



ARTICLE

Effect of Organizational Justice on Organizational Performance with Mediating Variables of Job Satisfaction and Organizational Commitment- Systematic Article Review Study

Adisu, Moges^{1†}; Chalchissa Amentie^{1†}

¹ Debarq University, Ethiopia.

[†] Authors contributed equally

* Corresponding Author: adisumoges2693@gmail.com

Abstract

The main aim of this systematic review study is to assess the effect of organizational justice on organizational performance with mediating variables of organizational commitment and job satisfaction. This study used 25 reputable research articles which are more related to the title “organizational justice on organizational performance with mediating variables of organizational commitment and job satisfaction”. Positive perception of employees in relation to organizational justice is a significant antecedent to employees’ job satisfaction, which in turn mediated the relationship between justice perceptions and organizational performance. Intrinsic and extrinsic job satisfaction has a positive and significant effect on organizational commitment. But some findings show that procedural and interactional justice has no significant impact on employee performance and the relationship of organizational justice to work performance was mostly indirect, mediated by organizational commitment. Organizational justice and organizational commitment have generally confirmed a positive relationship, and organizational commitment mediates the relationship between organizational justice and organizational performance significantly.

Key Words: Organizational Justice, Employee Commitment, Job Satisfaction, Organizational Performance.

JEL Classification: C31, G21, O13, O16, Q43

Cite as: Adisu, M., Chalchissa, A. (2022). Effect of organizational justice on organizational performance with mediating variables of job satisfaction and organizational commitment- systematic article review study. *Applied Journal of Economics, Management, and Social Sciences*, 3(3), 1-12

1. Introduction

In the global competitive market, the firm’s success depends on its ability to compete fairly and strategically defeats competitors to gain competitive advantage. To do so human capital plays a vital role in mediating the existence of organizations. The employees’ attitudes and behaviors towards the organization come at the top of the factors affecting the success of the company. Fairness in the organization ensures that employees trust the organization and the processes in the organization (Olufayo & Akinbo, 2022).

In this new era of globalization, the business world is facing so many problems and competition among

organizations is increased. In this competitive age only, those organizations can survive that focus on their employee satisfaction, justice and security (Imran, Majeed, & Ayub, 2015). According to (Khan & Rashid, 2012), organizational commitment allows employees to continue to work in the organization and to make an effort to add value to the organization.

Both organizational justice and organizational commitment enable companies to get the maximum benefit from their employees by providing an environment of harmony and cooperation within the organization. In this respect, employees with justice perceptions and loyalty tend to share the knowledge and expertise they

have and thus organizational knowledge enhances. These make it possible for the organization to be more successful, gain a competitive advantage and attain high performance. For these reasons, assessing and reviewing the relationship between organizational justice, organizational commitment, knowledge sharing, and firm performance makes an important contribution to the literature. By taking mentioned needs into account, this paper aims to contribute to the literature by investigating these relationships. The root of organizational justice is the work of Adams (1963 and 1965) on equity theory. The theory postulates that a person makes a judgment of equity or inequity based on an assessment of his contributions to the organization (e.g., knowledge and effort) and his outcomes (e.g., pay and recognition) in comparison to others.

Job satisfaction has been defined as the way in which employees feel about different aspects and segments of their jobs. Job satisfaction has also captured the attention of organizational justice researchers with many establishing a positive, linear relationship between the two. They are effective commitment, continuance commitment, and normative commitment. Affective commitment relates to the emotional attachment of an employee to his organization. Continuance commitment relates to an employee's intrinsic obligation as a result of organizational socialization and the pressure to stay with the organization (Wang, Liao, Xia, & Chang, 2013). On the other hand, normative commitment refers to the employee's choice to stay with the organization or change his job with the chance to incur a loss. Based on this argument I have developed the following main study questions which are crucial to getting general insights into the contributions of each variable. What is the effect of organizational justice (mainly procedural justice, distributive justice, and interactional justice) on organizational performance? What is the effect of organizational justice on job satisfaction and employee commitment? How employee commitment affects organizational performance? What is the effect of organizational citizenship behavior on organizational performance?

Several prior studies have addressed different issues related to dimensions of justice, job satisfaction, organizational commitment, and gender effects on employees' behaviors and work outcomes. I reviewed a sample of these studies under four headings. The first reviews some studies on organizational justice. The

Table 1: Summary of Literature

S/N	Author(s)	Title	Methods and Findings	Contribution and Limitation
1	(Imamoglu, Ince, Turkcan, & Atakay, 2019)	The effect of organizational justice and Commitment on Knowledge Sharing and Firm Performance.	Research Methods: study employed an explanatory research design where 1010 firms were sampled using a five-point Likert scale. SEM was used to analyze and test a hypothesis. Findings: Organizational justice affects organizational commitment, knowledge sharing, and firm performance. Organizational commitment influences knowledge sharing and firm performance. Perceived fairness will make employees feel a commitment to the organization and will work wholeheartedly for the benefit of the organization.	Contributions: explaining the relationship between organizational justice, organizational commitment, knowledge sharing, and firm performance makes a contribution to the literature. Limitations: the results may change when it is conducted in any other cities, regions, and countries, and it is cross-sectional research. if conditions are changed when data is collected, results may be changed.
2	Ibrahim, M. E., &	Effects of Organizational Justice, Employee Satisfaction, and Gender	Research methods: It used a seven-point scale questionnaire to a random sample of 174 employees working in 28 different service organizations. Using SPSS; descriptive	Contributions: significant theoretical contribution related to dimensions of justice, job satisfaction,

second reviews some studies on employees' commitment. The third reviews some studies on employee's job satisfaction. The fourth review focused on organizational performance. So, I reviewed 25 articles on organizational justice, employee commitment, job satisfaction, organizational performance, and related issues in on the document to address all questions.

