



# Analysis of the influence of organizational justice on job satisfaction with organizational trust as a mediating variable for employees of construction companies

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## ABSTRACT

This study aims to analyze the effect of organizational justice on employee job satisfaction, with organizational trust as a mediating variable. The results show that organizational justice has a significant direct effect on employee job satisfaction and organizational trust. Organizational trust was also found to have a significant direct effect on employee job satisfaction. However, the indirect effect of organizational justice on job satisfaction through organizational trust is not significant. These findings indicate that organizational justice plays an important role in enhancing employee job satisfaction, but organizational trust does not mediate this relationship. The practical implication of this research is the need for organizations to pay attention to the aspect of justice in decision-making processes, reward distribution, and interpersonal interactions to improve employee job satisfaction.

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## 1. INTRODUCTION

The cultural and social characteristics of Rantau Prapat, North Sumatra can influence the perceptions of organizational justice and organizational trust in construction companies in the region. The Rantau Prapat community generally has a culture that emphasizes the values of family and collectivism. In the organizational context, employees tend to prioritize the interests of the group or relatives over individual interests. This can affect the perception of organizational justice, especially regarding the distribution of rewards, promotions, and the treatment of superiors towards subordinates. Organizational trust can also be influenced, where employees are more likely to trust leaders or co-workers who have personal or kinship closeness.

The Rantau Prapat community also has a strong relational orientation, where personal relationships and social networks are very important. The practice of patronage, where there is a mutually beneficial relationship between superiors and subordinates, can influence the perception of organizational justice. Employees may feel that management decisions are not entirely fair if they are based on personal relationships or patronage, rather than on performance or competence. Organizational trust can also be affected, where employees are more likely to trust leaders or co-workers who have closeness through patronage.

Furthermore, the Rantau Prapat community generally has strong religious and spiritual values. This can influence the perception of organizational justice, especially regarding fair and ethical

treatment in accordance with the principles of religion or spirituality. Organizational trust can also be affected, where employees are more likely to trust organizations that demonstrate a commitment to religious or spiritual values.

Overall, the cultural and social characteristics of Rantau Prapat, North Sumatra, which emphasize family, collectivism, relational orientation, patronage, as well as religious and spiritual values, can have a significant influence on the perceptions of organizational justice and organizational trust in construction companies in the region.

Recent research has emphasized the importance of understanding the relationship between organizational justice, organizational trust, and employee job satisfaction in the construction industry. Several studies have examined the influence of organizational justice on job satisfaction, with organizational trust as a mediating variable (Aryee, et al., 2021; Musannip et al., 2020 ; Manihuruk, 2023).

Previous research has extensively examined the influence of organizational justice and organizational trust on employee job satisfaction. Some studies have shown that organizational justice has a positive and significant effect on job satisfaction (Colquitt, et al. 2001 ; Rato, 2020 ; Putra & Sudibya, 2018). Additionally, other studies have found that organizational trust mediates the relationship between organizational justice and job satisfaction ((Tumwesigye, 2010 ; Tan, H. H., & Tan, 2000).

However, there are still some gaps that need to be explored further. First, previous research has been predominantly conducted in public sector organizations or large companies, but few have focused on medium-scale construction companies. Construction companies have unique characteristics that differ from other organizations, so a specific investigation is necessary. Second, most of the previous research was conducted outside of Indonesia, so similar studies are needed in different cultural and work environment contexts.

Based on the above background, this study aims to analyze the effect of organizational justice on job satisfaction with organizational trust as a mediating variable among employees of the construction company CV. Putra Mas Pratama in Rantau Prapat, North Sumatera. This company was selected because it is one of the medium-scale construction companies in the region that is currently facing challenges in managing human resources effectively. Given the background, the research questions in this study are as follows: 1. Does organizational justice have a positive and significant effect on job satisfaction among employees of the construction company CV. Putra Mas Pratama in Rantau Prapat? 2. Does organizational justice have a positive and significant effect on organizational trust among employees of the construction company CV. Putra Mas Pratama in Rantau Prapat? 3. Does organizational trust have a positive and significant effect on job satisfaction among employees of the construction company CV. Putra Mas Pratama in Rantau Prapat? 4. Does organizational trust mediate the effect of organizational justice on job satisfaction among employees of the construction company CV. Putra Mas Pratama in Rantau Prapat?.

## 2. RESEARCH METHOD

The research method used in this study was descriptive quantitative. The population in this study were all 31 employees of CV. Putra Mas Pratama in Rantau Prapat. Since the population was less than 100, the entire population of 31 employees were selected as the sample (Sugiyono, 2017).

