EMPLOYEE PERCEPTION OF ORGANIZATION FAIRNESS: AN INTEGRATIVE MODEL OF ORGANIZATION CULTURE.

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ABSTRACT

Organizational Justice, which concerns employees' perceptions of fairness within the workplace, has been a significant topic in the behavioural sciences for several decades. Acknowledging the impact of fairness on workplace behaviours and outcomes, this study explores the influence of various dimensions of Organizational Justice—specifically distributive, procedural, interpersonal, and informational justice—on employee job performance. Furthermore, it examines the moderating role of Organizational Culture in the relationship between organizational justice and job performance. This study employs a cross-sectional and descriptive research design, utilizing a quantitative methodology. Data were collected through a structured survey administered to 573 employees working in Information Technology (IT) organizations within the Delhi/NCR region of India. The data were analysed using SPSS version 22 and SmartPLS 4, employing Structural Equation Modeling (SEM) to test the proposed hypotheses and evaluate the model's fit and the relationships between constructs. Findings from the analysis indicate that organizational justice significantly impacts job performance across its different dimensions. Employees who perceive fairness in reward distribution, decision-making processes, interpersonal treatment, and communication are more likely to perform better in their roles. Moreover, Organizational Culture was found to moderate this relationship, strengthening the positive effect of justice perceptions on performance in organizations with a strong, supportive culture. This suggests that fostering a healthy

organizational culture enhances the benefits of perceived fairness on employee outcomes. The practical implications of this study are significant for human resource managers and organizational leaders. Organizations can enhance job performance by developing and implementing fair policies, transparent communication channels, and inclusive practices. In addition, cultivating a collaborative and trust-based culture can further reinforce the positive impact of justice on performance outcomes. From an academic perspective, this research contributes to the interdisciplinary integration of concepts from psychology, human resource management, and organizational behaviour. By bridging these domains, the study offers a more comprehensive understanding of performance dynamics and encourages future research into related constructs and contexts.

The thesis concludes with an outline of managerial and theoretical implications, followed by the study's limitations. Recommendations for future research include the use of longitudinal designs, examination of diverse industries and geographic settings, and exploration of additional moderating or mediating variables such as leadership styles, employee engagement, and organizational commitment.

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KEYWORDS

Organizational Justice, Job Performance, Organizational Culture, Structural Equation Modeling (SEM), Organizational Behaviour, Perceived Fairness, Employee Outcomes, Information Technology (IT) Industry, Distributive Justice, Procedural Justice, Interactional Justice, Spatial Justice, Contextual Performance, Adaptive Performance, Task Performance.

LIST OF ABBREVIATION

OJ	Organizational Justice,
JP	Job Performance
OC	Organizational Culture
SEM	Structural Equation Modeling
OB	Organizational Behaviour
IT	Information Technology
DJ	Distributive Justice
PJ	Procedural Justice
IJ	Interactional Justice
SJ	Spatial Justice
CP	Contextual Performance
AP	Adaptive Performance
TP	Task Performance

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CHAPTER I
INTRODUCTION

1.1 Overview

This chapter provides a comprehensive overview of organizational justice in the workplace, emphasizing employees' perceptions of fairness in organizational settings. It examines the four primary dimensions of organizational justice–distributive justice, procedural justice, interactional justice, and spatial justice–in the context of IT sector employees. Furthermore, this chapter investigates the influence of organizational justice on job performance, considering the role of organizational culture and the dynamic context of ongoing technological change.

1.2 Background of the study

In the context of today's rapidly evolving work environment, this study explored the relationship between organizational justice, job performance, and organizational culture. As technology continues to reshape workplace structures and processes, perceptions of fairness—across dimensions such as distributive, procedural, interactional, and spatial justice—become increasingly critical in shaping employee attitudes and behaviours. When employees perceive fairness in decisions, treatment, and resource distribution, they are more likely to respond with positive attitudes and improved performance as part of a reciprocal social exchange. However, technological disruptions can challenge the stability of these perceptions, leading to potential declines in motivation and performance. Here, organizational culture plays a moderating role. A strong and adaptive culture can help reinforce fairness, maintain employee trust, and sustain performance, even amid changes. Therefore, this study seeks to highlight how organizational justice impacts job performance and how this relationship is influenced—either strengthened or weakened—by the prevailing organizational culture. This forms the foundation for understanding employee behaviour in modern, resource-constrained, and technologically dynamic workplaces.

