

## **The Effect of Organizational Justice on Organizational Commitment: A Case Study At PT. Bakrie Sumatera Plantations Tbk**

**Aprilia Handayani, Aiyub, Faisal Matriadi, Yusniar**

Faculty of Economics and Business, Malikussaleh University, Lhokseumawe, Aceh, Indonesia

[aprilia.180410126@mhs.unimal.ac.id](mailto:aprilia.180410126@mhs.unimal.ac.id), [aiyub@unimal.ac.id](mailto:aiyub@unimal.ac.id), [fmatriadi@unimal.ac.id](mailto:fmatriadi@unimal.ac.id), [yusniar@unimal.ac.id](mailto:yusniar@unimal.ac.id)

✉Corresponding Author: [aprilia.180410126@mhs.unimal.ac.id](mailto:aprilia.180410126@mhs.unimal.ac.id) | Phone: +6282361613913

---

### **Abstract**

This study was conducted to examine the effect dimensions of Organizational Justice (distributive justice, procedural justice, and interactional justice) on Organizational Commitment to employees of PT. Bakrie Sumatera Plantations Tbk. The population in this study were all head office employees of PT. Bakrie Sumatera Plantations Tbk by saturated sample of 102 people. primary Data collected by questionnaire, The analysis method used is multiple linear analysis technique using SPSS 26. The results of this study found that distributive justice And interactional justice have a positive and significant on organizational commitment. while Procedural justice has no effect on organizational commitment. Based on the coefficient analysis determination, the R value is 0.788, which shows that the relationship between all dimensions of organizational justice and organizational commitment is quite strong. The R Square value is 0.620 which indicates that 62% of the organizational commitment variable can be explained by organizational justice.

**Keywords:** distributive justice; procedural justice; interactional justice; organizational commitment

---

### **Introduction**

Human resources have an important role to achieve organizational goals that have been planned. One of the success of organizational goals lies in how the organization manages its human resources. Employees are the most important human resource or asset in achieving the vision, mission and goals of the organization. Studying the behavior of employees in an organization is important, because fostering and retaining employees, especially potential employees, is not an easy matter. One of the company's strategies to retain its employees is to continue to increase employee commitment to the organization.

Robbis and Judge (2013) stated that organizational commitment is the extent to which an employee identifies with an organization with the goals and desire for primary membership in the organization. Employees with a high level of organizational commitment will be more compatible, satisfied and productive, and work with a greater sense of loyalty and responsibility. The greater the number, the less the costs incurred by the organization for employees (Nurcahyani, 2016). To form a commitment to employees, then one of the factors that can be done by the company is to provide justice in every policy within the company. Nurcahyani (2016) stated that in order to maintain satisfied, committed and loyal employees, organizations must pay attention to systems related to employee perceptions of fairness. Which justice relates to the results that employees receive for the work they have done.

PT. Bakrie Sumatera Plantations Tbk is company which engages in the field of plantation. The company opened its first rubber plantation in 1911 in Kisaran, North Sumatra, and is the oldest natural rubber producer in Indonesia. The company produces a complete range of natural rubber products from latex to Block Skim Rubber (BSR) and until recently, PT. Bakrie Sumatera Plantations Tbk is one of the largest latex producers and the best quality cenex (centrifuge latex) producer in Indonesia.

The 2021 annual report says that the company's attention to employees is seen in the company's efforts to build a competitive wage and remuneration system. PT. Bakrie Sumatera Plantations Tbk determines remuneration according to government regulations, including the regional government and the agreement between Badan Kerjasama Perusahaan Perkebunan Sumatera (BKS-PPS) and Pengurus Daerah Federasi Serikat Pekerja (PD-FSP), and Pengurus Pusat Serikat Pekerja Seluruh

Indonesia (PP-SPSI). Where the standard wage limit that is enforced meets the provincial/regency minimum wage limit (UMP or UMK) and is in accordance with the wage standard in the plantation sector. Included in the standard wages, companies provide annual bonuses (according to individual performance and company capabilities), meal allowances, mandah money (money for moving jobs between plantations), overtime pay, religious day allowances, social security such as BPJS Employment and BPJS Health and other social assistance to employees. (bakriesumatera.com)

However, in practice, these standard rules are not implemented properly by the company. In the past few years, there have been many demonstrations and strikes by employees related to organizational justice. such as overtime, non-payment of bonuses and wages according to the agreed date of the agreement, to the extent that the company's treatment is considered outside the labor regulations.

