



Impact of Organizational Justice on Employee Performance

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Abstract

This study examines the relationship between organizational justice and employee performance within the office of the Ministry of Higher Education and Scientific Research in the Kurdistan Region of Iraq. Organizational justice, defined as perceived fairness in procedural, interpersonal, and distributive dimensions at the workplace, was analyzed using a sample of 154 employees and academic staff. Regression and correlation analyses revealed that all three dimensions significantly impact employee performance, with Interactional justice identified as the strongest predictor. The study's cross-sectional design involved collecting data through questionnaires and applying statistical techniques, including reliability analysis, factor analysis, correlation, and regression. The findings underscore the positive effect of organizational justice on employee performance and provide valuable insights for academic managers in policy-making. Recommendations were offered to policymakers in higher education, emphasizing the importance of fair procedures, resource allocation, and interactions. The study suggests that implementing justice in organizational practices can boost employee confidence and performance. These results are expected to be useful for organizations, their managers, and HR departments, as well as future researchers, offering a deeper understanding of how organizational justice influences performance in higher education.

Keywords: Organizational justice, Distributive justice, Procedural justice, Interactional justice, Employee performance

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Introduction

Every organization aims to maximize employee performance, a crucial factor in achieving the organization's objectives. Various elements can influence employee performance, demanding close attention from enterprise managers. This research will thoroughly examine factors such as organizational justice, encompassing distributive, procedural, and interactional justice, and how they relate to employee performance. The study of organizational justice's impact on employee performance is a highly esteemed research topic within the realm of organizational behavior, garnering significant attention and support from the Ministry of Higher Education and Scientific Research.

In the Ministry of Higher Education, ensuring top-notch performance from its workforce is crucial to accomplishing its educational and administrative objectives. Nevertheless, there is a growing worry that how employees perceive fairness within the organization might be affecting their performance. This concern sets the stage for a study investigating the "Impact of Organizational Justice on Employee Performance." in the Ministry of Higher Education" is formulated as follows:

"The Ministry of Higher Education functions within a dynamic and fiercely competitive setting, where the performance of its employees is a pivotal factor in delivering excellent education and efficient administrative services. Recent observations and anecdotal accounts indicate potential concerns regarding fairness within the organizational processes of the ministry. Employees may perceive disparities in how they are treated, inconsistencies in procedures, and a lack of transparency in decision-making. These perceived injustices, if prevalent, can significantly affect employee morale, satisfaction with their work, and overall performance. Hence, there is an immediate requirement to investigate the extent to which organizational justice, including distributive, procedural, and interactional aspects, influences employee performance within the Ministry of Higher Education. Recognizing and addressing these probable issues related to justice is vital for the ministry to enhance its workforce and effectively fulfil its mission of providing superior higher education services.". The academic institution should strive to establish a system that fosters an environment conducive to optimal employee performance using the available resources. Organizational justice encompasses ensuring fair distribution of compensation, rewards, and other privileges, as well as equitable allocation of resources to uphold distributive justice. Likewise, the organization should implement procedures uniformly across all employees, devoid of any biases. Interpersonal interactions within the institution should maintain a professional approach, free from personal preferences. However, articulating these principles is simpler than effectively implementing them consistently throughout the academic institution. Achieving fairness across the board within the institution is a challenge. This dimension of justice warrants further research to comprehensively understand its diverse impacts.

The goal of a study investigating the impact of organizational justice on employee performance is to explore and comprehend the connection between how fairness and justice are perceived within an organization and the resulting impact on employee performance. Such research typically aims to achieve specific objectives, including:

Evaluate Perceptions of Organizational Justice: The study should aim to assess how employees perceive fairness and justice within the organization. This evaluation may involve examining their perceptions of distributive justice (equity in outcomes), procedural justice (equity in processes and procedures), and interactional justice (equity in interpersonal treatment).



By accomplishing these objectives, the study can provide valuable insights into how organizational justice impacts employee performance, thereby aiding in the development of strategies to foster fairness and enhance employee productivity within the organization.

Contribute to Theoretical Understanding: To contribute to the theoretical understanding of organizational justice, the study can propose a comprehensive model that integrates the mediating and moderating variables, providing a deeper understanding of the complexities involved. Additionally, exploring the nuances of how specific organizational cultures influence the relationship between organizational justice and employee performance can enrich existing theories in this domain.

Literature Review

Organization justice

The concept of organizational justice, as elucidated by Robbins and Judge (2022), encapsulates an overall perception of fairness within the workplace, encompassing distributive, procedural, informational, and interpersonal dimensions. Kinicki (2021) further expands this definition by emphasizing it as the extent to which individuals perceive fair treatment in their work environment. Conversely, Buchanan (2019) adds a dimension of personal evaluation, emphasizing the ethical and moral aspects of managerial behavior.

In synthesis, organizational justice can be succinctly defined as the collective perception of employees regarding the fairness of their treatment within the workplace. This perception extends to how resources, opportunities, and interactions are distributed and managed within the organizational framework.

Moreover, organizational justice holds explanatory power in understanding employee reactions to both inequitable outcomes and improper processes. Employees' perception of fairness not only positively influences their attitudes and performance but also shapes their behavior in treating customers equitably. Consequently, this fair treatment of customers generates a favorable response from them, benefiting both the employees and the organization as a whole. This signifies the far-reaching impact that the perception of organizational justice can have within and beyond an organization. Organizational justice has emerged as a central focus of research in the third millennium due to its profound influence on organizational effectiveness and its implications for both organizations and individuals. A lack of organizational justice can detrimentally impact an organization's performance, affecting the efficiency of employees (Deconick, 2010).

The presence of organizational justice stands as a critical factor for an organization's success, directly correlating with its employees' performance. Studies consistently highlight organizational justice as a pivotal variable in enhancing employee performance. When employees perceive unfair treatment, it naturally leads to a decrease in their productivity, underscoring the importance of treating employees fairly.