Therefore, the main objective of this study is to review the effect of organizational justice with mediating variables of employee commitment and job satisfaction on the performance of the firm.

2. Methodology of the Study

2.1 Search Strategy

To identify potential studies that investigate the statistical association between organizational justice and employee job satisfaction related journals, empirical studies were searched. To identify relevant studies, empirical studies published from January 2010 to March 2021 were searched. As all studies were considered potentially relevant, no limit was set on the search period. Databases like EBSCO, Web of Science (WoS), Education Research Information Center (ERIC), and Social Science Research Network (SSRN) were used for this purpose (see [Ridwan & Joseph, 2021](#)).

a. Literature Search and Inclusion Criteria

To pass an initial screen, abstracts and titles needed to contain enough information to indicate that the study had focused on organizational justice.

Only studies that met the following inclusion criteria were included in the systematic review. Firstly, only studies published in English were included. Secondly, only journals/academic journals were searched for necessary studies and Empirical types of study. Thirdly, only studies that provided correlations for the association between organizational justice and organization performance were searched. Finally, only studies that provide necessary statistical information (at least it used a quantitative approach) needed to perform the systematic review analysis were included. Based on these conditions, the study selected 25 published articles for the purpose of reviewing and identifying the different kinds of organizational justice with mediating variables of employee commitment, job satisfaction, organizational citizenship behavior and their effects on a firm's performance. The studies are summarized in [Table 1](#).

	Perez, A. O. (2014)	on Employees' Commitment: Evidence from the UAE	<p>statistics, reliability analysis, and regression techniques were analyzed.</p> <p>Findings: employees' satisfaction has a direct influence on commitment. However, perceptions of the three organizational justice components (distributive justice, procedural justice, and interactional justice) do not have a direct influence on employees' commitment. But they do influence employees' satisfaction.</p>	<p>organizational commitment, and gender effects on employees' behaviors and work outcomes.</p> <p>Limitations: the choice of the instruments used was based on preference and the study used only three variables to represent personal attributes. It did not address the issue of possible interactions among the independent variables.</p>
3	(Wang, Liao, Xia, & Chang, 2013)	The impact of organizational justice on work performance: Mediating effects of organizational commitment and leader-member exchange	<p>Research methods: The data were collected from 793 completed questionnaires sampling employees from industries across the People's Republic of China. The measurement of constructs and the hypothesized relationships among variables were assessed by the use of SEM. The Baron and Kenny approach was used to test the mediating effects.</p> <p>Findings: the relationship of organizational justice to work performance was mostly indirect, mediated by organizational commitment and leader-member exchange, and among the three kinds of organizational justice, interactional justice was the best predictor of performance. Organizational commitment accounted for more of the variance than LMX did in the mediating mechanism.</p>	<p>Contributions: The model developed in this article provides important insights into the study of the relationship between organizational justice and work performance.</p> <p>Limitations: the data is based on self-reports, which might lead to the same source bias. the sample used all came from Chinese organizations. It is generally accepted that cultural difference has an impact on the employees' attitudes and behaviors.</p>
4	(Taghrid S Suifan, Diab, & Abdallah, 2017)	Does organizational justice affect turnover-intention in a developing country? The mediating role of job satisfaction and organizational commitment.	<p>Research Methods: The study targeted employees operating in Jordan Airlines. Data was collected through questionnaires. Multiple regression analysis was used to test the hypotheses.</p> <p>Findings: the importance of employing all dimensions of justice in the workplace. And organizational commitment and job satisfaction had a mediating effect on the relationship between organizational justice and turnover intention. While job satisfaction fully mediated the relationship, organizational commitment only had a partial mediating effect.</p>	<p>Contributions: The study witnessed the importance of employing all dimensions of justice in the workplace.</p> <p>Limitations: researchers were not differentiated between the different dimensions of organizational commitment like normative commitment, affective commitment, and continuance commitment.</p>
5	(Khan & Rashid, 2012)	The Mediating Effect of Organizational Commitment in the Organizational Culture, Leadership and Organizational Justice Relationship with Organizational Citizenship Behavior: A Study of Academicians in Private Higher Learning Institutions in Malaysia.	<p>Methods: Data was collected from academicians from one private university through questionnaires. The chi-square test, T-test, ANOVA, and multiple linear regression were used.</p> <p>Findings: among all the variables, organizational commitment seems to be the most significantly impactful variable in explaining the exhibition of OCB among employees which provided optimistic results in terms of selecting this as the mediating variable for organization culture, leadership style, and organizational justice.</p>	<p>Contributions: it provides guidelines to universities to further understand how to encourage organizational citizenship behavior among academicians.</p> <p>Limitations: the sample size was small and the respondents were from only one specific department and only one university.</p>
6	(Kalay, 2016)	The Impact of Organizational Justice on Employee Performance: A Survey in Turkey and Turkish Context	<p>Methods: Data were collected through convenience sampling, an eleven-point Likert scale from 942 teachers working in public schools in three Turkish metropolitan cities. The hypotheses were tested using (PLS-SEM) techniques.</p> <p>Findings: Among the three aspects of organizational justice, distributive justice has a positive and significant impact on task performance. However, it was determined that the other two aspects, procedural justice, and interactional justice, have no significant impact on task performance.</p>	<p>Contributions: It provides a theoretical impact on three widely accepted aspects of organizational justice, namely distributive, procedural and interactional justice, on employees' task performance.</p> <p>Limitations: The study sample is restricted to teachers employed in public schools in three cities which limits the generalizability of the study results.</p>
7	(Jufrizen & Kandhita, 2021)	The effect of organizational justice on employee performance by job satisfaction as an intervening variable.	<p>Methods: It used a quantitative approach. Data was collected through questionnaire from all permanent employees of the regional office of the Directorate General of Treasury of North Sumatra province, which are 84 people. SEM-PLS were used to analysis the data.</p> <p>Findings: Organizational justice had a positive and significant effect on the performance of the employees. Job satisfaction has a positive and insignificant effect on employee performance. Organizational justice has a positive and significant effect on job satisfaction of employees of the regional financial and asset management agency of North Sumatra province. Job satisfaction does not mediate the effect of organizational justice on employee performance.</p>	<p>Contributions: It empirically contributed to the concept of the effect of organizational justice on employee performance by job satisfaction as an intervening variable. It also reminds the importance of organizational justice and job satisfaction for employee performance.</p> <p>Limitations: limitations were not mentioned. But it suggested, further researchers are expected to add independent variables to be studied.</p>