Increasing organizational commitment can create a perception of fairness that will affect the quality of employees at work, which will be directly related to the effectiveness of employee goals and the efficiency of the organization's budget, and will determine how the organization is sustainable in an increasingly competitive business environment. Justice felt by employees in the organization in the form of distributive justice, namely the balance of the distribution of organizational results in the form of salaries, benefits and bonuses, Procedural justice, namely the processes and procedures used to allocate decisions within the organization and Interactional Justice, in the form of the degree to which employees are treated with dignity, care and respect by his boss. Based on the description above, the researcher is interested and has the goal of obtaining empirical evidence regarding the effect of organizational justice on organizational commitment. Therefore, researchers want to conduct research with the title: "The Effect of Organizational Justice on Organizational Commitment at PT. Bakrie Sumatera Plantations Tbk."

### Materials & Methods

This research was conducted at PT. Bakrie Sumatera Plantations Tbk. The population in this study amounted to 102 employees. determination of the sample using nonprobability sampling with saturated sampling technique. The data analysis technique uses multiple linear regression analysis with the IMB SPSS 26 tool.

### Location and Research Object

This research was conducted at PT. Bakrie Sumatera Plantations Tbk. which is located at Jl. H. Juanda, Kelurahan Kisaran Timur, Kota Kisaran Timur District, Asahan Regency, North Sumatra, 21202. The objects of this research were Head Office employees at PT. Bakrie Sumatera Plantations Tbk.

### Population and Sample

Population is the total number of units or individuals whose characteristics are to be studied. According to Sugiyono (2019), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population in this study were all Head Office employees of PT. Bakrie Sumatera Plantations Tbk, with a total of 102 employees. The research population can be seen in the following table.

**Table 1. Total Employees of PT. Bakrie Sumatera Plantations Tbk.**

No.	Part	Amount
1	Human Resources Department	64 People
2	Finance	25 People
3	OPC	7 People
4	Procurement	5 People
5	Verification and Control	1 person
<b>Total Employees</b>		<b>102 People</b>

Source: PT. Bakrie Sumatera Plantations Tbk, 2022

According to Sugiyono (2019), the sample is part of the number and characteristics of the

population, the sample taken must be representative or representative of the population. The sample is a subset of the population, consisting of several members of the population who are used as representatives of the population. In this study the determination of the sample using nonprobability sampling with saturated sampling technique or often called total sampling. According to Sugiyono (2012), Saturated Sampling is a sampling technique when the entire total population is sampled. Another term for saturated sample is census. In this study the samples taken were all Head Office employees of PT. Bakrie Sumatera Plantations Tbk, totaling 102 people.

**Data collection technique**

Based on the type of data source required, the data collection techniques used in this study are as follows:

1. Primary data

a. Observation

Data collection techniques by observation are used when research deals with human behavior, work processes, natural phenomena and if the respondents observed are not too large (Sugiyono, 2019). In terms of the process of carrying out data collection, observations can be divided into participating observations and non-participant observations (Sugiyono, 2019). In this study, the authors made non-participant observations where the authors were not directly involved with the work activities of employees of PT. Bakrie Sumatera Plantations Tbk. The author is only an independent observer, who records, analyzes and can then draw conclusions from the various behaviors exhibited by employees during the work process.

b. Questionnaire

is a data collection tool in the form of a series of questions submitted in writing to the subject to obtain answers about the influence of organizational justice on organizational commitment to employees of PT. Bakrie Sumatera Plantations Tbk. Where questionnaires distributed to employees who have been taken as a research sample of 102 employees. Preparation of questionnaires in this study using a Likert scale. Sugiyono (2019) explains that the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. With a Likert scale, the variables to be measured are translated into variable indicators. In the Likert scale, each instrument item has a gradation. The index used in this study is 5, starting with a gradation of values as presented in the following table:

**Table 2. Likert scale**

Alternative Answers	Explanation	Score
STS	Strongly disagree	1
TS	Don't agree	2
N	Neutral	3
S	Agree	4
SS	Strongly agree	5

2. Secondary Data

a. Library Method (Library Research)

Library Research is data collection carried out through books, articles, and previous research journals that are relevant to the variables to be studied.