1.3 Employees Perceptions of Organizational Justice and Digital Transformation

Organizational justice refers to employees' perception of fairness and equity within the workplace, and it plays a crucial role in influencing various employee outcomes related to job satisfaction, employee commitment, and overall organizational effectiveness. The roots of organizational justice trace back to Equity Theory, developed by J. Stacy Adams (1965). Adams proposed that employees compare their inputs (effort and skills) and outcomes (salary and recognition) with those of others to determine fairness. Perceived inequity leads to dissatisfaction and changes in work behaviour.

Greenberg (1987) synthesized research and formalized organizational justice as a multi-dimensional concept. Studies in the 2000s explored the multifaceted nature of organizational justice, which can be construed through its dimensions (Snyman et al., 2023). Later, justice became central in explaining employees' attitudes and behaviors. New layers were added where justice became understood both as an individual and collective perception. In current trends, fairness is being redefined in technology-driven diverse and hybrid workplaces.

In the era of digital transformation, organizations are rapidly adopting new technologies to improve efficiency and competitiveness. However, these changes can significantly impact how employees perceive fairness, known as organizational justice, within the workplace.

Employees might be concerned if the results are distributed fairly (distributive justice), if procedures are transparent and consistently applied (procedural justice), if they are treated with respect (interactional justice), and if the physical and virtual work environments are appropriately designed (spatial justice), as digital tools change workflows, decision-making processes, and communication patterns.

When digital transformation is undertaken without clear communication, employee involvement, or support, it can foster sentiments of exclusion or inequality, thereby lowering morale and performance. On the other hand, when managed fairly and transparently, digital change can increase employee trust, engagement, and adaptability.

Therefore, understanding employees' perceptions of organizational justice during digital transformation is crucial for maintaining workforce motivation, reducing resistance to change, and achieving successful implementation of new technologies.

In the last two years, artificial intelligence has made rapid progress, with enterprise adoption accelerating owing to reduced costs and increased accessibility. AI goes beyond simple task automation by replicating cognitive functions, such as reasoning, planning, and decision-making. Unlike previous technological innovations, AI-powered systems can learn, adapt, provide guidance, and make decisions independently. As a result, AI is poised to drive transformative economic growth and bring about profound societal shifts, fundamentally changing how we interact with both technologies. Employees are key to transforming their organizations into AI-driven enterprises. Contrary to what many business leaders assume, employees are more prepared to adopt AI in the workplace. They are already familiar with AI tools, eager for more training and support, and many expect that AI will soon take over at least a third of their tasks. Workers recognize the significant impact AI will have on their roles and now look to their organizations to invest in the skills and training needed to thrive in this changing environment. This moment calls for decisive action from leadership. Leaders must step up by offering robust training programs and equipping managers to effectively lead AI initiatives. Acting swiftly is essential not only to empower employees but also to increase the chances of reaching full AI maturity. Delays could leave organizations struggling to keep up in an increasingly AI-driven world.

Understanding these perceptions is fundamental to fostering a positive workplace culture and enhancing employee well-being. As organizations strive to create positive work environments, understanding the various dimensions of organizational justice becomes essential.

1.3.1 Dimensions of Organizational Justice

Employees’ assessment of fairness can be categorized into dimensions that include Distributive Justice, Procedural Justice, and Interactional Justice. However,

distributive, procedural, and interactional justice are considered the most important forms of organizational justice, and recent studies have highlighted the need to focus on the multidimensionality of organizational justice (Colquitt,2001). A study on organizational justice by Usman and Jamal (2013) has identified two further forms of organizational justice, namely Temporal Justice and Spatial Justice. However, in this study, four dimensions are considered: distributive justice, procedural justice, interactional justice, and spatial justice.

Distributive Justice

Distributive justice occurs when employees believe that outcomes are equitable (Colquitt,2013). These outcomes are either tangible, such as pay, or intangible, such as positive feedback. When employees believe that they are being paid or treated equally, this results in organizational justice (Krishnan, 2020).

Procedural Justice

Whereas Distributive justice focuses on outcomes, procedural justice focuses on the fairness of the decision-making or processes that lead to these outcomes (Colquitt, 2013). When individuals feel that they have a voice in the process or the process involves characteristics such as consistency, ethicality, and lack of bias, procedural justice is enhanced (Krishnan, 2020**).**

Interactional Justice

Interactional justice focuses on the way in which an individual is treated fairly, when employers provide explanations for decisions and treat employees with dignity respect and sensitivity (Colquitt et al., 2013). Interactional justice further includes two dimensions: Interpersonal and Informational justice (Colquitt, 2001). Interpersonal Justice focuses on how an organization treats employees with an emphasis on respect and courtesy. Informational Justice focuses on whether employers provide adequate information to employees with an emphasis on timeliness specificity and truthfulness, clarifying why procedures were used in a certain way or why outcomes were distributed in a certain fashion.