The data collection technique used by the researchers was primary data, which included interviews with relevant parties and questionnaires to obtain primary data. The questionnaire included questions related to work environment, job satisfaction, workload, and employee performance. The questions in the questionnaire were based on a Likert scale, where respondents were asked to answer each question.

Based on the review of previous research, the following is an analysis of the instrument validation and limitations of the research on the influence of organizational justice on job satisfaction with organizational trust as a mediating variable for construction company employees Several previous studies that examined similar topics have conducted validity and reliability tests on the questionnaire

instruments before using them in the research. a study conducted by Abubakar et al. (2019) used instruments that had been tested for validity and reliability in the context of construction companies in Nigeria. Another study by Krot and Lewicka (2012) also conducted validity and reliability tests on the questionnaire instruments before using them in research on construction companies in Poland. The results of the validity and reliability tests in these previous studies indicate that the instruments used can be relied upon to measure the constructs being studied.

The analysis used in this study included validity and reliability tests for the questionnaire. Regression analysis was used to determine the correlation between each independent variable and the dependent variable. This analytical technique falls under the collective model category, which provides the correlation coefficient between the independent and dependent variables, the significance level of the coefficients, the regression line equation, the correlation between the predictor sub-variables, and the effective contribution. The data analysis used was the Statistical tool (Smart PLS) on Windows 10.

According to Sugiyono (2017), the quantitative research method is used to examine specific populations or samples, collect data using research instruments, and analyze data quantitatively to test predetermined hypotheses. Ghazali (2014) states that Structural Equation Modeling (SEM) using Partial Least Squares (PLS) is an alternative method that can be used to analyze data. Additionally, Hair et al. (2013) highlight that PLS-SEM provides rigorous applications, better results, and higher acceptance in research.

### 3. RESULTS AND DISCUSSIONS

Inferential analysis in this study was done through statistical data processing. The data processing was carried out using the Partial Least Squares (PLS) method, utilizing the SmartPLS 3.0 program.

#### Measurement Model Evaluation (Outer Model)

Since the indicators forming the latent variables in this study are reflective, the evaluation of the measurement model (outer model) to measure the validity and reliability of these indicators includes a) convergent validity, b) discriminant validity, and c) reliability.

#### Convergent Validity

Convergent validity is the factor loading value that the latent variable has on its indicators, which functions to determine the validity of a construct. Based on the theory, a factor loading value of  $\geq 0.7$  is considered valid. However, in model development, a consensus factor loading value between 0.5 and 0.6 can still be tolerated (Hair, et al 2019).

In this study, a cut-off of 0.5 was used, so indicators with a factor loading value above 0.5 are considered valid. The results of the validity test are as follows:

Table 1. Outer Loading (Measurement Model)

Indicator	Organizational Justice (X)	Organizational Trust (Z)	Job Satisfaction (Y)
X <sub>1_1</sub>	0.709		
X <sub>1_2</sub>	0.777		
X <sub>1_3</sub>	0.665		
X <sub>1_4</sub>	0.716		
Y <sub>1</sub>			0.793
Y <sub>2</sub>			0.868
Y <sub>3</sub>			0.791
Y <sub>4</sub>			0.778
Z <sub>1</sub>		0.790	
Z <sub>2</sub>		0.777	
Z <sub>3</sub>		0.793	
Z <sub>4</sub>		0.786	

Source: Data Processing Using SmartPLS 3.3.2

The results of the processing using SmartPLS shown in Table 1 can be explained that the outer model value or the correlation between the construct and the latent variables has met the convergent validity because all the loading factor values in the table above are not below the loading factor limit value of 0.50. The calculation of the outer loading on the indicators forming the latent variables shows that the outer loading coefficients of each indicator range from 0.665 to 0.868. In accordance with the criteria that an indicator is said to be valid if the outer loading coefficient is greater than 0.60, then all the research indicators that form the research variables are valid, meaning that all indicators are able to measure the variables. The calculation also shows that the p-values are 0.000, which are significant at the alpha level of 0.05. This proves that the indicators that form the latent variables are valid and significant.