**Multiple Linear Regression Analysis**

Multiple linear regression analysis was used to determine the relationship between the independent variables and the dependent variable, namely between distributive justice ( $X_1$ ), procedural justice ( $X_2$ ), interactional justice ( $X_3$ ) to variable (Y). Multiple linear regression equation as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e \tag{1}$$

Information:

Y = Organizational Commitment

$b_0$  = Constant Coefficient

- b1 = Distributive Justice Regression Coefficient
- b2 = Regression Coefficient of Procedural Justice
- b3 = Regression Coefficient of Interactional Justice
- X<sub>1</sub> = Distributive Justice
- X<sub>2</sub> = Procedural Justice
- X<sub>3</sub> = Interactional Justice
- e = Error

## Results and Discussion

### Validity test

To find out the validity of each statement in the research instrument, it can be seen through the rcount and rtable columns, the statement can be declared valid. The rtable value with df = n - 2 is 102 - 2 = 100, so the rtable at a significant level of 5% is 0.195. Validity test can be shown in the following table.

**Table 3. Validity Test Results**

No.	Indicator	rcount	rtable	Explanation
1.	Distributive Justice (X1)			
	X1.1	0.792	0.195	Valid
	X1.2	0.836		Valid
	X1.3	0.841		Valid
	X1.4	0.758		Valid
X1.5	0.770	Valid		
2.	Procedural Justice (X2)			
	X2.1	0.868	0.195	Valid
	X2.2	0.719		Valid
	X2.3	0.809		Valid
	X2.4	0.833		Valid
	X2.5	0.852		Valid
X2.6	0.805	Valid		
3.	Interactional Justice (X3)			
	X3.1	0.854	0.195	Valid
	X3.2	0.870		Valid
X3.3	0.875	Valid		
4.	Organizational Commitment (Y)			
	Y1	0.770	0.195	Valid
	Y2	0.813		Valid
	Y3	0.718		Valid
	Y4	0.769		Valid
	Y5	0.743		Valid
	Y6	0.730		Valid
	Y7	0.719		Valid
	Y8	0.747		Valid
Y9	0.687	Valid		

Source: Source: Primary Data Regression, 2022

Based on Table 3, it is known that the rcount value of all variable indicator statements is greater than rtable. Thus it can be concluded that all statements are declared valid.

### Reliability Test

The reliability test was carried out to measure a questionnaire which is an indicator of the variable. A questionnaire is said to be reliable if the respondents' answers to the statements are consistent from time to time. The indicator for the reliability test is cornbach's alpha (ralpha). If it has a reliability coefficient value of  $\geq 0.6$ , it indicates that the instrument used is reliable.

**Table 4. Reliability Test Results**

Variable	Cronbach's Alpha	N of Items	Explanation
Distributive Justice (X1)	0.859	5	Reliable

Procedural Justice (X2)	0.894	6	Reliable
Interactional Justice (X3)	0.830	3	Reliable
Organizational Commitment (Y)	0.896	9	Reliable

Source: Primary Data Regression, 2022

Based on table 4, it can be seen that the Cronbach's alpha value of each variable is greater than 0.6. Thus it can be concluded that all statements in each of the variables studied can be trusted or reliable.

**Normality test**

The normality test used in this study was measured using the PP Plot graphical analysis test approach and the Kolmogorov-Smirnov test to compare two observations with a distribution close to the normal distribution using the IMB SPSS 26 program. The measurement results of this approach are explained as follows.

**P-Plot Graphic Analysis Test**

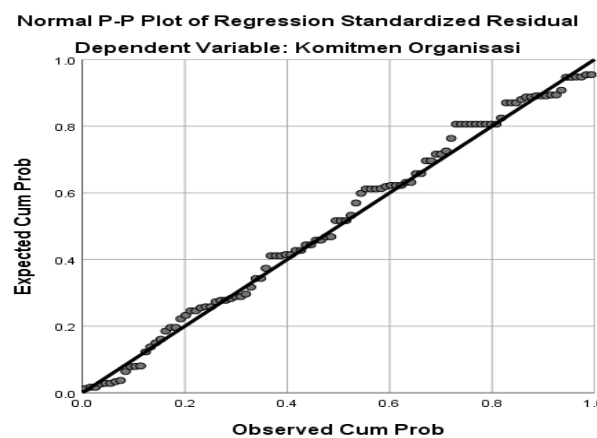


Figure 1. P-Plot Graph

Source: Primary Data Regression, 2022

Based on figure 1, it can be seen that the graph shows the normal probability plot tends to follow the diagonal line. So, it can be concluded that the data distribution is normal and in accordance with the normality test assumptions.

