conducted by Shao (2011), the Horizontal Collectivistic study in China, obtained the result that the collectivistic horizontally as a moderator is able to influence the procedural injustice procedurally to the employees having a positive effect. So it can be indicated that Collectivistic had positively influence on procedural justice to employee job satisfaction.

H₄: There is a positively significant influence on the Collectivistic Horizontally as a moderated between Distributive Justice Compensation to Employees Satisfaction at PG-PS Madubaru, Yogyakarta.

RESEARCH METHODS

The sample in this research is all employees of PKWT Borongan status in PG-PS Madubaru, Yogyakarta a number of 185 respondents. Sampling method used Non Probability Sampling, with technique of Purposive Sampling (Margono, 2004). This type of research is quantitative research by distributing questionnaires to respondents. While the data analysis used is Moderated Structural Equation Model (SEM with moderation relationship) with AMOS program (Ghozali, 2014).

Test of Moderate Structural Equation Modeling (SEM with Moderation Relationship): In general, the method used in analyzing the effect of interaction that is, with the method (MRA) moderate regression analysis that includes the third

variable in the form of multiplication between two independent variables as the variables Moderation. Ping (1995) in Ghozali (2014), explains that a single indicator should be used as an indicator of a moderating variable. The single indicator is a multiplication of exogenous latent variable indicator with indicator of moderator variable. In running the Moderated SEM (MSEM) method in AMOS 21 program, it is necessary to do two steps as follows:

- The first stage by estimating without including the interaction variable, to calculate the value of variance error (θ) and value of factor loading (λ) interaction variable, the following formula:

Value of *Variance Error* (θ)

$$\theta = (\lambda_{Z1} + \lambda_{Z2} + \lambda_{Z3} + \lambda_{Z4})^2 \text{VAR Collectivistic } (\theta_{X11} + \theta_{X12} + \theta_{X13} + \theta_{X14}) + (\lambda_{X11} + \lambda_{X12} + \lambda_{X13} + \lambda_{X14})^2 \text{VAR Distribif Justice Compensation } (\theta_{Z1} + \theta_{Z2} + \theta_{Z3} + \theta_{Z4}) + (\theta_{X11} + \theta_{X12} + \theta_{X13} + \theta_{X14}) (\theta_{Z1} + \theta_{Z2} + \theta_{Z3} + \theta_{Z4})$$

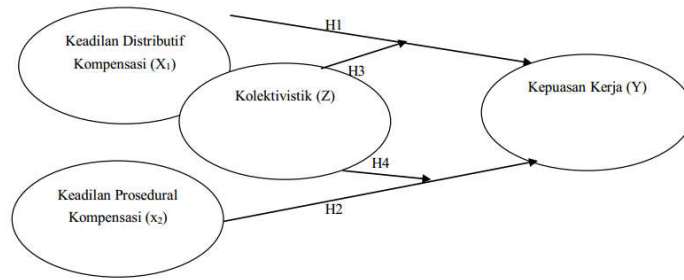
Value of *factor loading* (λ)

$$\lambda = (\lambda_{Z1} + \lambda_{Z2} + \lambda_{Z3} + \lambda_{Z4}) (\lambda_{X1} + \lambda_{X2} + \lambda_{X3} + \lambda_{X4})$$

- The second stage, after the value of variance error (θ) and the factor loading value (λ) the value of the interaction variable is obtained from the first stage, the values are entered into the model with the latent variable interaction. In the first manual calculation result, the variance error value of the interaction variable is used to set the parameter value of the interaction variable variance error. Likewise with the calculation of interaction factor loading factor is used as the parameter factor loading interaction factor (Ghozali 2014).

Evaluating Criteria Goodness of Fit: To evaluate whether the built model is in accordance with the criteria of goodness of fit, the first thing is by evaluating the data used whether it is in accordance with the assumption of SEM among other normality, sample size, outliers, multicollinearity and singularity. The data conformity index and the cut-off value that can be used to test the feasibility of the model are as follows:

- ***X²-Chi-square statistic:*** Chi square is very sensitive to the number of samples used in the study. Basically the lower the value the better the model. Based on the cut-off value of $p > 0.05$ or $p > 0.10$ (Hullandetal, 1996 in Bestari 2016). Meanwhile, according to Ghozali (2014) the fundamental measure of overall fit is the likelihood-ratio of chi-square (χ^2). The relatively high chi-square value of the degree of freedom indicates that the covariance or correlation matrix observed with the predicted differed significantly and this results in a probability (p) less than the significance level (α). In contrast, small chi-square values will produce a probability value (p) greater than the significance level (α) and this indicates that the input covariance matrix between prediction and observation does not differ significantly (Ghozali, 2014).
- ***RMSEA (Root Mean square error of approximation):*** RMSEA is a measure that tries to improve the trend of chi-square statistics rejecting the model with a large sample size (Ghozali, 2014). The RMSEA value shows the expected goodness-of-fit value when the model is estimated in the population. The RMSEA value between 0.05 to 0.08 is an acceptable measure. The value of the index can be accepted by a model showing close fit based on degrees of freedom.