### Discriminant Validity

Discriminant validity is the reflective indicator that is assessed based on the cross-loading of the measurement with the construct. If the correlation of the construct with the measurement item is greater than the measurement of other constructs, then it indicates that the latent construct predicts the measurement on their block better than the other blocks (Ghozali, 2014). The following are the results of the Discriminant Validity test:

Table 2. Discriminant Validity (Cross Loading) Values

Indicator	Organizational Justice (X)	Organizational Trust (Z)	Job Satisfaction (Y)
X <sub>1_1</sub>	0.709	0.209	0.129
X <sub>1_2</sub>	0.777	0.125	-0.055
X <sub>1_3</sub>	0.665	0.121	-0.038
X <sub>1_4</sub>	0.716	0.101	-0.104
Y <sub>1</sub>	-0.004	0.495	0.793
Y <sub>2</sub>	-0.094	0.602	0.868
Y <sub>3</sub>	-0.027	0.479	0.791
Y <sub>4</sub>	0.178	0.648	0.778
Z <sub>1</sub>	0.134	0.790	0.456
Z <sub>2</sub>	0.049	0.777	0.421
Z <sub>3</sub>	0.146	0.793	0.661
Z <sub>4</sub>	0.297	0.786	0.582

Source: Data Processing Using SmartPLS 3.3.2

Based on the data in Table 2, it can be seen that some of the loading factor values for each indicator of each construct have greater values compared to the others. This indicates that the latent variables have better measurements in their respective blocks than the others.

### Evaluating Reliability and Average Variance Extracted (AVE)

The criteria for validity and reliability can be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. A construct is said to have high reliability if the value is equal to or greater than 0.70, and the AVE value is above 0.50. The criteria for validity and reliability can be seen from the reliability value of a construct and the Average Variance Extracted (AVE) value of each construct. A construct is said to have high reliability if the value is equal to or greater than 0.70, and the AVE value is above 0.50.

Table 3. Composite Reliability and Average Variance Extracted

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Justice (X)			0.809	0.615
Organizational Trust (Z)	0.801	0.813	0.866	0.619
Job Satisfaction (Y)	0.824	0.832	0.883	0.653

Source: Data Processing Using SmartPLS 3.3.2

Based on Table 3, it can be seen that all constructs have met the reliable criteria. This is indicated by the Composite Reliability value above 0.60 and the AVE above 0.50.

### Structural Model (Inner Model) Testing

The structural model serves to determine the correlation between constructs, the significance value, and the Adjusted R-Square of the research model. In evaluating the model using PLS, it starts by looking at the Adjusted R-square for each dependent latent variable. The table below is the result obtained from the Adjusted R-square estimation using the SmartPLS 3 version 3.3.2 software.

Table 4. Adjusted R-square

	R Square	R Square Adjusted
Organizational Trust (Z)	0.046	0.026
Job Satisfaction (Y)	0.503	0.482

Source: Data processing with SmartPLS 3.3.2

The R-square value of the Job Satisfaction variable is 0.503, which means that the variability of the Job Satisfaction construct that can be explained by the variability of the Organizational Justice and Organizational Trust constructs is 50.3%, while the remaining is explained by other variables outside the study. According to (Ghozali, 2014), an R<sup>2</sup> value of 0.482 can be concluded that the model is strong, moderate, and weak. The final conclusion is that the effect is moderate.

The R-square value of the Organizational Trust variable is 0.046. This R-square value means that the variability of the Organizational Trust construct that can be explained by the variability of the Organizational Justice construct is 4.6%, while the remaining is explained by other variables outside the study. According to (Ghozali, 2014), an R<sup>2</sup> value of 0.026 can be concluded that the model is strong, moderate, and weak. Based on this, it can be said that the effect is low.

### Hypothesis Testing (Influence between variables)

It is intended to find a significant influence between the independent variables and the dependent variable by examining the path coefficients that show the parameter coefficients and the significance value of the T statistic. The significance of the parameter is expected to provide an overview of the correlation between the research variables. The standard for rejecting and accepting the proposed hypothesis is using a probability of 0.05. The table below presents the output of the estimation for model testing.

Table 5. Hypothesis Test based on Structural Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational Justice (X) -> Organizational Trust (Z)	0.488	0.493	0.064	7.601	0.000
Organizational Justice (X) -> Job Satisfaction (Y)	0.218	0.226	0.067	3.244	0.001
Organizational Trust (Z) -> Job Satisfaction (Y)	0.726	0.745	0.078	9.318	0.000

Source: Data Processing With SmartPLS 3.3.2

There is an influence of organizational justice on job satisfaction. This is because the t-value is greater than the t-table (3.244 > 1.96) or the P-value is less than 0.05 (0.001 < 0.05), so H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. The positive coefficient value means that the influence is positive, i.e., if organizational justice increases, then job satisfaction also increases.

There is an influence of organizational justice on organizational trust. This is because the t-value is greater than the t-table (7.601 > 1.96) or the P-value is less than 0.05 (0.000 < 0.05), so H<sub>0</sub> is rejected and H<sub>a</sub> is accepted. The positive coefficient value means that the influence is positive, i.e., if organizational justice increases, then organizational trust also increases.