**Kolmogorov-Smirnov Test**

The Kolmogorov-Smirnov test is used to determine whether the data distribution is normal. If the value obtained is > 0.05, it can be said that the data distribution is normal. If the significant value <0.05 then the data distribution is not normal. Following are the results of the Kolmogorov-Smirnov test:

Table 5. Kolmogorov-Smirnov Normality Test  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		102
Normal Parameters <sup>a,b</sup>	Mean	.000000
	Std. Deviation	4.25892874
Most Extreme Differences	Absolute	.084
	Positive	.043
	Negative	-.084
Test Statistic		.084
Asymp. Sig. (2-tailed)		.072 <sup>c</sup>

Source: Primary Data Regression, 2022

Based on table 5, it can be seen that the value of the Kolmogorov-Smirnov normality test results is 0.072, which is greater than 0.05. So it can be concluded that the values are normally distributed and meet the assumptions of normality.

### Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. A good regression model does not experience a correlation between the independent variables. The multicollinearity test uses the tolerance value and variance inflation factor (VIF). If the tolerance value is > 0.10 and the VIF value is < 10, it can be said that there is no multicollinearity. The following are the results of the multicollinearity test:

**Table 6. Multicollinearity Test Results**

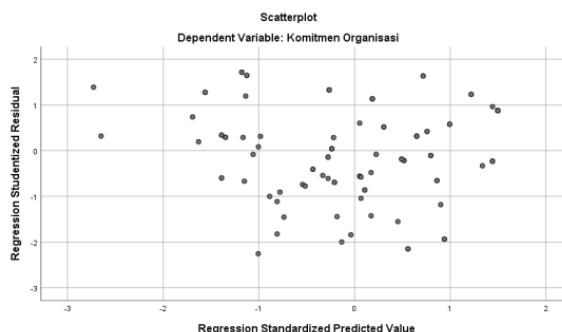
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Keadilan Distributif	.395	2.529
	Keadilan Prosedural	.253	3.959
	Keadilan Interaksional	.478	2.090

Source: Primary Data Regression, 2022

Based on table 6, the tolerance value for distributive justice is 0.395 with a VIF of 2.529. Procedural justice has a tolerance value of 0.253 with a VIF of 3.959. And interactional justice has a tolerance value of 0.48 with a VIF of 2.090. The results above show that the tolerance value is > 0.10, which means there is no correlation between the independent variables. The VIF value calculation results also show the same thing, the VIF value <10. This means that one variable with another variable does not overlap so that the data can be analyzed further.

### Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another.



**Figure 2. Heteroscedasticity Test**

Source: Primary Data Regression, 2022

Based on Figure 2. it can be seen that the points on the scatter plot graph spread randomly both below and above the number 0 on the Y axis without forming a clear pattern. So it can be concluded that there is no heteroscedasticity in the regression model.

### Results of Data Analysis

#### Multiple Linear Regression Analysis

Multiple linear regression analysis in this study was conducted to determine how much influence the independent variables, namely distributive justice ( $X_1$ ), procedural justice ( $X_2$ ), and interactional justice ( $X_3$ ), have on the dependent variable, namely organizational commitment (Y) on employees of PT. Bakrie Sumatera Plantations Tbk. The results of this analysis were measured using the IMB SPSS 26 program, following the results of multiple linear regression analysis:

**Table 7. Multiple Linear Regression Results**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
-------	-----------------------------	---------------------------	---	------

		B	std. Error	Betas		
1	(Constant)	1972	2,508		.786	.434
	Distributive Justice	.575	.158	.359	3,632	.000
	Procedural Justice	075	.172	054	.435	.665
	Interactional Justice	1,512	.274	.497	5,528	.000

Source: Primary Data Regression, 2022

Based on table 7, these results when written in standardized form of the multiple regression equation are as follows:

$$Y = 1.972 + 0.575X_1 + 0.075X_2 + 1.512X_3 + e \quad (2)$$

From the equation above, it can be seen that the constant value is 1.972. Shows that if the independent variables, namely distributive justice ( $X_1$ ), procedural justice ( $X_2$ ), and interactional justice ( $X_3$ ) experience a change (equal to zero), then the level of organizational commitment is 1.972. The coefficient of distributive justice ( $X_1$ ) is 0.575 indicating that if there is an increase in distributive justice, organizational commitment will also increase by 0.575.