8	(Diab, 2015)	The Impact of Organizational Justice on the Workers Performance and Job Satisfaction in the Ministry of Health Hospitals in Amman	<p>Methods: Data was collected through a questionnaire from 300 workers in different jobs. Means, (ANOVA), and linear regression analysis were used.</p> <p>Findings: There is a positive relationship for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutional justice) on the worker performance, and worker satisfaction. There's a difference in the feelings of organizational justice dimensions between the workers, according to demographic variables. The distributive justice was the highest perception, whereas the lowest perception was the interactional justice.</p>	<p>Contributions: study came to shed light on the impact of organizational justice on performance and job satisfaction for workers in the Ministry of Health hospitals in Amman, in addition to shed light on the extent of the presence of a certain level of organizational justice in the Ministry of Health hospitals in Amman.</p> <p>Limitations: limitations were not mentioned by the researcher.</p>
9	(Chien, 2013)	Verifying the effects of organizational justice and work values upon organizational performance: using organizational citizenship behavior as the dual mediator.	<p>Methods: Data was collected through a questionnaire. From Taiwanese state-run companies with a special focus on those holding key positions, using simple random sampling. Linear SEM was employed.</p> <p>Findings: Organizational justice has a positive significant effect on organizational performance and the employees' perception of organizational justice has a positive significant effect on OCB. OCB has a positive significant effect on organizational performance and the employees' work values significantly affect OCB. OCB has a partially dual mediation effect and, as this study implies, is an important catalyst for improvements in organizational performance.</p>	<p>Contributions: It provides theoretical importance regarding how the organizational performance of a specific Taiwanese state-run company is affected by the employees' perception of organizational justice and work values, with OCB being the dual mediator.</p> <p>Limitations: the simple random sampling method and questionnaires sent via mail both resulted in a relatively low rate of valid responses. The greatest limitation is the small sample size which might leave the population poorly represented.</p>
10	(Pan, Chen, Hao, & Bi, 2018) (Novitasari, Asbari, Wijaya, & Yuwono, 2020)	Effect of Organizational Justice on Organizational Commitment: Mediating Role of Intrinsic and Extrinsic Satisfaction	<p>Methods: Data collection was done by simple random sampling of 271 population of employees of the packaging industry in Indonesia. The returned and valid questionnaire results were 145 samples. Data processing used the SEM method with Smart PLS 3.0 software. Convergent validity, discriminant validity, and reliability tests were conducted. Seven hypotheses were developed.</p> <p>Findings: OJ has a positive and significant effect on intrinsic and extrinsic job satisfaction, but it hasn't a significant effect on organizational commitment. Intrinsic and extrinsic job satisfaction has a positive and significant effect on organizational commitment and has a significant effect as a mediator between OJ and organizational commitment.</p>	<p>Contributions: provides important empirical findings on the effect of organizational justice on organizational commitment with mediating role satisfaction, particularly in packaging industries in Indonesia.</p> <p>Limitations: The researchers didn't put specific limitations on this study.</p>
11	(Imran et al., 2015)	Impact of Justice, Job Security and Job satisfaction on Organizational Productivity in Pakistani.	<p>Methods: The study applied a quantitative approach, and a convenient sampling technique Target population was selected as employees of private and government sectors of Rawalpindi and Islamabad, data was collected through questionnaires. Seven research hypotheses were developed and tested. Statistics of mean value and standard deviation value, and correlation and R2 were applied.</p> <p>Findings: Lack of job security and organizational justice as well as job satisfaction can be a cause of a decrease in organizational productivity. Measurement should be taken to increase employees' job satisfaction as these factors will directly lead to an increase in organizational productivity.</p>	<p>Contributions: this study provides empirical contribution concerning to the relationship between job security, organizational justice, and organizational productivity with the mediating role of job satisfaction.</p> <p>Limitations: there might be a possibility that respondents are not filling it with honesty, the result might be varying when it comes to the demographic point of view. a limited focus on organizational justice in regards to its three dimensions that are distributive, procedural, and interactional.</p>
12	Brat, Abbas & Firdous (2017)	Investigating The Relationship Between Organizational Justice and Organizational Citizenship Behavior: An Empirical Study	<p>Methods: Data was gathered from doctors in different hospitals of Srinagar city through a 5-point-Likert scale questionnaire with a total sample of 72. Data were analyzed by using SPSS, Correlation analysis was done using Pearson's Product Moment Correlation, and a simple linear Regression Analysis was done.</p> <p>Findings: there is a positive relationship between organizational justice and organizational citizenship behavior. The relationship between organizational justice and organizational citizenship behaviors is also proved to be significant and positive.</p>	<p>Contributions: extend the existing empirical research on the relationship between organizational justice and organizational citizenship behavior among doctors by investigating the relationship between the two variables among the doctors working in different hospitals.</p> <p>Limitations: researchers didn't mention the limitations of this study.</p>
13	(Saifi & Shahzad, 2017)	The Mediating Role of Job Satisfaction in the Relationship between Organizational Justice	<p>Methods: The study employed a quantitative strategy and cross-sectional survey method for the collection of data. Data was collected from 149 employees through a self-administered structured questionnaire and analyzed through</p>	<p>Contributions: the findings can be helpful for managers and organizational leaders to create justice in all aspects of organizational life.</p>