Organizational justice encompasses the judgments and behaviors of individual employees towards their organization. It specifically pertains to how employees perceive their organization's operations, interactions with other employees, and dealings with competitors in the market. This perception revolves around the decisions made by the organization, grounded in principles of equity, law, and fairness. Fairness within the



organization profoundly impacts employee work attitudes and behavior. A fair system motivates employees, instilling commitment towards their work, which in turn, cultivates the right behavior in the workplace and contributes to the prosperity and growth of the organization. Justice in an organization pertains to matters concerning the organization's pay system, promotions, rewards, and other justice-related aspects.

In summary, organizational justice is a crucial aspect that significantly influences employee performance and, subsequently, the overall effectiveness and prosperity of an organization. Fair treatment within the organization is pivotal in fostering a motivated and committed workforce, ultimately contributing to organizational success.

In its broadest sense, organizational justice is the assessment of administrative decisions by employees, considering various variables such as task allocation, adherence to schedules, empowerment, wage structures, distribution of incentives, experiencing a fair economic and social work environment, and how employees perceive internal decision-making processes and their communication (Kaneshiro, 2008). Organizational justice typically comprises three primary dimensions: distributive, procedural, and interactional justice (Moorman, 1991; Niehoff and Moorman, 1993; Cohen-Charash and Spector, 2001; Wang et al., 2010).

Distributive Justice

The first pillar of organizational justice is Distributive Justice, primarily concerned with how outcomes are perceived in terms of fairness (Rupp, 2011). This aspect delves into the perceived fairness regarding outcomes, rewards, and the distribution of resources within the organizational structure. It explores whether employees believe they are receiving a fair portion of benefits and rewards relative to their efforts or in comparison to their peers in similar roles.

Aligned with equity theory, distributive justice evaluates the extent to which equitable allocation norms are upheld within an organization's decision-making context (Cohen-Charash; Greenberg, 1990; Spector, 2001). It represents employees' perception of fairness across all organizational resources, encompassing fairness in promotions, payments, and rewards, as outlined in the value hypothesis. This hypothesis suggests that workers perceive a rational framework for rewards within the organization (Folger and Konovsky, 1989). Greenberg (1990) argued that distributive equity focuses on the fairness of rewards and incentives received by employees in recognition of their contributions to the organization.

Distributive Justice reflects employees' favorable perceptions of rewards, encompassing aspects such as compensation and promotions that align with their expectations. It embodies the envisioned fairness in outcomes, offering suitable compensation for employee efforts and providing opportunities for career growth (Demers & Wang, 2010). In line with this, research by Ohana and Meyer (2016) suggests a positive correlation between distributive justice and organizational affective commitment.

procedural justice

Procedural justice, as defined by Greenberg and Tyler (1987), represents the perceived fairness of the decision-making process. In certain cases, it can carry more weight than distributive justice, particularly when individuals believe that the decisions leading to resource allocation or outcomes were made fairly. The perception of fairness in the process of distribution assists employees in being more accepting of undesired outcomes (Baldwin, 2006).



We focus on key dimensions of procedural justice, such as providing employees with a voice, ensuring consistency, eliminating bias, maintaining accuracy, and upholding ethicality. These dimensions are critical for fostering perceptions of fairness in the workplace and have been identified in the literature as essential components of procedural justice (Folger & Konovsky, 1989; Van Dijke et al., 2015).

Folger and Konovsky (1989) emphasized that employees' perception of fairness across all organizational resources, including promotions, payments, and rewards, aligns with the value hypothesis, where workers perceive a rational framework for reward distribution within the organization. Van Dijke, De Cremer, Brebels, and Van Quaquebeke (2015) proposed that these specific factors can effectively facilitate the implementation of procedural justice, thereby encouraging employee cooperation.

Other potential dimensions of procedural justice, though relevant, were not included in this study due to their lesser applicability to the organizational setting under investigation. The selected dimensions are the most pertinent in examining fairness perceptions in decision-making processes, particularly in the context of a mid-sized technology company undergoing a major organizational restructuring. This setting is characterized by significant changes in roles, responsibilities, and reward structures, where ensuring procedural fairness is crucial for maintaining employee trust and cooperation. This selection is also supported by the work of Colquitt (2001) and Leventhal (1980), who argue for the critical role of these dimensions in promoting procedural justice within organizations facing similar transitional challenges.

Interactional justice

Interactional justice revolves around the perceived fairness in interpersonal treatment and communication within the organizational context. It evaluates whether employees feel they are treated with respect, dignity, and consideration for their rights and needs during interactions with supervisors, colleagues, and the organization as a whole.

Moreover, interactional justice is tied to an individual's sensitivity to the quality of interpersonal treatment they experience within procedural frameworks. It can be further categorized into two dimensions: interpersonal justice and informational justice, as outlined by Greenberg (1990, 1993).

In a study by Huang and Huang (2016), it was found that procedural justice significantly strengthens the relationship between interactional justice and employee silence. This underscores the importance of valuing employees during their interpersonal interactions with their managers, emphasizing the appropriate treatment they should receive.

Employee performance

In the organizational context, both task and contextual performances hold significant importance in achieving desired standards (Armstrong & Baron, 2005). Employee performance extends beyond job roles, encompassing efforts that inspire processes and tasks, influencing the psychological and social environment within institutions (Thomas & Feldman, 2009).

Mangkunegara (2017) defines work performance, or work achievement, as the qualitative and quantitative result of an employee's efforts in carrying out assigned duties. Similarly, Jufrizen and Kanditha (2021) describe employee performance as the quality and quantity of work an employee delivers in alignment with their



responsibilities. Rivai (2015) adds that performance is the measure of an individual's success in completing tasks within a defined period compared to predetermined standards, targets, objectives, or criteria.