The procedural fairness coefficient value ( $X_2$ ) is 0.075. This shows that if there is an increase in procedural justice, organizational commitment will also increase by 0.075. The value of the interactional justice coefficient ( $X_3$ ) is 1.512. This shows that if there is an increase in interactional justice, it will also increase organizational commitment by 1.512 for employees at PT. Bakrie Sumatera Plantations Tbk.

### Partial Test (T Test)

Partial test (T test) was conducted to determine partially from the variables distributive justice ( $X_1$ ), procedural justice ( $X_2$ ), and interactional justice ( $X_3$ ) on organizational commitment (Y) whether they have a significant effect or not. The following are the results of the t test with the following decision-making criteria:

1.  $H_a$  is accepted if the tcount > ttable value or sig value < 0.05 at  $\alpha = 5\%$
2.  $H_o$  is rejected if the tcount < ttable value or sig value < 0.05 at  $\alpha = 5\%$

Error rate ( $\alpha$ ) = 5% and degrees of freedom (df) = (nk)

n = number of samples

k = number of variables used, k = 4

Degrees of freedom (df) = n - k = 102 - 4 = 98

Then the ttable used is t(5%)(98) or t 0.05 (98) = 1.660

Table 8. Partial Test Results (T Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	std. Error	Betas			
1	(Constant)	1972	2,508		.786	.434
	Distributive Justice	.575	.158	.359	3,632	.000
	Procedural Justice	075	.172	054	.435	.665
	Interactional Justice	1,512	.274	.497	5,528	.000

Source: Primary Data Regression, 2022

Based on table 8, it can be concluded that:

1. The test results with SPSS for the distributive justice variable ( $X_1$ ) on organizational commitment (Y) obtained a tcount of 3.632 > 1.660 with a significant level of 0.00 < 0.05 and a positive regression coefficient of 0.575. This means that the distributive justice variable ( $X_1$ ) has a positive and significant effect on organizational commitment (Y). then it can be concluded that  $H_1$  is accepted.
2. The results of testing with SPSS for procedural justice variable ( $X_2$ ) on organizational commitment (Y) obtained a tcount of 0.435 < 1.660 with a significant level of 0.665 > 0.05 and a positive regression coefficient of 0.075. This means that procedural justice variable ( $X_2$ ) has no effect on organizational commitment (Y). it can be concluded that  $H_2$  is rejected.

- The test results with SPSS for the interactional justice variable ( $X_3$ ) on organizational commitment (Y) obtained a tcount of  $5.528 > 1.660$  with a significant level of  $0.00 < 0.05$  and a positive regression coefficient of 1.512. This means that the interactional justice variable ( $X_1$ ) has a positive and significant effect on organizational commitment (Y). It can be concluded that  $H_3$  is accepted.

### Determination Test ( $R^2$ )

The coefficient of determination ( $R^2$ ) shows the magnitude of the independent variables in influencing the dependent variable.  $R^2$  values range from 0 to 1 ( $0 \leq R^2 \leq 1$ ). The greater the R value, the greater the dependent variable which can be explained by variations in the independent variables. Conversely, the smaller the R value, the smaller the variation in the dependent variable that can be explained by the variation in the independent variables. If  $R^2$  is 0, it means that there is no relationship between the independent variables and the dependent variable.

**Table 9. Determination Coefficient Test ( $R^2$ )**

Summary model b				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.788a	.620	.609	4,324

Source: Primary Data Regression, 2022

Based on table 9, the regression coefficient results above obtain an R value of 0.788 and are close to 1, so the relationship between variables is considered quite strong. R Square ( $R^2$ ) of 0.620. This means that 62% of organizational commitment to employees of PT. Bakrie Sumatera Plantations Tbk. Influenced by organizational justice (distributive justice, procedural justice, and interactional justice) while the remaining 38% is influenced by other variables not included in this study.

## Discussion

### The Effect of Distributive Justice on Organizational Commitment

Based on the test results in this study, it was found that partially distributive justice ( $X_1$ ) has a positive and significant effect on organizational commitment (Y). The results of this study are supported by previous research conducted by Karem et al., (2019) which stated that distributive justice has a positive effect on organizational commitment. Another study conducted by Karasneh and Ghani (2021) also states that there is a significant effect of distributive justice on organizational commitment.