		and Organizational Citizenship Behavior	SPSS. Data was collected from different organizations of different sectors mainly in Lahore. Correlation, regression, Exploratory Factor Analysis were used. Findings: Findings revealed that positive perception of employees in relation to organizational justice was a significant antecedent to employees' job satisfaction, which in turn mediated the relationship between justice perceptions and citizenship behaviors.	This study can improve academics' understanding of the influence that organizational justice and job satisfaction might have on employees' organizational citizenship behaviors in their jobs in the context of Pakistan. Limitations: It was not possible to incorporate all the variables that may have some impact on OCB. The sampling method of convenience sampling comes along with some shortcomings.
14	(Chen et al., 2015)	Organizational justice, trust, and identification and their effects on organizational commitment in hospital nursing staff	Methods: A cross-sectional design and convenience sampling were used and data was collected through questionnaires from teaching hospital in Taiwan. SPSS 17.0 and Amos 17.0 (structural equation modeling) statistical software packages were used for data analysis. Findings: The organizational justice perceived by nurses significantly and positively affects their organizational trust and organizational identification. Organizational trust and organizational identification significantly and positively affect organizational commitment. Distributive justice had the greatest influence among the three variables within organizational justice.	Contributions: It created theoretical and practical contributions regarding to organizational justice, trust, and identification and their effects on organizational commitment. Limitations: Inferences about the causal relationship are limited by potential sampling bias. It needed with sufficient time and funding for a vertical-section study and longitudinal analysis of the issue to obtain further verification.
15	(Mengstie, 2020)	Perceived organizational justice and turnover intention among hospital healthcare workers	Methods: 197 healthcare respondents were selected through disproportionate stratified random sampling technique. Data were collected through self-report questionnaire and semi-structured interview. The quantitative data were analyzed through MANOVA, multiple regression, and independent samples t-test. The qualitative data were analyzed through thematic analysis. Findings: Organizational justice significantly predicted turnover intention. Hence, organizational justice should be given due emphasis in designing and implementing policies and strategies of human resource management. Distributive justice was the most determinant factor for high turnover intention of healthcare workers in the hospitals.	Contributions: It provide empirical contributions regarding to organizational justice and turnover intention. Limitations: limitations were not mentioned in the article. But a study saw some weakness of this study like; it may be good if the researcher used mediating variable, and SEM methods to analysis which is crucial to display the direct and indirect effect of each variable in the study.
16	(Estifo, Fan, & Faraz, 2019)	Exploring the Link Between Socially Responsible HRM and Affective Commitment of Employees in Ethiopian Context	Methods: Data were gathered through a five-point scale questionnaire from 555 respondents owned by various socially responsible companies in Ethiopia. The data were analyzed with (PLS-SEM). It used to apply a mediating variable of organizational support. Findings: Socially responsible human resource management (SR-HRM) practice impact affective commitment indirectly via perceived organizational support in Ethiopian setting. Perceived organizational support foresters' workers' affective commitment. This study didn't get a significant direct link between socially responsible HRM and affective commitment. There is a strong and full mediation of perceived organizational support in the relationship between SR-HRM and affective commitment.	Contributions: It enhances the literature by analyzing the causal association concerning socially responsible HRM practices and employees' affective commitment in developing country context. Limitations: The data utilized in our investigation were gathered through self-report measures, which may bring up issues of common method bias. The study didn't see systems from both employees' and managers' perspectives. Moreover, the cross-sectional type of research can certainly be seen as a limitation.
17	(Desalew, Terefe, & Srinivasan 2018)	Assessing the Effect of Perceived Organizational Support on Turnover Intention-University of Gondar, Ethiopia	Methods: It used quantitative research and carried out at college of medicine in Gondar and 268 were selected as sample by proportionate stratified simple random sampling technique. Both primary and secondary data sources. In the descriptive statistics, frequency, percentage tables, reliability test, Pearson correlation, t-test, ANOVA and multiple regressions analyses were analyzed by SPSS software version 16.00. Findings: there is low satisfaction on organizational reward, supervisory support. The career development opportunities and decision-making involvement revealed moderate satisfaction and turnover intention of employees stated the moderate but very close to acute perception. Insignificant relationship found in correlation analysis between organizational support variables and turnover intention. And there is insignificant relationship between gender and turnover intention.	Contributions: it is importantly indicating empirically the effect of perceived organizational support on turnover intention, and it shows methods of improving organizational support and retaining employees which would crucial for reducing employee turnover. Limitations: limitations were not mentioned in the article. But a study saw some weakness like; It is not incorporate qualitative data. Mediating variable are not used in this study but it is so the finding may vary from the current findings.
18	(Tadesse, 2019)	The Moderating Role of Perceived	Methods: The study took 181 random samples from employees of Awash Insurance Company (S.C.) in Addis.	Contributions: the study adds new stock of knowledge to the limited