Picture 1. Research Model

Table 1. Feasibility Test Result (Goodness of Fit) Full Model SEM

Indicator Goodness-of-fit	Value ecommendation	Results Model	Information
χ^2 -Chi Square	< 350,917	350,864	Goodfit
χ^2 -Significance Probability	$\geq 0,05$	0,059	Goodfit
Relatif χ^2 (CMIN/DF)	$\leq 2,00$	1,128	Goodfit
RMSEA	$\leq 0,08$	0,029	Goodfit
GFI	$\geq 0,90$	0,865	Marginal
AGFI	$\geq 0,90$	0,836	Marginal
TLI	$\geq 0,95$	0,986	Goodfit
CFI	$\geq 0,95$	0,988	Goodfit

Source: Data Analysis, 2018

Table 2. Summary of Hypotesis Testing Result

Hypotesis	Estimate	S.E.	c.r.	p	Information
H ₁ Distributive Justice Compensation (X ₁) → Job Satisfaction (Y)	0,160	0,079	2,029	0,042	Supported
H ₂ Procedural Justice Compensation (X ₂) → Job Satisfaction (Y)	0,013	0,114	0,117	0,907	Not Supported
H ₃ Interaction (X ₁ Z) → Job satisfaction (Y)	0,024	0,015	1,599	0,110	Not Supported
H ₄ Interaction (X ₂ Z) → Job satisfaction (Y)	0,039	0,017	2,291	0,022	Supported

Source : Data Analysis, 2018

1. Test Moderated SEM stage 1

Value of variance error (θ)

$$\theta = (\lambda_{Z1} + \lambda_{Z2} + \lambda_{Z3} + \lambda_{Z4})^2 \text{ VAR Collectivistic } (\theta_{X11} + \theta_{X12} + \theta_{X13} + \theta_{X14}) + (\lambda_{X11} + \lambda_{X12} + \lambda_{X13} + \lambda_{X14})^2 \text{ VAR Distributive Justice Compensation } (\theta_{Z1} + \theta_{Z2} + \theta_{Z3} + \theta_{Z4}) + (\theta_{X11} + \theta_{X12} + \theta_{X13} + \theta_{X14}) (\theta_{Z1} + \theta_{Z2} + \theta_{Z3} + \theta_{Z4}) = (3,097^2 \cdot 0,296 \cdot 0,127) + (3,125^2 \cdot 0,324 \cdot 0,143) + (0,127 \cdot 0,143) = 0,831$$

factor loading (λ)

$$\lambda = (\lambda_{Z1} + \lambda_{Z2} + \lambda_{Z3} + \lambda_{Z4}) (\lambda_{X1} + \lambda_{X2} + \lambda_{X3} + \lambda_{X4}) = 3,097 \cdot 3,125 = 9,678$$

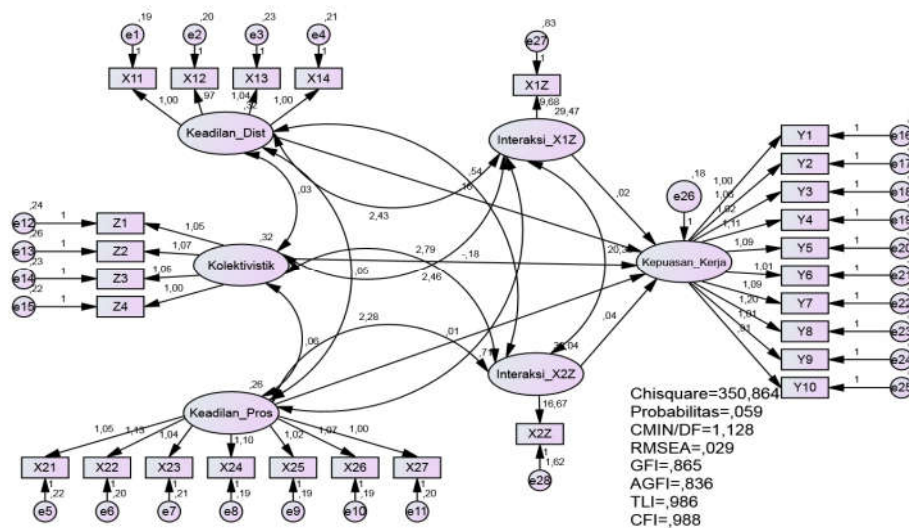
Value of variance error (θ)