### The Effect of Procedural Justice on Organizational Commitment

Based on the test results in this study, it was found that procedural justice ( $X_2$ ) partially had no effect on organizational commitment (Y). This is different from research conducted by Karasneh and Ghani (2021), which states that procedural justice has a positive and significant effect on organizational commitment. However, this is in line with research conducted by Wibowo (2019), which states that procedural justice does not partially affect organizational commitment. Also supported by Safitri's research (2019), which states that there is no significant contribution of procedural justice variables to organizational commitment to employees.

### Effect of Interactional Justice on Organizational Commitment

Based on the test results in this study, it was found that partially the interactional justice variable ( $X_3$ ) had a positive and significant effect on organizational commitment (Y). The results of this study are supported by previous research conducted by Karem et al., (2019) which stated that interactional justice has a positive effect on organizational commitment. Another study conducted by Wibowo (2019), also states that interactional justice has a partial effect on organizational commitment.



## Conclusion

Based on the results of research on "The Effect of Organizational Justice on Organizational Commitment (A Case Study at PT. Bakrie Sumatra Plantations Tbk.)" the following conclusions can be drawn:

1. The distributive justice variable has a partially positive and significant effect on organizational commitment at PT. Bakrie Sumatera Plantations Tbk. Then  $H_1$  which states that there is an influence of distributive justice on organizational commitment is accepted.
2. The variable of procedural justice has no partial effect on organizational commitment at PT. Bakrie Sumatera Plantations Tbk. Then  $H_2$  which states that there is an influence of distributive justice on organizational commitment is rejected.
3. The interactional justice variable has a partially positive and significant effect on organizational commitment at PT. Bakrie Sumatera Plantations Tbk. Then  $H_3$  which states that there is an influence of interactional justice on organizational commitment is accepted.

## Suggestion

Based on the results of research that has been done. Researchers would like to convey some suggestions related to research, namely as follows:

### For Companies

Based on the analysis conducted by the researcher, it is known that the variables of distributive justice and interactional justice partially affect the organizational commitment of employees of PT. Bakrie Sumatera Plantations Tbk. For this reason, companies should pay more attention to the distribution of income received by employees with the workload they face. This is done to achieve distributive justice, so that employees are able to work optimally for the company. In addition, the company must also treat each of its employees well, pay attention to the rights that should be received, convey all information and procedures in making decisions to achieve interactional justice and increase employee organizational commitment.

### For Further Researchers.

Future researchers can expand the scope of future research to obtain a wider population and sample so that research is accurate and results are better for future study. Future researchers can add other variables that affect organizational commitment such as organizational characteristics, work environment and leadership behavior.

## References

- Agung, I. M. (2020). *Keadilan Interaksional Antara Pemimpin- Karyawan dalam Organisasi*. 0109, 190–221.
- Allen, N. J. & Meyer, J. P. (1993). *The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to The Organization*. Journal of Occupational Psychology, vol: 63, pp. 1-18.
- Ambarita, B. dan Pangaribuan W. (2013). *Kemampuan Membaca dan Sikap Profesionalisme Dalam Peningkatan Mutu Pendidikan*. Bandung: Alfabeta
- Arikunto. (2013). *Prosedur Penelitian : Suatu Pendekatan Praktik*. Jakarta Rineka Karya.
- Arries, Ebin J. (2009). *Interactional Justice in Student-Staff Nurse Encounters*. *Nursing Ethics*, Vol 16 (2): pp. 147-160
- Baldwin S. (2006). *Organisational justice*. Brighton: Institute For Employment Studies.
- Blau, G.J. (1985). *The measurement and prediction of career commitment*. *Journal of Occupational Psychology*, 58, 277-288
- Candika, J., & Chairael, L. (2018). *Pengaruh Keadilan Organisasional Terhadap Komitmen Organisasional Melalui Variabel Intervening Kepuasan Kerja Pada Karyawan PT. Lembah Karet Padang*. *Jurnal Benefita*, 3(2), 248. <https://doi.org/10.22216/jbe.v3i2.3105>
- Colquitt, J. A., Lepine, A. J., & Wesson, J. M. (2012). *Organizational Behavior*. New York: Mc. Graw Hill.
- Colquitt, J.A., Jeffrey A. Lepine., Michael J. Wesson. (2015). *Organizational Behavior (2nd ed)*. New York: McGraw-Hill/Irwin.
- Cropanzano. (2007). *The Management Of Organizational Justice*. *Academy of management perspectives*. 34-48.