Employee performance, therefore, can be defined as the outcome of work achieved by an employee while fulfilling their responsibilities. It serves as a critical indicator of employees' efforts, dedication, and motivation, essential for institutions to realize their strategic objectives and maintain competitiveness in today's competitive environment (Asif & Searcy, 2014). Employees tend to exhibit higher performance levels when they perceive that the institution effectively manages their genuine needs and aspirations (Ahmed & Mostafa, 2017). Employee performance stands as a pivotal phenomenon for institutions in reaching their desired status and rankings, reflecting their ability to efficiently utilize organizational resources to accomplish personal or organizational goals (Daft, 2001).

Organizational justice and Employ performance

Organizational justice plays a crucial role as a predictor of various key aspects of employee engagement and performance. It significantly influences employees' motivation, commitment, loyalty, well-being, and overall performance. For an institution to achieve high-performance levels, a foundation of mutual support and cooperation between employees and the organization is vital (Armstrong & Baron, 2005). Fair treatment of employees, supported by just decisions, is dynamic in motivating employees to deliver their best performances.

Fair procedures and processes are not only important for enhancing performance but also for aligning the interests of both the institution and its employees. When institutions adopt fair procedures and decision-making processes, it inspires employees to engage more deeply with their tasks and responsibilities (Burton, Sablynski & Sekiguchi, 2008). Equally significant are fair decisions regarding resource allocation based on employees' efforts and potential, aiding institutions in achieving their predefined standards and objectives (Arman, Latif & Ali, 2014).

The perception of fairness directly impacts employee performance. When employees perceive fairness in their treatment, it acts as a motivator, driving them to perform their institutional tasks more effectively (Akrama, Jamal & Hussaina, 2020). Furthermore, this perception of fairness leads employees toward innovative behavior, making them more conscious and efficient in utilizing institutional resources, ultimately contributing to enhanced performance and productivity.

Methodology

Describes the research design:

This study examines the relationship between employees' perceptions of organizational justice—distributive, interactional, and procedural—and their job performance within the the office of Ministry of Higher Education and Scientific Research in the Kurdistan Region of Iraq. Utilizing a cross-sectional research design, data were collected from faculty members through a structured questionnaire. Out of 170 distributed questionnaires, 154 valid responses were analyzed, with 16 excluded due to improper completion. Statistical techniques such as reliability analysis, factor analysis, correlation, and regression were employed to assess the impact of perceived fairness on employee performance. The findings highlight the critical role of organizational justice in shaping employee outcomes and offer valuable insights for improving fairness perceptions and organizational



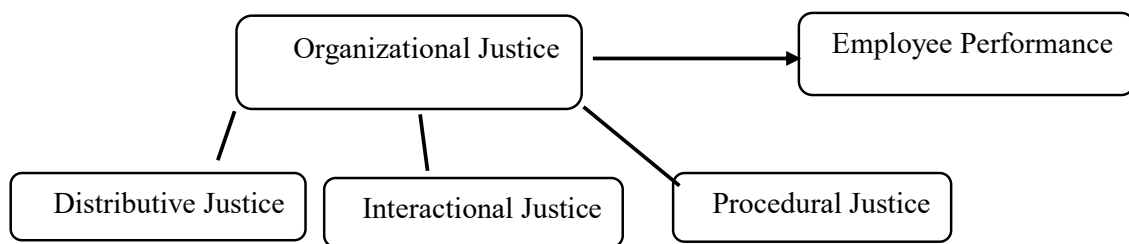
effectiveness within the Ministry of Higher Education in the Kurdistan Region of Iraq.

The primary objective of this study is to test the following hypotheses:

- Hypothesis 1: Employees' perceptions of distributive justice within the Ministry of Higher Education positively correlate with their job performance ratings.
- Hypothesis 2: Employee perceptions of interactional justice in the Ministry of Higher Education positively influence their job performance.
- Hypothesis 3: Higher levels of perceived procedural justice among employees are positively associated with their job performance.

The research design employs quantitative methods, using surveys to gather data from employees within the Ministry. Statistical analyses will be conducted to test these hypotheses and determine the strength and nature of the relationships between the different forms of justice and job performance.

Research Methodology



Data Collection Methods and Analysis Techniques

Figure-1- Hypothesized Model

This section reviews the results of the descriptive analysis of the opinions of 154 respondents out of a total of 170 questionnaires distributed. Sixteen questionnaires, filled out incorrectly, accounted for about 24% of the total responses from the office of the Ministry of Higher Education and Scientific Research in the Kurdistan Region of Iraq. The study examines the level of availability of the study variables, represented by (Organizational Justice) as the independent variable and (Employee Performance) as the dependent variable within the office of the Ministry of Higher Education and Scientific Research in the Kurdistan Region of Iraq. The analysis was conducted using tests of frequency distributions, percentages, arithmetic means, standard deviation, coefficient of variation, and percentage of agreement.

Since the measurement tool for the variables in this study was designed according to Cronbach's Alpha scale, this enables the researcher to determine the level of availability of the variables based on the category to which the arithmetic means the respondents' opinions towards its items belong. To achieve this, statistical analyses were conducted using the SPSS-26 software for each of the study variables.