There is an influence of organizational trust on job satisfaction. This is because the t-value is greater than the t-table ( $9.318 > 1.96$ ) or the P-value is less than 0.05 ( $0.000 < 0.05$ ), so  $H_0$  is rejected and  $H_a$  is accepted. The positive coefficient value means that the influence is positive, i.e., if organizational trust increases, then job satisfaction also increases.

**Test of the Effect of Mediating Variables**

In this analysis, the high coefficient of both direct and indirect influence will be observed. Testing through mediation to explore in more depth whether the mediating variable succeeds in mediating the influence of the independent variable on the dependent variable or not, can be described in the Indirect Effect output. If the P-value is less than 0.05, then the independent variable affects the dependent variable through the mediating variable. The results of the path analysis in the Indirect Effect output, if the P-value is less than 0.05, then there is a mediating effect (Sofyani, 2013).

**Direct, indirect, and total effect**

This is done to determine the coefficients of direct, indirect, and overall influence, which can ultimately determine whether there is a mediating variable effect or not. It can be seen in the Indirect Effects and Total Effects output. The output results are as follows:

Table 6. Results of Indirect and Total Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Organizational Justice (X) -> Organizational Trust (Z) -> Job Satisfaction (Y)	0.156	0.110	0.212	0.737	0.461

Source: Data Processing with SmartPLS 3.3.2

**Path Analysis Regression Equation**

Path Analysis Equation 1:

$$Y = \rho_{xy}.X_1 + \epsilon_1 \dots\dots\dots(1)$$

$$Y = 0.218 X_1$$

Path Analysis Equation 2:

$$Z = \rho_{xz}.X + \rho_{yz}.Y + \epsilon_2 \dots\dots\dots(2)$$

$$Z = 0.215X + 0.156M$$

Explanation:

X = Organizational Justice (independent variable)

Z = Organizational Trust (mediating variable)

Y = Job Satisfaction (dependent variable)

$\epsilon$  = error (value o)

The direct effect of X on Y is 0.218, which is the regression coefficient of the direct effect of X on Y. From this, it can be seen that the direct effect is greater than the indirect effect. The indirect effect of X<sub>2</sub> on Z through Y is 0.215, which is the regression coefficient of the direct effect of X on Y, which is 0.218. From this, it can be seen that the direct effect is greater than the indirect effect.

Conclusions for the test of the effect of the mediating variable:

- 1) Organizational justice has an effect on job satisfaction. This is based on the test results, where the P-value is less than 0.05 ( $0.001 < 0.05$ ).
- 2) Organizational justice affects job satisfaction through organizational trust. This is based on the Indirect effect test, where the P-value is more than 0.05 ( $0.461 > 0.05$ ).

### **The Effect of Organizational Justice on Employee Job Satisfaction at CV. Putra Mas Pratama Construction Company in Rantau Prapat**

The direct effect of  $X_1$  on  $Y$  is 0.218, which is the regression coefficient of the direct effect of  $X$  on  $Y$ . From this, it can be seen that the direct effect. Organizational justice has an effect on job satisfaction. This is based on the test results, where the P-value is less than 0.05 ( $0.001 < 0.05$ ). This finding indicates that the higher the employees' perception of organizational justice, the more it will increase their job satisfaction. Recent research by Colquitt, et al, (2021) supports this finding, explaining that organizational justice is a key factor in influencing employee attitudes and behavior, including job satisfaction. When employees feel that the organization treats them fairly in terms of decision-making, reward distribution, and interpersonal interaction, they tend to feel valued and well-treated. This, in turn, will increase their job satisfaction. Additionally, Greenberg, (2022) affirms that organizational justice can also increase employees' trust in the organization. When employees believe that their organization is behaving fairly, they will be more likely to engage and commit to their work, thereby enhancing job satisfaction.

### **The Effect of Organizational Justice on Organizational Trust of Employees at CV. Putra Mas Pratama Construction Company in Rantau Prapat**

The direct effect of  $X$  on  $Z$  is 0.488, which is the regression coefficient of the direct effect of  $X$  on  $Z$ . From this, it can be seen that the direct effect. Organizational justice has an effect on organizational trust. This is based on the test results, where the P-value is less than 0.05 ( $0.000 < 0.05$ ). This finding indicates that the better the employees' perception of organizational justice, the more it will increase their trust in the organization. This finding is consistent with recent research emphasizing the important role of organizational justice in building organizational trust. According to Li, and Tangirala, (2022), organizational justice can influence employees' trust through the fulfillment of their psychological needs, such as the need for security, self-esteem, and affiliation. When employees feel that they are treated fairly by the organization, they tend to feel valued and accepted, thus increasing their trust in the organization. On the other hand, Dirks and Ferrin, (2002) states that organizational justice can also affect employee work outcomes, such as commitment, performance, and job satisfaction, through the mediation of organizational trust. In other words, the organizational justice perceived by employees can increase their trust in the organization, which in turn will have a positive impact on their work outcomes.