Spatial Justice

Spatial justice is defined (Usmani & Jamal, 2013) as the perception about the "appropriateness of the distance" and it comprises of "resource distance" and "budget allocation discrimination" among different organizational members or branches in the allocation of organizational resources (Moroni**,** 2020). Spatial justice considers the allocation of office space and work resources among individual employees' departments and branches based on distance, appropriateness of distance, and non-discriminatory budget.

All these dimensions of organizational justice perceptions are critical in shaping employee behavior towards his/her work that eventually impacts performance. For organizations aiming to mitigate the risks associated with perceptions of injustice, leaders must be attuned to the dimensions of organizational justice. Implementing transparent processes, encouraging the equitable distribution of rewards, fostering respectful interactions and critical strategies, and engaging in regular feedback mechanisms allows organizations to gauge employee perceptions and adjust policies accordingly. Moreover, training management in effective communication and conflict resolution strategies can cultivate a strong organizational culture of fairness and trust.

Organizational culture encompasses the values and norms shared by members of a social unit (Schein, 1990). Organizational culture influences how employees perceive justice in the workplace, which in turn impacts their motivation and overall job performance.

1.4 Organizational Justice Perceptions and Organizational Culture in Organizations

Organizational perceptions encompass employees' evaluations of fairness regarding their treatment and experiences in the workplace. These perceptions are integral, as they significantly influence employee attitudes, behaviors, and psychological well-being. Such perceptions reflect how employees interpret the quality of their treatment, which in turn shapes their engagement and conduct at work.

Justice in an organization has a significant impact on job performance through its various dimensions (Distributive, Procedural, Interactional, and Spatial justice),

whose effects will result in outcomes that may be positive or negative. When perceived as fair, employees tend to exhibit stronger organizational commitment, higher motivation, and improved performance. According to the results of the study conducted by Meyer et al. (2012), if the perceptions of organizational justice and organizational culture are positive, then together, they have a higher level of influence on the organizational commitment of employees than their individual influence. In contrast, perceived injustice may lead to adverse consequences, such as job dissatisfaction, emotional exhaustion, diminished productivity, and organizational withdrawal (Flint et al., 2013). The other major intangible key factor in an organization's success is its culture.

In recent decades, the relationship between employees' perceptions of fairness and organizational outcomes has gained significant attention. While fairness has been studied from different perspectives, one major aspect that has gained interest is the role of organizational culture in shaping employees' perception of fairness. Understanding the interplay between organizational culture and fairness perception is critical for organizations striving to foster a positive work environment. Organizational culture is composed of key elements-beliefs, behaviors, and attitudes that are indicative of appropriate action or unsuitable for individuals or groups within an organization (Indradevi, 2022; Muscalu, 2014). The advantage of a firm with a positive culture is that it motivates employees to promote their business. When employees believe that their position is stable, they have room to advance professionally and are more dedicated to their work, which eventually affects their performance in a positive way. The success of a firm is greatly dependent on the productivity of its employees and the underlying organizational culture (Alqudah, 2022).

Given the significant implications of fairness on organizational outcomes, companies invest a lot of resources in designing policies and practices that are fair, but employees' perceptions and fairness cannot be shaped only by formal structures. For instance, a company that supports employees' initiative would have a different culture than one where top management makes all the choices and their subordinate enforces them.

Leaders' and managers' behaviours and attitudes have a significant impact on decision-making, employee treatment, and the allocation of justice and resources.

Similarly, leadership actions shape organizational culture, which reflects common values and beliefs in the workplace. Leaders and managers play a critical role in defining organizational culture and ensuring that justice is regularly applied. Their behaviours either create a healthy, equitable atmosphere or add feelings of inequity and disengagement. Their responsibility is not just to lead but also to demonstrate fairness and foster a culture of dignity, openness, and trust (Sethi et al., 2023).

1.5 Organizational Justice and Job Performance

Organizational justice is one of the very important variables in the field of organizational studies, which has an impact on other variables like organizational commitment, inclusiveness, motivation, readiness for change, and job performance. Job performance is an important criterion for an organization's outcome and success. This can be understood in terms of employee perceptions. Job performance is essential because the job performance influences the organization's success (Kasa et al., 2023). Fairness perceptions are fundamental to employees' behaviour and organizational functioning. Organizational justice has a significant positive impact on job performance. When an employee believes that their workplace is fair and equal, they are more likely to be content, involved, and motivated, which boosts the output and improves job performance. On the other hand, a lack of perceived justice can lead to a rise in turnover intentions, deterioration of attitude, and decline of performance. Job performance can only be achieved when the employee feels inclusive in an organization, which can only take place when they perceive fairness at the workplace.