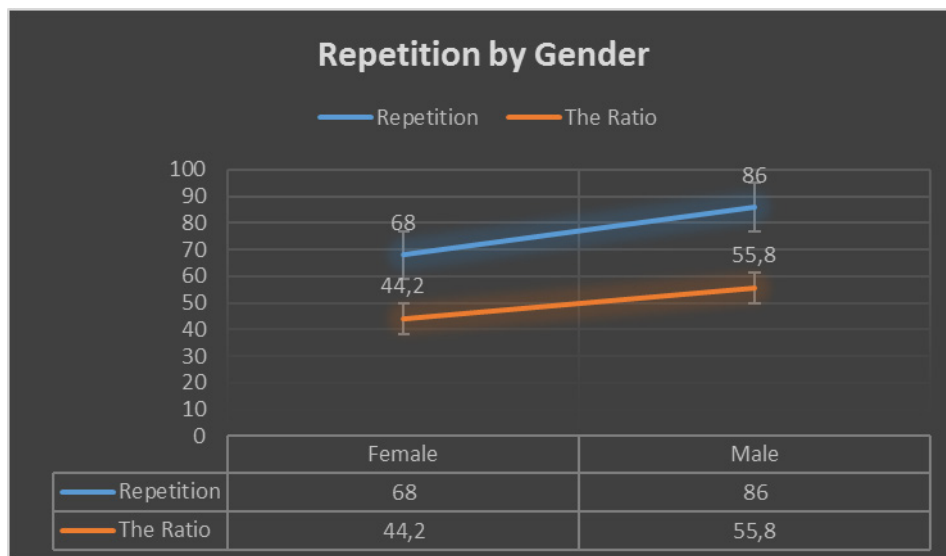


First: Description of the Study Sample Characteristics

1- Gender: Table (1) shows that the number of males in the sample was 86, representing 55.8%, while the number of females was 68, accounting for 44.2% of the total study sample. This indicates that males made up the larger proportion, as the ministry relies primarily on this gender for most of its positions. This suggests an inequality in the opportunities for holding positions and being assigned tasks between males and females in the surveyed ministry department.

Table (1) Distribution of the sample according to gender

Gender	Repetition	The ratio
Female	68	44.2
Male	86	55.8
Total all	154	100



2- Age: Table (2) presents the distribution of the sample according to age groups. The table shows that data was collected from a total of 154 individuals in the sample. A detailed review of the table reveals the following:

Age group (under 22 years): There are 0 individuals in this category, representing 0.0% of the total sample.

Age group (23-33 years): This group consists of 27 individuals, accounting for 17.5% of the sample.

Age group (34-43 years): This is the largest group in the sample, with 95 individuals, making up 61.7% of the sample.

Age group (43-53 years and above): This group includes 32 individuals, representing 8.2% of the sample.

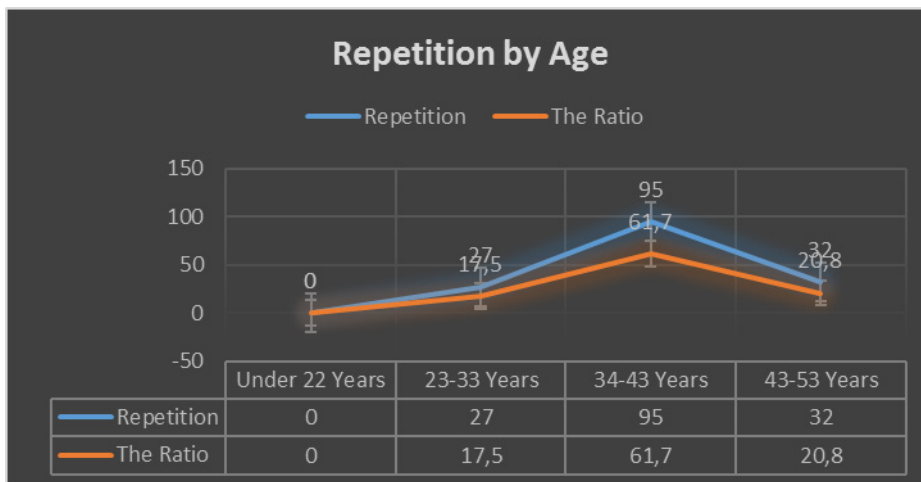
Based on this data, it can be observed that the age group (34-43 years) is the most represented in the sample,



while the age group (under 22 years) is relatively nonexistent. This indicates that the responding group is more familiar with job requirements and responsibilities, suggesting that the majority of employees in administrative roles are young individuals who have the potential to gain more experience and learn something valuable about the variables of the study.

Table (2) Distribution of the sample according to age groups

Age groups	Repetition	The ratio
Under 22 years	0	0.0
23-33 years	27	17.5
34-43 years	95	61.7
43-53 years	32	20.8
Total all	154	100



3 -Educational Qualification:

Table (3) presents the distribution of the sample according to the educational qualifications of the individuals, along with the frequency and percentage for each category:

- Individuals with a “high school diploma “ represent 11.0% of the sample, with a total of 17 individuals.
- The bachelor’s degree category is the largest, making up 46.1% of the total sample, with 71 individuals.
- The diploma category represents 11.7% of the sample, with 18 individuals.
- The PhD category is very small, accounting for only 3.2% of the sample, with 6 individuals.
- The master’s degree category also represents a significant portion of the sample, with 27.9%, or 43 individuals.

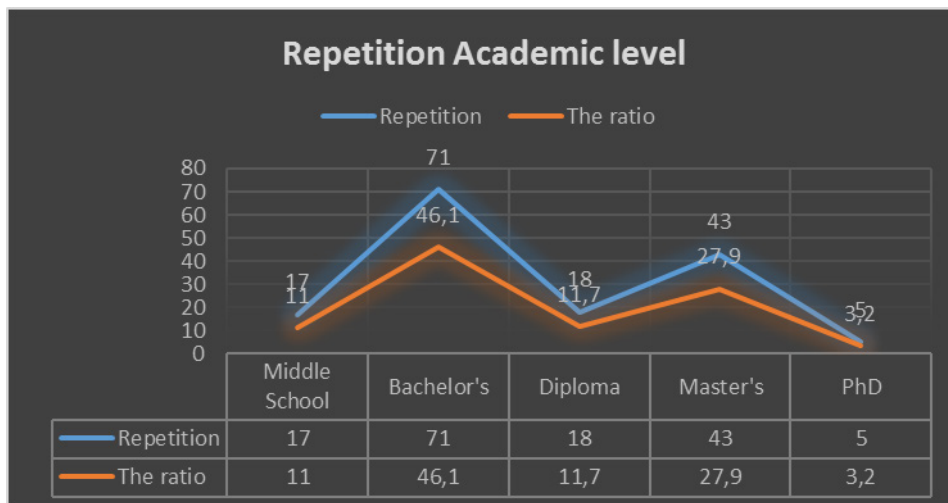
It can be concluded that individuals with a bachelor’s degree make up the largest percentage of the sample.