- Cropanzoni, Russel., Bowel, David E, and Gilliland, S. w. (2007). *The Management of Organizational Justice*. Academy of Management Perspectives.
- Ghozali. (2013). *Aplikasi Analisis Multivariat Dengan Program IBM SPSS*. Edisi Ketujuh. Semarang : Badan Penerbit Universitas Diponegoro.
- Ghozali. (2016). *Aplikasi Analisis Multivariat Dengan Program IBM SPSS 23*. Edisi 8. Semarang : Badan Penerbit Universitas Diponegoro.
- Greenberg, J., & Colquitt, J. A. (2005). *Handbook of Organizational Justice*. Lawrence Erlbaum Associates, Inc.
- Hutagalung, I. D. N., & Wibawa, I. M. A. (2018). *Pengaruh Keadilan Organisasional Terhadap Komitmen Organisasional Dan Turnover Intention Karyawan Pada Pt. Bank Rakyat Indonesia*. E-Jurnal Manajemen Universitas Udayana, 7(1), 221. <https://doi.org/10.24843/ejmunud.2018.v7.i01.p09>
- Hwei, S., & Santosa, T. E. C. (2012). Pengaruh Keadilan Prosedural dan Keadilan Distributif terhadap Komitmen Organisasi. *Jurnal Dinamika Ekonomi Dan Bisnis*, 9(2), 37-52.
- Irawan, Luthfi. (2015). *Pengaruh Keadilan Distributif dan Keadilan Prosedural pada Komitmen afektif dengan Kepuasan Kerja sebagai Variabel Mediasi (Studi pada Karyawan PT Tanjung Kreasi Parquet Industry Temanggung)*. Skripsi. Fakultas Ekonomi. Univesitas Negeri Semarang
- Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2011). *Organizational Behavior And Management* , 10TH EDITION (10th ed.). McGraw-Hill.
- Ivancevich, John. M. (2008). *Perilaku dan Manajemen Organisasi*. Erlangga. Jakarta.
- Jackson, Schuler dan Werner. (2010). *Pengelolaan Sumber daya Manusia (Benny Prihartanto, Penerjemah)*. Jakarta. Salemba Empat.
- Karasneh, Mo'nes Zahi dan Dr Ghani, H. A. (2021). *The Effect Of Organizational Justice On Organizational Commitment at Arar Technical College In Saudi Arabia*. International Journal of Management (IJM), 12(1), 1492-1502. <https://doi.org/10.34218/IJM.12.1.2021.131>
- Karem, M. A., Jameel, A. S., & Ahmad, A. R. (2019). *The impact of organizational justice dimensions on organizational commitment among bank employees*. International Journal of Psychosocial Rehabilitation, 23(2), 502-513.
- Kinicki, A., & Kreitner, R. (2014). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Kreitner, Robert. (2014). *Organizational behavioral-Ed. 5*. Boston: McGraw-Hill.
- Kurniawan, S. (2019). *Pengaruh Ketidakadilan Informasi Terhadap Kinerja Karyawan Dengan Gaya Kepemimpinan Suportif Sebagai Variabel Moderator*. Universitas Atma Jaya Yogyakarta.
- Lambert, Eric dan Nancy Hogan. (2008). *"The Importance of Job Satisfaction and Organizational Commitment in Shaping Turnover Intent A Test of a Causal Model"*. Criminal Justice Review Volume 34 No. 1: 96-118
- Lewis, R. P. (2013). *Keadilan Distributif, Keadilan Prosedural, Keadilan Interaksional Kompensasi Dan Komitmen Karyawan*. Jurnal Riset Manajemen Dan Bisnis, 8(1), 1. <https://doi.org/10.21460/jrmb.2013.81.86>
- Lubis, M. J., & Jaya, I. (2019). *Komitmen Membangun Pendidikan (Tinjauan Krisis Hingga Perbaikan Menurut Teori)* (Vol. 3, Issue 1). CV. Widya Puspita.
- Luthans, Fred. (2006). *Perilaku organisasi*. Edisi 10. Yogyakarta : Andi
- Mas'ud, Fuad. (2004). *Survei Diagnosis Organisasional: Konsep & Aplikasi*. Program Magister Manajemen, Universitas Diponegoro. Badan Penerbit Univeritas Dipinogoro.
- Niehoff, B.P & Moorman, R.H, (1993). *"Justice As A Mediator Of The Relationship Between Methods Of Monitoring And Organizational 99 Citizenship Behavior"*. Academy of Management Journal, Vol. 36, No.3, 327-556.
- Nihayawati, N. (2017). *Hubungan antara Iklim organisasi dengan keadilan organisasi*. 8-28.
- Nurchayani, D. (2016). *Pengaruh Keadilan Organisasional Terhadap Komitmen Organisasi Dengan Jarak Kekuasaan Sebagai Variabel Moderating Studi Pada PT. PLN (Persero) APJ Semarang*.
- Panggabean, Mutiara S. (2010). *Manajemen Sumber Daya Manusia*. Jakarta : Ghalia Indonesia.
- Rejeki, A. T. (2015). *Pengaruh Keadilan Organisasi pada Komitmen Organisasi dengan Kepuasan Kerja sebagai Variabel Intervening*. Management Analysis Journal, 4(4), 319-326.
- Robbins, S. P. & Judge, Timothy A. (2009). *Organizational Behaviour*. Edisi bahasa Indonesia. Jakarta: Salemba Empat.
- Robbins, S. P., & Judge, T. A. (2013). *Essentials Of Organizational Behavior*. Pearson (Twelfth). Pearson
- Safitri, Citra Febriani (2019). *Kontribusi Keadilan Distributif, Prosedural Dan Interaksional Terhadap Komitmen Organisasi Pada Karyawan Pt. Rekreasindo Nusantara Makassar*. Skripsi S1. Fakultas Psikologi, Universitas Bosowa Makassar.
- Sancoko, Catur Agus dan Panggabean, M. S. (2015). *Pengaruh Keadilan Organisasi Terhadap Komitmen Organisasional Dengan Kepuasan Kerja Sebagai Variabel Intervening Di Sekolah Santa Ursula BSD*.