		Organizational Justice in the Relationship Between Corporate Governance and Employee's Organizational Commitment: The Case of Awash Insurance Company (S.C.)	The research used both descriptive and explanatory research design. The sample respondents were selected based on simple random sampling technique. Moderated hierarchical regression and quantitative research approach were applied. Data collected through five Likert questionnaires. Findings: Corporate governance has positive and statistically significant effect on employee's organizational commitment. However, perceived organizational justice was not found to moderate the relationship between corporate governance and organizational commitment significantly.	literature available about corporate governance and employee's organizational commitment moderated by perceived organizational justice in the Ethiopian organizational setting. Limitations: the study was limited to Awash Insurance Company; we cannot generalize our findings to other insurance companies and other sectors in Ethiopia. It limited to quantitative method, cross-sectional survey and small sample size.
19	(Ahmad & Jameel, 2021)	Effect of Organizational Justice Dimensions on Performance of Academic Staff in Developing Countries, in Iraqi public universities located in Baghdad	Methods: The study deployed the quantitative method, and stratified sampling and 297 responses were used to be analyzed data by using (AMOS). Findings: Distributive justice, and interactional justice positively impacted on academic performance and able to increase the performance, while procedural justice did not impact on academic performance. However, distributive justice had higher impact on job performance of academic staff compared to interactional justice. Decision-makers at universities should pay more attention to the fair distribution of resources, payment, promotion and training to increase job performance.	Contributions: It create empirical foundation for the effect of organizational justice dimensions on performance of academic staff in developing countries, and it also inspire that decision-makers at universities to pay more attention to the fair distribution of resources, payment, promotion and training to increase job performance. Limitations: limitations were not mentioned in the article.
20	(Collins Agyemang Badu, 2013)	Perceived Organizational Justice and Employees' Organizational Citizenship Behavior in Ghana.	Methods: A quantitative and cross-sectional survey design used, and data was collected from 147 permanent employees from 13 insurance organizations within Accra-Tema. Standard Multiple Regression and Hierarchical Multiple Regression Findings: A significant positive relationship was observed b/n employees' organizational justice perception and OCB. Employees' decision to engage in OCBs is influenced more by their perception of interactional justice than the distributive and procedural justice in the Ghanaian context. The performance of positive behaviors is based on the concept of exchange due largely to the fact that workplace practices such as fairness climate has the potential to lead to the reciprocation of positive behaviors like OCB in organizations.	Contributions: This study provides human resource practitioners with insight that employees are more likely to engage in OCBs when they are treated with dignity, respect and stateliness rather than ensuring procedural or distributive justice. Limitations: The findings of this study may not generalize to the Ghanaian service sector in general because it was skewed to the insurance industry. Also, the use of non-probability sampling strategies made generalization of the research findings impossible.
21	(Taghrid S. Suifan, 2019)	The Effect of Organizational Justice on Employees' Affective Commitment The Mediating Role of Job Satisfaction, in Jordan.	Methods: It used stratified random sampling with a sample size of 361 was derived from 14 Pharmaceutical Manufacturers. Data collected by from questionnaires (five-point Likert-type scale) and the study's hypotheses were tested with structural equation modeling using Amos 20. Findings: Job satisfaction plays a mediating role between organizational justice and affective commitment. There is a positive, significant relationship between organizational justice and affective commitment.	Contributions: It is unique in investigating a concept that has been rarely explored in developing countries. It will help improve the scarcity of such research, especially in the Middle East. Limitations: It examined one dimension of organizational commitment (affective commitment) and excluded the other two dimensions.
22	(Asim Rahman1*, 2016)	Effects of Organizational Justice on Organizational Commitment	Methods: This research study is cross sectional in design. Data was collected through questionnaires from a sample size of 500 employees from three higher education institutions of Khyber Pakhtunkhwa, Pakistan. Data were analyzed by using arithmetic mean, standard deviation, correlation and regression tools and techniques. Only two dimensions (distributive and procedural justice) of OJ were focused in this study. Findings: Distributive and procedural justice both have noteworthy and positive effects on the dependent variable (organizational commitment) of the employees	Contribution: It is beneficial for the organizations that are facing reduced commitment of their employees towards their organizations. It specifically provides a deep practical insight to the authorities of different enterprises to put the distributive justice and procedural justice in practice with the aim to enhance the commitment level of their employees. Limitations: limitations were not mentioned in the article.
23	(Srivastava, 2015)	Multiple Dimensions of Organizational Justice and Work-Related Outcomes among Health-Care Professionals	Methods: The study consisted of 100 health-care professional working in a government hospital located in Varanasi India. The statistical analyses of data included the descriptive statistics, coefficient of correlation and hierarchical regression analysis. Findings: From four dimensions of justice, only procedural justice and relational justice significantly positively predicted job satisfaction of employees.	Contribution: It testing regarding the comparison of the impact of various dimensions of justice to predict two important work-related outcomes <i>i.e.</i> , job satisfaction and organizational commitment. Limitations: study is based on a single occupation of health-care

			Distributive and informational justice did not predict job satisfaction. Informational justice was the only dimension that had significantly and positively predicted organizational commitment. .	professionals; it may limit the results of being generalized to other occupation.
24	(Akram2, 2016)	Impact of Organizational Justice on Job Satisfaction of Banking Employees	<p>Methods: Privatize banks in Pakistan were selected, 100 questioners were distributed out of which 53 were received. Mean and standard deviation, correlation and regression analysis were used. Only two dimensions (distributive and procedural justice) of OJ were focused in this study.</p> <p>Findings: study shows that distributive justice has positive and significant impact on job satisfaction. The analysis also revealed that procedural justice has significant negative relationship with job satisfaction. Practical level of organizational justice can enhance the level of job satisfaction.</p>	<p>Contribution: it gives guidance to banking sector of Pakistan to improve their existing policies related to rewards and fairness in procedures and develop new ones where need arises.</p> <p>Limitation: The study is limited to banking sector only concerning to private banks for data collection. The sample size was small to generalized result.</p>
25	(Marlia Widjajanti, 2020)	The Mediating Role of Job Satisfaction in Relationship Between Organizational Justice and Employee Performance	<p>Methods: The population of this study were employees of PT Indonesia Power Grati Pomu with a total number of 91 employees. The sampling technique used total sampling technique. Data analysis used Structural Equation Modeling (SEM) and (PLS).</p> <p>Findings: OJ has a significant positive effect on employee performance, organizational justice has a significant positive effect on job satisfaction, job satisfaction has a significant positive effect on employee performance, and OJ has a significant positive effect on employee performance through job satisfaction.</p>	<p>Contribution: the study provides empirical contributions on the concept of intervening role of job satisfaction in relationship between organizational justice and employee performance.</p> <p>Limitation: limitations were not mentioned in the article.</p>