This reflects the requirements of the Ministry of Higher Education and Scientific Research, indicating that holding a bachelor's degree is essential for occupying positions and responsibilities within the ministry. These individuals are likely to be more aware of organizational justice in job performance.

Table (3) Distribution of the sample according to the educational level

Academic level	Repetition	The ratio
Middle School	17	11.0
Bachelor's	71	46.1
Diploma	18	11.7
PhD	5	3.2
Master's	43	27.9
Total all	104	100



Organizational Justice

Table (4): Distribution of the Sample According to the Scale Movement on the Organizational Justice Variables
Presentation of Study Sample Responses on the Dimensions of Distributive Justice:

Table (4) presents the frequency distributions, percentages, means, standard deviations, coefficients of variation, and percentage of agreement for the organizational justice variable, based on the responses of the surveyed individuals to indicators of its dimensions (distributive justice, procedural justice, interactional justice).

The overall data for this independent variable indicate that the respondents agreed on this variable with an agreement rate of 68.9%, a mean score of 3.4, a high level of availability, a standard deviation of 1.0, and a coefficient of variation of 29.9%. This suggests the importance of this variable within the surveyed community, as reflected in the respondents' answers. The data also indicate a level of consistency and acceptability among



the respondents' opinions, which contributed to the positive evaluation of this variable.

This consistency implies that the Ministry of Higher Education and Scientific Research in the Kurdistan Region of Iraq possesses the capability to effectively manage and utilize the dimensions of this variable in a way that supports its strategies.

A: Distributive Justice:

The data presented in Table (4) indicates that respondents have a positive agreement level of 68.9% regarding distributive justice. The neutrality and disagreement percentage stands at 16.2%, supported by a mean value of 3.4, a standard deviation of 1.0, and a coefficient of variation of 29.9%.

Among the key indicators reflecting consistency and acceptability in the respondents' opinions, contributing to the positive evaluation of this dimension, is the indicator "Promotion eligibility in my department is based on merit." This indicator has a mean value of 2.9, indicating a high level, with a standard deviation of 1.02, a coefficient of variation of 40.0%, and an agreement percentage of 58.7%. This aligns with the team policies followed by the ministry regarding distributive justice.

On the other hand, the indicator "I feel that my job duties and responsibilities are very appropriate" shows a somewhat lower level of consensus among respondents, which slightly reduces the overall agreement percentage. This indicator scored a mean value of 3.9, which is still high based on the level of availability but is the lowest mean among the statements for this dimension. It also recorded a standard deviation of 0.8, a coefficient of variation of 20.4%, and an agreement percentage of 77.7%.

This suggests that the Ministry under study has the capability to consistently engage with the environment that supports distributive justice.

B: Procedural Justice:

The data in Table (4) reveals a positive agreement level among respondents regarding procedural justice, with an overall agreement percentage of 64.8%. The coefficient of variation is low at 32.7%, with a standard deviation of 1.1 and a relatively high mean value of 3.2.

One of the key indicators that reflects consistency and acceptability in the respondents' opinions, enhancing the positive agreement, is the indicator stating, "The manager allows room for objections to the decisions he makes." This indicator has a high mean value of 3.1, a very low standard deviation of 1.1, a coefficient of variation of 37.2%, and an agreement percentage of 61.6%.

However, an indicator that shows some weakness among respondents' opinions, slightly reducing the overall agreement percentage, is the one stating, "Administrative decisions are applied to all employees without exception." This indicator recorded a mean value of 3.4, a standard deviation of 1.21, a coefficient of variation of 35.7%, and an agreement percentage of 68.02%.

This suggests that procedural justice within the ministry under study and its institutions is capable of maintaining and documenting both internal and external justice across different management levels in the organizational structure. This is achieved by applying administrative decisions uniformly to all employees without exception, reflecting the ministry's commitment to ensuring fairness through contemporary techniques in decision storage and application, potentially serving as a model for other organizations.



C: Interactional Justice:

The data presented in Table (4) indicates that Interactional Justice as a dimension of organizational justice has a high agreement percentage of 72.9%. The responses from the surveyed individuals were largely positive and acceptable, as indicated by the mean value of 3.6, which is higher than the hypothetical mean of the study set at 3. The standard deviation was recorded at 0.9, and the coefficient of variation stood at 25.8%, demonstrating a high level of consistency among respondents' answers. This suggests that the dimension of interactional justice has significantly contributed to enriching this variable.

When examining the sub-items related to Employee Performance, the highest percentage contributing to the positivity of this dimension was observed in the item related to "Early Warning." This item showed an agreement percentage of 80.4%, with a mean value of 4.4, which is relatively high. The standard deviation for this item was 0.8, and the coefficient of variation was 19.6%, indicating that the variation in respondents' answers was statistically significant.

Conversely, the item with the lowest response among the sub-items related to Early Warning was the statement, "I complete my tasks as quickly as possible through feedback." This item had an agreement percentage of 85.5%, a mean value of 4.3, which is still high, a standard deviation of 0.8, and a coefficient of variation of 19.6%, also indicating statistically significant differences in respondents' answers.

These findings suggest that Employee Performance received significant attention from the respondents and achieved positive results that contributed to testing the study's hypotheses, indicating a trend towards agreement.

Based on the results related to the descriptive analysis of the variable Employee Performance, Table (4) provides the ranking of this variable's dimensions according to the agreement percentage.



Correlation Analysis Between Organizational Justice Dimensions and Employee Performance:

In Table (5), the correlation between the three dimensions of organizational justice (distributive justice, procedural justice, and interactional justice) and the early warning variable is presented. The table shows that there are varying degrees of positive correlations between these dimensions and early warning.

1. Distributive Justice:

Procedural Justice: There is a strong positive correlation with distributive justice, valued at 0.570. This suggests that improving distributive justice is associated with an improvement in procedural justice.