Jurnal MIX, 5(1), 34-53.

- Sharoni, G & Tziner, (2014) *Organizational citizenship behavior, organizational justice, job stress, and work-family conflict: Examination of their interrelationships with respondents from a non-Western culture*. Journal of Work and Organizational Psychology, 30(1)
- Sholeh, Abdul Rahman. (2018). *Hubungan Persepsi Dukungan Organisasi (Perceived Organizational Support) Dengan Komitmen Organisasi (Organizational Commitment) Pada Pegawai BLU UIN Sunan Ampel Surabaya*, SKRIPSI S1. Universitas Islam Negeri Sunan Ampel Surabaya
- Sianipar, A.R.B., & Hayanti, K. (2014). *Hubungan Komitmen Organisasi dan Kepuasan Kerja dengan Intensi turnover pada Karyawan Bidang Produksi CV.X*. Jurnal Psikodimensia, 13 (1), 98-114.
- Sopiah. (2008). *Perilaku Organisasi*, Yogyakarta: Andi Offset
- Sugiyono. (2016). *Statistika Untuk Penelitian*. Bandung: Alfabeta
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. alfabeta.
- Sujarweni, V. Wiratna. (2015). *Metodologi Penelitian Bisnis dan Ekonomi*. Yogyakarta : Pustaka Baru Press.
- Wibowo, G. Z. (2019). *Pengaruh Keadilan Organisasional terhadap Komitmen Organisasional (Studi pada KPM, PT. Prudential Life Assurance, Yogyakarta)*. Skripsi S1. Universitas Sunata Dharma. Yogyakarta.

**WEBSITE:**

- Artikel “jika manajemen perusahaan tak tepati janji PUK SPSI Kisaran ancam mogok kerja” diakses pada tanggal 18 November 2022: From <https://analisadaily.com/berita/arsip/2015/11/1/184735/puk-spsi-kisaran-ancam-mogok-kerja/>
- Artikel “Karyawan PT. BSP Mogok Kerja” diakses pada tanggal 18 November 2022: From <https://halomedan.co/karyawan-pt-bsp-kisaran-mogok-kerja/>
- Artikel “Ratusan Karyawan PT. Bakrie Sumatera Plantations Demo Tuntut Bonus” diakses pada tanggal 27 Februari 2022: From <https://www.drberita.com/aksi-massa/ratusan-buruh-pt--bakrie-sumatera-plantation-demo-tuntut-bonus>
- Laporan Tahunan 2021, The Year of Operational Turnaround. In *Annual Report Laporan Tahunan*. diakses pada tanggal 27 Februari 2022.