3. Discussion and Summary

In order to get evidence about the effect of organizational justice on organizational performance with mediating variables of employee commitment, job satisfaction, and organizational citizenship behavior, the study selected 25 articles that are recent and related to the topic matter. The study developed four main study questions. Therefore, in this section, all questions are discussed one by one as follows.

Question 1: what is the effect of organizational justice on job satisfaction and employee commitment?

For this question most studies replied as follows; all three dimensions of organizational justice have a theoretically significant influence on an employee's job satisfaction, while justice in the workplace leads to feelings of contentment and satisfaction with one's job, the converse is that lower levels of organizational justice stimulate employee dissatisfaction, resentment, and even bitterness towards the organization (Taghrif S Suifan et al., 2017)

Organizational justice has a positive and significant effect on intrinsic and extrinsic job satisfaction. Intrinsic and extrinsic job satisfaction has a positive and significant effect on organizational commitment. Organizational justice has no significant effect on organizational commitment. Intrinsic and extrinsic job satisfaction has a significant effect as mediators between organizational justice and organizational commitment (Jufrizen & Kandhita, 2021) Positive perception of employees in relation to organizational justice was a significant antecedent to employees' job satisfaction, which in turn mediated the relationship between justice perceptions and citizenship behaviors. (Saifi & Shahzad, 2017). The finding of most studies shows that the two constructs of organizational justice and organizational commitment,

and the studies have generally confirmed a positive relationship between them. When employees are treated fairly and perceive the presence of justice in their workplace, they interpret this as the organization demonstrating concern for them, organizations that treat employees in a fair and respectful manner are better able to nurture positive attitudes, such as affective commitment, (Tadesse, 2019; Wang et al., 2010).

Question 2: How employee commitment affects organizational performance?

According to (Imamoglu et al., 2019), organizational commitment influences knowledge sharing and firm performance. Willingness to work for the benefit of the organization and embrace the aims of the organization which are the factors that characterize organizational commitment. Organizational commitment is important for the organization to be more successful by maximum benefiting from employees, as it reduces behaviors of employees that is harmful to the organization such as lateness and absenteeism. (Khan & Rashid, 2012), found a significant relationship between commitment and work outcome in their studies specifically addressing the relationship between career commitment and affective commitment.

Question 3. What is the effect of organizational justice (mainly procedural justice, distributive justice, and interactional justice) on organizational performance?

According to (Imran et al., 2015), lack of job security and organizational justice as well as job satisfaction can be a cause of a decrease in organizational productivity. There is a positive relation between organizational justice and the productivity of organizations. In addition, measures should be taken to increase employees' job satisfaction as these factors will directly lead to an increase in organizational productivity. Job satisfaction mediates between two variables organizational justice and productivity in a positive manner. (Tadesse, 2019),

perceived organizational justice was not found to moderate the relationship between corporate governance and organizational commitment significantly. (Chien, 2013), distributive justice had the greatest influence among the three variables within organizational commitment which in turn affects firm performance. The positive relationship between organizational justice, job satisfaction, and organizational citizenship behavior. According to (Ahmad & Jameel, 2021) distributive justice, and interactional justice positively impacted academic performance and the ability to increase performance, while procedural justice did not impact academic performance. However, distributive justice had a higher impact on the job performance of academic staff compared to interactional justice. Research findings of (Diab, 2015) indicate that there is a positive relationship between the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutionary justice) between worker performance, and worker satisfaction. There's a difference in the feelings of organizational justice dimensions between the workers, according to demographic variables (gender, age, marital status, experience, qualifications, and job). (Kalay, 2016), among the three aspects of organizational justice, distributive justice has a positive and significant impact on task performance. However, it was determined that the other two aspects, procedural justice, and interactional justice, have no significant impact on task performance.

Question 4. What is the effect of organizational justice (mainly procedural justice, distributive justice, interactional justice) on organizational performance?

According to (Imamoglu et al., 2019) lack of job security and organizational justice as well as job satisfaction can be a cause of decrease in organization productivity. There is a positive relation between organizational justice and productivity of organizations. In addition, measures should be taken to increase employees' job satisfaction as these factors will directly lead to an increase in organizational productivity. Job satisfaction mediates between two variable organizational justice and productive in a positive manner. (Tadesse, 2019), perceived organizational justice was not found to moderate the relationship between corporate governance and organizational commitment significantly. Corporate governance is a valuable strategic direction for the company to improve the organizational commitment of its employees. (Chien, 2013), distributive justice had the greatest influence among the three variables within organizational commitment which in turn affect firm performance. The positive relationship between organizational justice, job satisfaction and organizational citizenship behavior. Good perceptions of organizational justice in their employees but make every effort to improve job satisfaction by facilitating all the factors that leads to it to enhance their managers OCB in the organization that in turn effects the organizational performance. According to (Ahmad & Jameel, 2021) distributive justice, and interactional justice positively impacted on academic performance and able to increase the performance, while procedural justice did not impact on academic performance. However, distributive justice had higher impact on job performance of academic staff compared to interactional justice. Research findings of (Diab, 2015)

indicates that, there is a positive relationship for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutionary justice) on the worker performance, and worker satisfaction. There's a difference in the feelings of organizational justice dimensions between the workers, according to demographic variables (Gender, age, marital status, experience, qualifications, and job). And the empirical finding of (Kalay, 2016) depicted that, among the three aspects of organizational justice, distributive justice has a positive and significant impact on task performance. However, it was determined that the other two aspects, procedural justice and interactional justice, have no significant impact on task performance.