$$\theta = (\lambda_{Z1} + \lambda_{Z2} + \lambda_{Z3} + \lambda_{Z4})^2 \text{ VAR Collectivistic } (\theta_{X21} + \theta_{X22} + \theta_{X23} + \theta_{X24} + \theta_{X25} + \theta_{X26} + \theta_{X27}) + (\lambda_{X21} + \lambda_{X22} + \lambda_{X23} + \lambda_{X24} + \lambda_{X25} + \lambda_{X26} + \lambda_{X27})^2 \text{ VAR Procedural Justice Compensation } (\theta_{Z1} + \theta_{Z2} + \theta_{Z3} + \theta_{Z4}) + (\theta_{X21} + \theta_{X22} + \theta_{X23} + \theta_{X24} + \theta_{X25} + \theta_{X26} + \theta_{X27}) (\theta_{Z1} + \theta_{Z2} + \theta_{Z3} + \theta_{Z4}) = (3,097^2 \cdot 0,296 \cdot 0,185) + (5,383^2 \cdot 0,257 \cdot 0,143) + (0,185 \cdot 0,143) = 1,617$$

factor loading (λ)

$$\lambda = (\lambda_{Z1} + \lambda_{Z2} + \lambda_{Z3} + \lambda_{Z4}) (\lambda_{X21} + \lambda_{X22} + \lambda_{X23} + \lambda_{X24} + \lambda_{X25} + \lambda_{X26} + \lambda_{X27}) = 3,097 \cdot 5,383 = 16,671$$

Test Moderated SEM stage 2 (Full Model of Moderation)



Picture 2. Result Test of Structural Equation Model (SEM) with Interaction Variable

- **GFI (Goodness of Fit Index):** GFI (goodness of fit index) developed by Joreskog and Sorbom (1984) in Ghazali (2014) is a non-statistical measure whose value ranges from 0 (poor fit) to 1.0 (perfect fit).
- **AGFI (Adjusted Goodness of Fit Index):** Adjusted goodness-of-fit is a development of a GFI that is adjusted to the degree of freedom ratio for a proposed model with a degree of freedom for the null model (Ghazali, 2014). The recommended value is equal to or greater than 0.90.
- **CMIN/DF:** CMIN / DF is a comparison between the minimum sample discrepancy function and degrees of freedom. CMIN / DF is generally an indicator to measure the fit level of a model. the chi square statistic is divided by its DF so that it is called χ^2 -relative. The relative χ^2 value less than 2.0 to less than 0.3 is an indication of acceptance fit between model and data (Arbuckle, 1999).
- **TLI (Tucker Lewis Index):** TLI is an alternative to the incremental index comparing a model tested against a baseline model. The recommended value for reference in a model is greater than or equal to 0,95 if the value is close to 1 then the model is said to be very good fit (Arbuckle, 1999). Meanwhile, according to Ghazali (2014), TLI value ranges from 0 to 1,0 as the recommended value is equal to or greater than 0,90.
- **CFI (Comparative Fit Index):** CFI is the last step in interpreting the model. Value range is 0-1. If it is closer to the value of 1 then the model indicates a high fit level (a very good fit). This is a table with details of the indexes used to test the feasibility of a model.

RESULT OF RESEARCH AND DISCUSSION

Result of Goodness of Fit: Based on Goodness of Fit test results, obtained 6 criteria with good fit results are: χ^2 -Chi Square = 350,864, χ^2 -Significance Probability = 0.059, CMIN / DF = 1.128, RMSEA = 0.029, TLI = 0.986, and CFI = 0.988 . While the 2 criteria with marginal results are: GFI = 0.865, and AGFI = 0.836. Thus, this research model meets the criteria of fit model