Interactional Justice: There is also a positive correlation with distributive justice, valued at 0.521, indicating a strong relationship between these two dimensions.

Early Warning: There is a moderate positive correlation of 0.365, indicating that distributive justice contributes to improving the ability for early warning, but with a moderate effect.

2. Procedural Justice:

Distributive Justice: As mentioned, there is a positive correlation of 0.570.

Interactional Justice: There is a very strong positive correlation, valued at 0.707, indicating that improving procedural justice is significantly associated with an improvement in interactional justice.

Early Warning: There is a moderate positive correlation of 0.354, suggesting that procedural justice moderately influences early warning.

3. Interactional Justice:

Distributive Justice: There is a positive correlation with a value of 0.521.

Procedural Justice: As previously mentioned, there is a very strong positive correlation, valued at 0.707.

Early Warning: There is a positive correlation of 0.435, indicating that interactional justice contributes better to improving the ability for early warning compared to distributive and procedural justice summary:

The relationships between the dimensions of organizational justice are strong, particularly between procedural and interactional justice, suggesting that improving one of these dimensions is strongly associated with improving the other.

The relationship between the dimensions of organizational justice and employee performance, as represented by early warning, is positive but varies in strength. Interactional justice has the most significant impact, followed by distributive justice and then procedural justice.



change	Sub variable	Indicators	Strongly disagree (1)		Disagree (2)		Not sure (3)		Agree (4)		Strongly agree (5)		Arit hme tic mea n	Sta nda rd dev iati on	Coef ficient of vari ation (%)	The perc enta ge of spen ding
			Freq uencies	Perc enta ge	Freq uencies	Perc enta ge	Freq uencies	Perc enta ge	Freq uencies	Perc enta ge						
Organiza tion justice	Distribu tive justice	I feel that my job duties are very appropriate.	2	1.3	11	7.1	13	8.4	105	68.2	23	14.9	3.9	0.8	20.4	77.7
		I feel that my job responsibilities are fair.	7	4.5	25	16.2	37	24	66	42.9	19	12.3	3.4	1	30.6	68.4
		I feel the compatibility between my wages and my academic qualifications.	10	6.5	23	14.9	33	21.4	68	44.2	20	13	3.4	1.1	32	68.4
		Working hours correspond with my circumstances.	4	2.6	28	18.2	25	16.2	73	47.4	24	15.6	3.6	1	29.3	71
Procedu ral justice	Total	Eligibility for promotion in my directorate depends on the principle of deserving.	20	13	38	24.7	41	26.6	42	27.3	13	8.4	2.9	1.2	40	58.7
		I feel that the administrative procedures applied in my directorate are fair.	7	4.5	45	29.2	31	20.1	57	37	14	9.1	3.2	1.1	34.4	63.4
Procedu ral justice	Total	The manager makes sure that each worker expresses an opinion before making work decisions.	6	3.9	33	21.4	39	25.3	66	42.9	10	6.5	3.3	1	30.5	65.3
		The manager opens the way to object to the decisions he makes.	11	7.1	23	14.9	42	27.3	68	44.2	10	6.5	3.3	1	31.5	65.6
		The manager gathers accurate and complete information before making career decisions.	6	3.9	27	17.5	37	24	65	42.2	19	12.3	3.4	1	30.4	68.3



Total	Administrative decisions are applied to all employees without exception.	14	9.1	36	23.4	45	29.2	42	27.3	17	11	3.1	1.1	37.2	61.6
			5.7		21.3		25.2		38.7		9.1	3.2	1.1	32.7	64.8
Interacti onal justice	When a manager decides on my job, he treats me with kindness and respect.	2	1.3	8	5.2	30	19.5	80	51.9	34	22.1	3.9	0.9	22	77.7
	When a manager decides on my career, it takes into account my demands and interests as an employee.	5	3.2	22	14.3	38	24.7	73	47.4	16	10.4	3.5	1	28	69.5
Total	The manager discusses with me the consequences of those decisions that can affect my job.	4	2.6	19	12.3	37	24	69	44.8	25	16.2	3.6	1	27.4	71.9
	The manager explained to me the justification for the decisions made for my career.	4	2.6	13	8.4	33	21.4	80	51.9	24	15.6	3.7	0.9	25	73.9
Employ performa nce	My direct supervisor encourages all employees to participate in professional meetings and dialogues.	6	3.9	12	7.8	46	29.9	68	44.2	22	14.3	3.6	1	26.9	71.4
			2.7		9.6		23.9		48.1		15.7	3.6	0.9	25.8	72.9
Early warning	I insist on achieving my goals.	0	0	5	3.2	12	7.8	77	50	60	39	4.2	0.7	17.3	84.9
	I am trying to get my job with competence.	1	0.6	5	3.2	14	9.1	81	52.6	53	34.4	4.2	0.8	18.6	83.4
Total	I compromise some matters for the benefit of others.	3	1.9	5	3.2	22	14.3	93	60.4	31	20.1	3.9	0.8	20.5	78.7
	I feel that disagreeing with others is a normal condition that does not require concern.	4	2.6	14	9.1	30	19.5	77	50	29	18.8	3.7	1	25.6	74.7
Total	I am trying to find a suitable career position for me and others.	3	1.9	3	1.9	20	13	100	64.9	28	18.2	4	0.8	19	79.1
	In my dialogue with others, I try to take into account the desires of other people.	1	0.6	8	5.2	20	13	92	59.7	33	21.4	4	0.8	19.8	79.2
Total	I look forward to searching for innovative	4	2.6	7	4.5	28	18.2	86	55.8	29	18.8	3.8	0.9	22.8	76.8



Table (5): Correlation Relationship Between Dimensions of Organizational Justice and Employee Performance

	Distributive Justice	procedural justice	Interactional justice	Employee Performance
Distributive Justice	1	.570**	.521**	.365**
procedural justice	.570**	1	.707**	.354**
Interactional justice	.521**	.707**	1	.435**
Employee Performance	.365**	.354**	.435**	1

Table (6): Correlation Relationship Between Organizational Justice and Employee Performance

Table (6) Analysis: Correlation Between Organizational Justice and Employee Performance

The table presents the correlation between organizational justice and employee performance. Here is the analysis:

Moderate Positive Correlation (0.450): The value of 0.450 represents a moderate positive correlation between organizational justice and employee performance. This means that as perceptions of organizational justice increase, employee performance tends to improve as well.