Question 5. What is the mediating effect of employee commitment and job satisfaction on organizational justice and organizational performance relationship?

The study finding of (Novitasari et al., 2020) indicates that, organizational justice have a positive and significant effect on intrinsic and extrinsic job satisfaction. Intrinsic and extrinsic job satisfaction have a positive and significant effect on organizational commitment. Organizational justice has not significant effect on organizational commitment. Intrinsic and extrinsic job satisfaction have a significant effect as mediator between organizational justice and organizational commitment. (Saifi & Shahzad, 2017), job satisfaction is an important factor to promote citizenship sense through the inclusion of organizational justice. (Bhat & Dar), the relationship between organizational justice and organizational citizenship behaviors is also proved to be significant and positive, which implies that organizational justice, resulted in demonstration of more organizational citizenship behaviors from employee's organizational citizenship behaviors are important facilitators of organizational effectiveness. (Jufrizen & Kandhita, 2021), organizational justice had a positive and significant effect on the performance of the employees of the regional financial and asset management agency of North Sumatra province. Job satisfaction has a positive and insignificant effect on employee performance at the regional financial and asset management agency. Organizational justice has a positive and significant effect on job satisfaction of employees of the regional financial and asset management agency of North Sumatra.

Empirical findings of (Chien, 2013) shows that, the employees' perception of organizational justice have a positive significant effect on organizational performance and that the employees' perception of organizational justice has a positive significant effect on OCB. According to the research finding of (Mengstie, 2020), organizational justice perceptions of healthcare workers significantly predicted turnover intention. Hence, organizational justice should be given due emphasis in designing and implementing policies and strategies of human resource management. The result revealed significant difference in organizational justice perceptions between private and public hospital healthcare workers.

4. Conclusion

After reviewing these selected articles systematically, I have reached the following main conclusions.

- ✚ Justice is considered a major concern in our daily life, either in-home or work-related issues especially

when decisions are made regarding limited resources. Human resource is considered the most powerful resource for a country to make it prosperous. All other resources like monetary resources, natural resources, etc. are dependent on talented and capable human resources for their optimal utilization. Every employee wants justice in the working environment, in terms of fair procedures used to determine rewards, distribution of rewards, and interaction with supervisors to make them more satisfied and committed to their work and organization.

There is a positive relationship between organizational justice, job satisfaction and organizational citizenship behavior, and organizational performance. Employees can work properly only if they are committed, loyal and sincere towards the organization and this is only possible if they are satisfied with the organization, its decisions, their salary packages, and other similar factors and if it is fairly treated. Even if all organizational justice (procedural, distributive, and interactional) has an important contribution to organizational performance, employee commitment, job satisfaction, and organizational citizenship behavior, but the only significant determinant of task performance is distributive justice. But in some cases, some empirical findings shows that procedural and interactional justice has no significant impact on employee performance.

Organizational justice has a positive and significant effect on intrinsic and extrinsic job satisfaction. Intrinsic and extrinsic job satisfaction has a positive and significant effect on organizational commitment, and intrinsic and extrinsic job satisfaction has a significant effect as a mediator between organizational justice and organizational commitment. The relationship of organizational justice to work performance was mostly indirect, mediated by organizational commitment.

5. Limitations and Future Research Directions

This systematic article review is focused on the effect of organizational justice on organizational performance with mediating variables of employee commitment, job satisfaction, and organizational citizenship behavior. I mainly utilized empirical/ theoretical findings or conclusions of all articles rather than based on numerical findings like regression coefficient of variables, residual errors, correlation values, and Ch-square value. Therefore, in the future researchers are recommended to use such analysis factors which will help to get more objective findings and conclusions. Again, in this review, the study used only systematic review not meta-analysis so in the future taking a lot of articles and executing meta-analysis which may help to get detail and sufficient information about the study. It is possible to study by focusing on some selected case areas like concentrating on educational institutions, financial sectors, NGOs, and manufacturing sectors. Researchers can conduct by using empirical findings which are conducted in one independent country.

Competing Interests

Authors declare no competing interests.