Result of Hypotesis Test: Result of analysis (H1) got value c.r. of 2.029 and p by 0.042. Based on positive c.r value and p value <0,05, it is concluded that there is positively significant influence between distributive justice compensation to employees job satisfaction in PG-PS Madubaru Yogyakarta. Thus the first hypothesis (H1) in this study is supported. Result of analysis (H2) got value c.r. of 0.117 and p of 0.907. Based on $p > 0,05$, it is concluded that there is no influence between procedural justice compensation on employees job satisfaction in PG-PS Madubaru, Yogyakarta. Thus the second hypothesis (H2) in this study is not supported. Result of analysis (H3) got value c.r. for interaction X1Z to job satisfaction of 1,599 and p equal to 0,110. Based on $p > 0,05$, it is concluded that there is no effect on collectivistic horizontally as moderated between distributive justice compensation to job satisfaction of employees PKWT Borongan at PG-PS Madubaru, Yogyakarta. Thus the third hypothesis (H3) in this study is not supported. While the results of analysis (H4) obtained value c.r. for interaction X2Z to job satisfaction equal to 2,291 and p equal to 0,022. Based on the positive c.r and $p < 0,05$, it was concluded that there was a significant positive effect on collectivistic horizontally as moderated between procedural justice compensation to job satisfaction of employees PKWT

Borongan at PG-PS Madubaru, Yogyakarta. Thus the fourth hypothesis (H4) in this study is supported.

DISCUSSION

The results showed that there is a positively significant influence between distributive justice compensation to employee job satisfaction in PG-PS Madubaru Yogyakarta. The results of this study support the results of research Kadarudin, Kadir, and Mardiana (2012): Fatt et al (2010); Tjahjono (2008): and Tjahjono (2006). An employee who feels that the compensation he receives is in accordance with the burden and work of his work, will feel that what he does is valued by the company. This will improve the attitude and perception of the better the profession and work done, so that increased job satisfaction. The results showed that there was no influence between the procedural justice compensation to employee job satisfaction in PG-PS Madubaru, Yogyakarta. The results of this study different from research results Kadarudin, Kadir, and Mardiana (2012): Fatt et al (2010); Tjahjono (2008): and Tjahjono (2006), which shows the procedural justice compensation has a significant positive effect on job satisfaction. This is influenced by the minimum wage set by the local government, so that the high perception of procedural justice compensation will not affect employees job satisfaction.

The results showed that there is no influence on collectivistic horizontally as a moderated variable between distributive justice compensation to job satisfaction of employees PKWT Borongan in PG-PS Madubaru Yogyakarta. This means that horizontal collectivistic is not a variable that reinforces the effect of distributive justice compensation for job satisfaction to the contrary. This is in line with research conducted by (Schroeder, 2009). According to (Palupi and Tjahjono 2016), individual differences play a role in explaining attitudes and behaviors in responding to justice. So that the high collectivistic horizontal height will not affect the employee's perception of distributive justice compensation to improve attitudes and behavior of job satisfaction. The results showed that there was a significant positive effect on collectivist horizontally as a moderated variable between the procedural justice compensation to job satisfaction of employees PKWT Borongan at PG-PS Madubaru, Yogyakarta. This explains that horizontal collectivistic is a variable that reinforces the effect of procedural justice compensation on job satisfaction. The results of this study were in line with research conducted Schroeder (2009) and Shao (2011). For the sake of collective interest, the procedure for establishing compensation for employees is so important that the compensation policy be carried out appropriately and fulfilling the principles of justice for all employees. At the high horizontal collectivistic level, job satisfaction will be achieved if the procedural justice compensation is met by the firm.

Conclusion

Based on the results of research and discussion, the following conclusions can be drawn. First, there is a positively significant influence between distributive justice compensation on employees job satisfaction in PG-PS Madubaru Yogyakarta. Second, there is no influence between the procedural justice compensation to employees job satisfaction in PG-PS Madubaru, Yogyakarta.

Third, there is no influence on collectivistic horizontally as a moderated between distributive justice compensation to job satisfaction of employees PKWT Borongan in PG-PS Madubaru Yogyakarta. Fourthly, there is a significant positive effect on collectivistic horizontally as a moderated between the procedural justice compensation to job satisfaction of employees PKWT Borongan in PG-PS Madubaru, Yogyakarta.

Suggestions

Although employee perceptions of procedural justice of compensation are high, it is not enough to encourage job satisfaction for employees. Therefore, the researchers suggest the need for employee involvement in the determination of procedures related to compensation and transparency in the compensation to be expected better for the future. Secondly, research on employee job satisfaction is suggested to add other variables besides distributive justice compensation and procedural justice compensation as independent variable and add individualistic variable besides collectivistic variable as moderation variable.

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