Organizational justice plays a crucial role in enhancing job performance across various dimensions, including task, contextual, and adaptive performance. Research indicates that when employees perceive fairness in their workplace, it positively influences their overall job performance (Lyu et al., 2022). Job performance can generally be categorized into three types: Task Performance, Contextual Performance, and Adaptive Performance.

Task performance can be defined as the proficiency with which individuals perform substantive or technical tasks central to their jobs (Campbell, 1990). Task performance refers to how effectively an individual carries out their job duties; it

includes the technical skills and job-specific competencies required to perform the tasks that are central to the job. This is the 'what' of performance – how well an individual does their job according to specific standards and requirements. It is a crucial component of overall job performance and is reflected in both the quality and quantity of work produced. Task performance is directly impacted by organizational justice; for instance, when employees perceive fairness in performance appraisals, they are more likely to engage in their daily work, leading to improved job performance (Lyu et al., 2022).

Contextual performance in an organization refers to employee behaviours that extend beyond their formal job responsibilities and contribute to a positive work environment and the organization's overall effectiveness. This includes actions such as assisting co-workers, volunteering for additional tasks, maintaining a positive attitude, promoting a harmonious workplace, and supporting the organization's goals (Reig-Botella et al., 2024). Contextual performance is vital for maintaining a healthy work environment, as it promotes collaboration, boosts morale, and enhances overall productivity, even when individual tasks are completed successfully. Contextual performance can be defined as behaviours that support the organizational, social, and psychological environment in which the technical core must function (Borman & Motowidlo,1993). Behaviours used to describe contextual performance include demonstrating effort, facilitating peer and team performance, cooperating, and communicating (Campbell, 1990).

A recent review by Koopmans et al. (2011) identified the new and upcoming dimensions of adaptive performance. Adaptive performance in an organization refers to an employees' ability to adjust and succeed in a fast-paced, ever-changing environment (Reig-Botella et al., 2024). It demonstrates flexibility and capacity to acquire new skills, adapt to new software tools or systems introduced in the workplace, and successfully manage work changes, such as job role shifts or departmental restructuring, to effectively manage unforeseen situations and challenges. This ability is becoming increasingly important in today's dynamic business world. Essentially, it reflects how well an employee can adapt to changes in their role. Adaptive performance can be defined as the extent to which an individual

adapts to changes in the work role or environment (Griffin, Neal, & Parker, 2007). This can be summarized as follows:

- **Task Performance**: Focuses on job-specific duties and responsibilities.
- **Contextual Performance**: Involves extra-role behaviours that enhance the work environment and organizational culture.
- **Adaptive Performance**: Reflects the ability to adapt to changes and handle new challenges in the workplace.

Together, these three dimensions provide a holistic view of an employees' overall performance. While task performance is critical for meeting job expectations, contextual and adaptive performance are key for long-term success and organizational development.

1.6 Problem Statement

Organizational justice perceptions are foundational elements that underpin employee experience with the organization that helps in improving their performance. These perceptions, encompassing distributive, procedural, and interactional justice, are fundamental to fostering a workplace environment characterized by trust, engagement, and, ultimately, enhanced performance. (Colquitt et al., 2001; Greenberg, 1987). However, due to rapid technological changes and unprecedented environmental situations such as Covid-19, have forced organizations to change workplace policies and automate processes. This shift towards digitization and automation has raised stress and anxiety due to the high level of monitoring and replacement of the manual workforce with AI tools, which may impact their performance. (Carnevale & Hatak, 2020; Vrontis et al., 2022).

In this context, it is imperative to critically examine the interplay between perceptions of organizational justice, job performance amid transformative changes. The increasing prevalence of AI and automated systems necessitates a re-evaluation of how fairness is perceived by employees in their interactions with emerging technologies and organizational structures. As organizations wrestle with the dual objectives of implementing technological advancements and maintaining a just and

equitable workplace, understanding the ramifications of this transition becomes crucial. The neglect of organizational justice in times of technological upheaval may adversely affect employee morale, engagement, and, ultimately, organizational performance. This is majorly seen in the IT sector. The Information technology industry exhibits significant disparities in operational processes owing to the adoption of various AI tools and digitized platforms. The culture of an organization influences how changes, such as AI adoption, are received by employees. A supportive culture can facilitate smoother transitions, whereas a resistant culture can lead to friction and decreased performance.