Reference

- Ahmad, Abd Rahman, & Jameel, Alaa S. (2021). Effect of organizational justice dimensions on performance of academic staff in developing countries. *Annals of the Romanian Society for Cell Biology*, 25(3), 259-270.
- Akram2, Umair Akram1* Muhammad Kaleem Khan1 Qiu Yixin1 Misbah Hayyat Bhatti2 Muhammad Bilal3 Muhammad Hashim4 Zubair. (2016). Impact of Organizational Justice on Job Satisfaction of Banking Employees. *European Journal of Business and Management*, 8(16).
- Asim Rahman1*, Naveed Shahzad2, Kiran Mustafa3, Muhammad Fayaz Khan4, Faizan Qurashi5. (2016). <Effects_of_Organizational_Justice_on_Organizational_commitment.pdf>. *International Journal of Economics and Financial Issues*, 6(3).
- Bhat, Mohd Abass, & Dar, Firdous Hassan. INVESTIGATING THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: AN EMPIRICAL STUDY.
- Chen, Su-Yueh, Wu, Wen-Chuan, Chang, Ching-Sheng, Lin, Chia-Tzu, Kung, Jung-Yuan, Weng, Hui-Ching, . . . Lee, Shu-I. (2015). Organizational justice, trust, and identification and their effects on organizational commitment in hospital nursing staff. *BMC health services research*, 15(1), 1-17.
- Chien, Yung-Chieh. (2013). Verifying the effects of organizational justice and work values upon organizational performance: using organizational citizenship behavior as the dual mediator. *African Journal of business management*, 7(22), 2195-2205.
- Collins Agyemang Badu, Maxwell Asumeng. (2013). <PerceivedOrganizationalJusticeandOCBinGhana.pdf>. *European Journal of Business and Management*, 5(19).
- Desalew, Getasew Yaregal, Terefe, Tigist Belayneh, & Srinivasan, Krishnasamy. Assessing the Effect of Perceived Organizational Support on Turnover Intention-University of Gondar, Ethiopia.
- Diab, Salah M. (2015). The impact of organizational justice on the workers performance and job satisfaction in the ministry of health hospitals in Amman. *International Business Research*, 8(2), 187.
- Estifo, Zelalem Gebretsadik, Fan, Luo, & Faraz, Naveed Ahmad. (2019). Exploring the Link Between Socially Responsible HRM and Affective Commitment of Employees in Ethiopian Context.
- Ibrahim, M. E., & Perez, A. O. (2014). Effects of organizational justice, employee satisfaction, and gender on employees' commitment: evidence from the UAE. *International Journal of Business and Management*, 9(2). doi:10.5539/ijbm.v9n2p45

- Imamoglu, Salih Zeki, Ince, Huseyin, Turkcan, Hulya, & Atakay, Birsen. (2019). The effect of organizational justice and organizational commitment on knowledge sharing and firm performance. *Procedia Computer Science*, 158, 899-906.
- Imran, Rabia, Majeed, Mehwish, & Ayub, Abida. (2015). Impact of organizational justice, job security and job satisfaction on organizational productivity. *Journal of Economics, Business and Management*, 3(9), 840-845.
- Jufrizen, & Kandhita, Ega Sandra. (2021). The effect of organizational justice on employee performance by job satisfaction as an intervening variable. *Jurnal Kajian Manajemen Bisnis*, 10(1), 1-17.
- Kalay, Faruk. (2016). The impact of organizational justice on employee performance: A survey in Turkey and Turkish context. *International journal of human resource studies*, 6(1), 1-20.
- Khan, Sofiah Kadar, & Rashid, Mohd Zabid Abdul. (2012). The Mediating Effect of Organizational Commitment in the Organizational Culture, Leadership and Organizational Justice Relationship with Organizational Citizenship Behavior: A Study of Academicians in Private Higher Learning Institutions in Malaysia. *International Journal of Business and Social Science*, 3(8).
- Marlia Widjajanti, Fuji Setianto, Joko Suyono, Damarsari Ratnasahara Elisabeth. (2020). The Mediating Role of Job Satisfaction in Relationship Between Organizational Justice and Employee Performance. *Proceedings of the 2nd African International Conference on Industrial Engineering and Operations Management*.
- Mengstie, Missaye Mulatie. (2020). Perceived organizational justice and turnover intention among hospital healthcare workers. *BMC psychology*, 8(1), 1-11.
- Novitasari, Dewiana, Asbari, Masduki, Wijaya, Muhamad Rizky, & Yuwono, Teguh. (2020). Effect of Organizational Justice on Organizational Commitment: Mediating Role of Intrinsic and Extrinsic Satisfaction. *International Journal of Science and Management Studies (JSMS)*, 3(3), 96-112.
- Olufayo, B., & Akinbo, T. (2022). Determinants of turnover intention and organisational politics in selected Engineering company in the Niger Delta Region of Nigeria . *Applied Journal of Economics, Management and Social Sciences*, 3(2). <https://doi.org/10.53790/ajmss.v3i2.32>
- Pan, Xiaofu, Chen, Mengyan, Hao, Zhichao, & Bi, Wenfen. (2018). The effects of organizational justice on positive organizational behavior: Evidence from a large-sample survey and a situational experiment. *Frontiers in psychology*, 8, 2315.
- Ridwan, D. and Joseph, E. T. (2021). Effects of bank charges on bank's customers saving and income in Nigeria, *Journal of Economics, Management*, 27(3), 1–11
- Saifi, Imran Akbar, & Shahzad, Khuram. (2017). The mediating role of job satisfaction in the relationship between organizational justice and organizational citizenship behavior. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 11(1), 126-146.
- Srivastava, Urmila Rani. (2015). Multiple Dimensions of Organizational Justice and Work-Related Outcomes among Health-Care Professionals. *American Journal of Industrial and Business Management*, . doi: 10.4236/ajibm.2015.511067
- Suifan, Taghrid S, Diab, Hannah, & Abdallah, Ayman Bahjat. (2017). Does organizational justice affect turnover-intention in a developing country? The mediating role of job satisfaction and organizational commitment. *Journal of Management Development*.
- Suifan, Taghrid S. (2019). <The_Effect_of_Organizational_Justice_on_Employees.pdf>. *Modern Applied Science*, 13(2). doi: 10.5539/mas.v13n2p42
- Tadesse, Bizuayehu. (2019). *The Moderating Role of Perceived Organizational Justice in the Relationship Between Corporate Governance and Employee's Organizational Commitment: The Case of Awash Insurance Company (SC)*. Addis Ababa University.
- Wang, Xinyan, Liao, Jianqiao, Xia, Degen, & Chang, Tao. (2010). The impact of organizational justice on work performance: Mediating effects of organizational commitment and leader-member exchange. *International Journal of manpower*.