### **The Effect of Organizational Trust on Job Satisfaction of Employees at CV. Putra Mas Pratama Construction Company in Rantau Prapat**

The direct effect of  $Z$  on  $Y$  is 0.726, which is the regression coefficient of the direct effect of  $Z$  on  $Y$ . From this, it can be seen that the direct effect. Organizational trust has an effect on job satisfaction. This is based on the test results, where the P-value is less than 0.05 ( $0.000 < 0.05$ ). This finding indicates that the higher the level of employees' trust in the organization, the more it will increase their job satisfaction. This finding is in line with recent research that emphasizes the importance of organizational trust in influencing employee work outcomes. According to (Searle, R., Nienaber and Weibel, (2021), organizational trust can increase employee job satisfaction through several mechanisms. First, when employees trust the organization, they tend to feel secure and comfortable in their work, so they can focus on their work and demonstrate better performance. Second, organizational trust can also increase employee commitment to the organization, which in turn will encourage them to work better and feel satisfied with their work. On the other hand, Skerlavaj, et al, (2023) state that organizational trust can also mediate the relationship between transformational leadership and employee job satisfaction. When employees trust the organization and its leaders, they tend to feel valued and supported, which in turn increases their job satisfaction.

### The Effect of Organizational Justice on Employee Job Satisfaction through the Mediating Variable of Organizational Trust at CV. Putra Mas Pratama Construction Company in Rantau Prapat

Observing the P-value of the indirect effect of X<sub>2</sub> on Z through Y, which is 0.215, and the direct regression coefficient of X on Y, which is 0.218, it can be seen that the direct effect is greater than the indirect effect. Organizational justice has an effect on job satisfaction through organizational trust. This is based on the Indirect effect test, where the P-value is greater than 0.05 (0.461 > 0.05). This finding indicates that organizational justice has a significant direct impact in increasing employee job satisfaction. When employees perceive fairness in decision-making processes, reward distribution, and interpersonal interactions within the organization, they tend to feel more satisfied with their jobs Greenberg, (2022). However, the indirect effect of organizational justice on job satisfaction through organizational trust is not significant. This result differs from previous findings that showed organizational trust can mediate the relationship between organizational justice and job satisfaction Aryee, et al (2021) 2021). One explanation for this finding is that organizational trust may not always be an important factor linking organizational justice to job satisfaction. In fact, organizational justice itself can directly meet employees' need for fairness, thereby directly impacting their job satisfaction (Colquitt et al (2001).

#### 4. CONCLUSION

Organizational justice has a significant direct effect on employee job satisfaction. The coefficient value of the direct effect of X<sub>1</sub> on Y is 0.218 with a P-value less than 0.05 (0.001 < 0.05). When employees feel that the organization treats them fairly in terms of decision-making, reward distribution, and interpersonal interaction, they tend to feel valued and well-treated, which ultimately will increase their job satisfaction. Organizational justice has a significant direct effect on organizational trust. The coefficient value of the direct effect of X on Z is 0.488 with a P-value less than 0.05 (0.000 < 0.05). Organizational justice can influence employees' trust through the fulfillment of their psychological needs, such as the need for security, self-esteem, and affiliation. When employees feel that they are treated fairly by the organization, they tend to feel valued and accepted, thus increasing their trust in the organization. Organizational trust has a significant direct effect on employee job satisfaction. The coefficient value of the direct effect of Z on Y is 0.726 with a P-value less than 0.05 (0.000 < 0.05). When employees trust the organization, they tend to feel safe and comfortable at work, so they can focus on their work and demonstrate better performance. Secondly, organizational trust can also increase employee commitment to the organization, which in turn will encourage them to work better and feel satisfied with their work. The direct effect of X on Y (regression coefficient 0.218) is greater than the indirect effect of X on Z through Y (P-value 0.215). This indicates that the direct effect of X<sub>2</sub> on Y is more dominant than the indirect effect of X on Z through Y. Organizational justice has a significant direct effect on employee job satisfaction. When employees perceive fairness in decision-making processes, reward distribution, and interpersonal interactions within the organization, they tend to feel more satisfied with their work. However, the indirect effect of organizational justice on job satisfaction through organizational trust is not significant. This is different from the previous findings, which showed that organizational trust can mediate the relationship between organizational justice and job satisfaction.

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