Positive Significance: The positive sign indicates a direct relationship, where better organizational justice is associated with better employee performance.

Statistical Significance (denoted by “”):** The presence of the “**” symbol next to the correlation coefficient (0.450) signifies that the correlation is statistically significant. This means that the observed relationship is unlikely to be due to random chance. Conclusion for this:

Moderate Positive Correlation: There is a moderate positive correlation between organizational justice and employee performance, suggesting that improvements in organizational justice are associated with improved employee performance.

Statistical Significance: The relationship is likely statistically significant, highlighting the importance of organizational justice in influencing employee performance.



	Employee performance	Organization justice
Employee performance	1	.450**
Organization justice	.450**	1

The scale employed in this study has demonstrated high reliability, with a Cronbach's alpha coefficient of 0.900. Additionally, the reliability (27) of the scales for individual dimensions is also within acceptable limits, making them suitable for further analysis.

Table (7): Cronbach's Alpha Coefficient

Number of Items	Cronbach's Alpha Coefficient
27	0.900

Table (8): Effect of Relationship Between Organizational Justice and Employee Performance

Table (8) Analysis: Impact of Organizational Justice on Employee Performance

The table provides information on the impact of organizational justice (independent variable) on employee performance (dependent variable). Here's the detailed analysis:

Constant (Bo):

Value: 2.908

T-value: 15.860

Interpretation: The constant (Bo) represents the expected employee performance level when organizational justice is zero. This indicates that if organizational justice were absent, the baseline employee performance would be 2.908.

Organizational Justice (B1):

Value: 0.325

T-value: 6.212

Interpretation: The coefficient (B1) of 0.325 means that for each unit increase in organizational justice, employee performance is expected to increase by 0.325 units. The positive coefficient indicates a positive effect of organizational justice on employee performance.

T-value for B1 (6.212):

The T-value of 6.212 is statistically significant, indicating that the relationship between organizational justice and employee performance is statistically meaningful and not due to random chance.



F-value (38.58):

The F-value of 38.58 with a significance level of 0.000 suggests that the overall model is statistically significant. This implies that the independent variables (dimensions of organizational justice) together significantly impact employee performance.

Significance Level (Sig = 0.000):

The p-value (Sig) of 0.000 is below the common significance threshold of 0.05. This indicates that the relationship between organizational justice and employee performance is statistically significant.

Conclusion:

Positive Relationship: There is a positive and statistically significant relationship between organizational justice and employee performance. This suggests that improvements in organizational justice are associated with better employee performance.

Impact: The model indicates that enhancing organizational justice can lead to improved employee performance.

Statistical Significance: The results are statistically significant, confirming that organizational justice is an important predictor of employee performance.

Analysis of Impact Between Study Variables: The analysis highlights that organizational justice has a positive impact on employee performance. The significant F-value and p-value demonstrate that this impact is statistically validated, underscoring the importance of organizational justice in influencing employee performance.

	Employee Performance				
dependent variable	Parameters	Parameter value	T calculated	F calculated	Sig** Significance level
Independent variable					
Fixed parameter	B ₀	2.908	15.860	38.58	.000
Organizational justice	B ₁	.325	6.212		.000

Discussion

This study provides valuable insights into the impact of organizational justice on employee performance within higher education institutions. The results emphasize that all three dimensions of organizational justice—distributive, procedural, and interactional—play significant roles in shaping positive employee outcomes, with interactional justice emerging as the most influential.



Distributive Justice

Distributive justice, which refers to the perceived fairness of resource and reward distribution, is a critical factor in employee satisfaction and performance. The study found that while many faculty members feel that job duties and compensation align with their qualifications, there is a noticeable concern regarding the fairness of promotion criteria and the alignment of working hours with personal circumstances. This suggests that while basic resource allocation may be perceived as fair, there are still areas where transparency and equity could be improved. Ensuring that promotion criteria are clear and consistently applied could enhance the perception of fairness and motivate employees to perform better.

Procedural Justice

Procedural justice focuses on the fairness of the processes and procedures used to make decisions. The study revealed mixed perceptions in this area, with strong agreement on the importance of consulting employees before decisions are made and the necessity for decisions to be based on accurate and complete information. However, there is also a need for improvement in areas such as openness to objections and the consistent application of decisions across all employees. These findings suggest that while employees appreciate involvement in decision-making, there are gaps in how procedures are implemented and communicated. Addressing these gaps by enhancing transparency, ensuring consistent application of policies, and allowing for employee input in decision-making processes could strengthen trust in organizational procedures.

Interactional Justice

Interactional justice, which pertains to the fairness and respect shown in interpersonal interactions, was found to be the most influential factor in employee performance. High levels of agreement on respectful treatment and the consideration of personal demands highlight the critical role of supportive and fair interpersonal relationships between management and staff. Employees who perceive that they are treated with dignity and respect are more likely to be motivated, committed, and productive in their roles. However, there is room for improvement in the frequency and quality of interactions that involve explaining decisions and encouraging participation in professional meetings. Enhancing these aspects could further bolster employee satisfaction and performance.

The findings underscore the importance of organizational justice in fostering a positive and productive work environment in higher education institutions. Interactional justice, in particular, plays a crucial role in enhancing employee morale and performance, underscoring the need for management to prioritize respectful and fair interactions with staff. However, the study also highlights the need for continued attention to distributive and procedural justice. Ensuring that resources and rewards are distributed equitably and that decision-making processes are transparent and inclusive can further enhance employee satisfaction and performance. By addressing these areas, higher education institutions can create a more just and supportive environment that promotes employee engagement, commitment, and ultimately, institutional success.



Conclusion and Recommendations

In conclusion, this study highlights the critical role that organizational justice plays in influencing employee performance within higher education institutions. The findings demonstrate that all three dimensions of justice—procedural, distributive, and interactional—are integral to shaping positive employee outcomes, with interactional justice identified as the most influential factor. This underscores the importance of fair and respectful interpersonal interactions in the workplace. Furthermore, the significance of distributive justice emphasizes the need for transparent and equitable resource allocation, which is a primary concern for faculty members. Procedural justice, particularly when inclusive of employee input, fosters a sense of ownership and enhances performance. These insights are vital for university administrators and managers, who must prioritize the establishment of a fair and just organizational environment to boost motivation, commitment, and overall performance. Ensuring fairness across procedures, resource distribution, and interpersonal relations is essential for achieving institutional goals and cultivating a positive academic atmosphere.

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اثر العدالة التنظيمية في اداء الوظيفي

خلاصة:

تبحث هذه الدراسة في العلاقة بين العدالة التنظيمية وأداء الموظفين في وزارة التعليم العالي. تم تحليل العدالة التنظيمية ، التي تعرف بأنها العدالة المتصورة في الأبعاد الإجرائية والشخصية والتوزيعية في مكان العمل ، باستخدام عينة من ١٥٤ موظفا وموظفا أكاديميا. كشفت تحليلات الانحدار والارتباط أن الأبعاد الثلاثة تؤثر بشكل كبير على أداء الموظف ، مع تحديد العدالة التفاعلية على أنها أقوى مؤشر على ذلك. تضمن التصميم المقطعي للدراسة جمع البيانات من خلال الاستبيانات وتطبيق التقنيات الإحصائية ، بما في ذلك تحليل الموثوقية وتحليل العوامل والارتباط والانحدار. تؤكد النتائج على التأثير الإيجابي للعدالة التنظيمية على أداء الموظفين وتوفر رؤى قيمة للمديرين الأكاديميين في صنع السياسات. وقدمت توصيات إلى واضعي السياسات في التعليم العالي، مع التأكيد على أهمية الإجراءات العادلة، وتخصيص الموارد، والتفاعلات. تشير الدراسة إلى أن تطبيق العدالة في الممارسات التنظيمية يمكن أن يعزز ثقة الموظفين وأدائهم. من المتوقع أن تكون هذه النتائج مفيدة للمؤسسات ومديريها وإدارات الموارد البشرية ، وكذلك الباحثين في المستقبل ، مما يوفر فهما أعمق لكيفية تأثير العدالة التنظيمية على الأداء في التعليم العالي.

الكلمات المفتاحية: العدالة التنظيمية ، العدالة التوزيعية ، العدالة الإجرائية ، العدالة التفاعلية ، أداء الموظف



كارىگەرىي دادپەرۋەرىي رېكخراۋەيى لەسەر ئەدای كارمەند

پوختە

ئەم توۋئىنەۋەيە پەيۋەندى ئىۋان دادپەرۋەرىي رېكخراۋەيى و ئەدای كارمەندان لە ۋەزارەتى خويئندىي بالآ دەكۆلئىتەۋە. دادپەرۋەرىي رېكخراۋەيى بە بەكارهئىنانى نمونەي ۱۵۴ كارمەند و ستافى ئەكادىمىي شىكرابەۋە. شىكردەۋەي گەرانەۋە و ھاۋبەستى دەريخست كە سى پەھەندى بە شىۋەيەكى بەرچاۋ كارىگەرى لەسەر ئەدای كارمەندان ھەيە، لەگەل دادپەرۋەرىي كاردانەۋەي ۋەك بەھىزترىن نىشاندەر. دىزايىن بەشەكانى توۋئىنەۋەكە برىتى بوو لە كۆكردنەۋەي داتا لە پىنگەي پىرسىار و بەكارهئىنانى تەكنىكەكانى ئامارى، لەوانە شىكردەۋەي متمانە، شىكردەۋەي فاكتەر، پەيۋەندى و گەرانەۋە. دەرنەجامەكان جەخت لەسەر كارىگەرى ئەرىنى دادپەرۋەرىي رېكخراۋەيى لەسەر ئەدای كارمەندان دەكەنەۋە و تىپروانىنى بەنرخ بو بەرپۆۋەبەرە ئەكادىمىيەكان لە دارشتنى سىياسەتدا دەستەبەر دەكەن. راسپارده پىشكەش بە سىياسەتمەدارانى خويئندىي بالآ كرا، جەختيان لەسەر گىرنگى رپوشوئىنى دادپەرۋەرانە، تەرخانكردنى سەرچاۋەكان و كارلېكەكان كىرد. توۋئىنەۋەكە پىشنىارى ئەۋە دەكات كە جىبەجىكردنى دادپەرۋەرىي لە كىردارەكانى رېكخراۋەدا دەتوانىت متمانە و كارايى كارمەندان بەرز بىكاتەۋە. پىشبنى دەكرىت ئەم دەرنەجامانە سوۋدبەخش بن بو دامەزراۋەكان و بەرپۆۋەبەرەكانىيان و بەشەكانى سەرچاۋە مرۆبىيەكان و ھەرۋەھا توۋئەرەرانى داھاتوو و تىگەشىتنىكى قولتەر دەستەبەر دەكەن لەسەر چۆنىەتى كارىگەرىي دادپەرۋەرىي رېكخراۋەيى لەسەر ئەدای خويئندىي بالآ.

ۋشە گىرنگەكان: دادپەرۋەرىي رېكخراۋەيى، دادپەرۋەرىي دابەشكردن، دادپەرۋەرىي رپوشوئىنى، دادپەرۋەرىي كارلېك، ئەدای كارمەند