These cultural variations, particularly in the IT sector, are of utmost importance. The IT sector is at the forefront of AI integration, leading to significant changes in workflows, job roles, and skill requirements. Understanding how these changes affect employees is essential for effectively managing transitions. (Jarrahi, 2018; Vrontis et al., 2022; Huang & Rust, 2021; Dwivedi et al., 2021). Therefore, the current study examines the extent to which these perceptions impact various aspects of job performance, such as adaptive, task-oriented, and contextual performance. Consequently, the current study aims to investigate the relationship between organizational culture, perceived organizational fairness, and job performance metrics in the IT industry in light of the culture of digitization. Understanding these dynamics is crucial for improving organizational effectiveness and overall performance in the global IT sector. Thus, the current study aimed to answer the research questions proposed in the next section.

1.7 Research Questions and Objectives

Research Question 1: How do organizational justice dimensions influence job performance dimensions?

Research Question 2: How does organizational culture moderate the relationship between various dimensions of organizational justice and job performance?

In other words, the above research questions aim to examine the impact of organizational justice dimensions on job performance while facing the technological changes that are

reshaping organizational culture. Based on the research questions, this study aims to explore how different dimensions of organizational justice impact various aspects of job performance, as well as examine how organizational culture moderates the relationship between organizational justice and job performance. Hence the objectives of the study are:

Objective 1: To examine how organizational justice dimensions influence job performance.

- Distributive Justice and Job Performance.
  - To examine how distributive justice influences task performance.
  - To examine how distributive justice influences contextual performance.
  - To examine how distributive justice influences adaptive performance.
- Procedural Justice and Job Performance.
  - To examine how procedural justice influences task performance.
  - To examine how procedural justice influences contextual performance.
  - To examine how procedural justice influences adaptive performance.
- Interactional Justice and job Performance.
  - To examine how interactional justice influences task performance.
  - To examine how interactional justice influences contextual performance.
  - To examine how interactional justice influences adaptive performance.
- Spatial Justice and Job performance.
  - To examine how spatial justice influences task performance.
  - To examine how spatial justice influences contextual performance.
  - To examine how spatial justice influences adaptive performance

Objective 2: To examine how Organizational Culture influences the relationship between dimensions of organizational justice and job performances.

- To examine how organizational culture moderates the relationship between distributive justice and task performance, contextual performance, and adaptive performance.

- To examine how organizational culture moderates the relationship between procedural justice and task performance, contextual performance and adaptive performance.
- To examine how organizational culture moderates the relationship between interactional justice and task performance, contextual performance and adaptive performance.
- To examine how organizational culture moderates the relationship between spatial justice and task performance, contextual performance and adaptive performance.

1.8 Scope of the Study

In this study, the area selected for the appropriate sample size for data collection is Delhi. The population selected was middle-level employees from the IT industry.

1.9 Need of the Study

In today's dynamic business environment, organizations are increasingly shaped by rapidly evolving technologies and shifting workplace paradigms. Understanding how employees perceive different forms of organizational justice— procedural, distributive, interactional, and spatial justice—has become critical because these perceptions are foundational to employee motivation, engagement, and performance. Each dimension of justice addresses unique aspects of fairness: procedural justice concerns the fairness of processes and decision-making; distributive justice relates to the equitable allocation of rewards and resources; interactional justice focuses on respectful and transparent interpersonal treatment; and spatial justice pertains to fairness in physical and virtual workspace arrangements.

The need for this study is underscored by the increasing integration of new technologies and artificial intelligence within organizational cultures, particularly in sectors such as IT, where such changes are most pronounced. Although these advancements have the potential to boost productivity and efficiency, they also introduce uncertainty and require employees to continually adapt to new roles, responsibilities, and work environments. Organizational culture plays a pivotal role in

moderating the effects of these technological shifts, either by facilitating a supportive atmosphere that enhances performance or creating challenges that hinder employee effectiveness. By examining how employees perceive justice across multiple dimensions in the context of technological change, this research addresses a crucial gap. It is important to understand whether organizational culture acts as a catalyst for positive adaptation and improved performance, or if it inadvertently creates barriers that lead to disengagement, resistance to change, or diminished productivity. Insights from this study will enable human resource professionals and organizational leaders to craft targeted policies that not only ensure fairness and transparency but also foster a culture that embraces change, thereby supporting both employee well-being and organizational success.

In summary, this study provides a comprehensive understanding of the interplay between organizational justice, culture, and technological transformation. Such knowledge is essential for developing strategies that enhance employee engagement, drive sustainable performance, and secure competitive advantage in an ever-evolving business landscape.

1.10 Significance of the Study

The perception of organizational fairness and the establishment of a positive workplace culture hold immense significance for several reasons. Foremost, when employees perceive equity in their treatment, encompassing incentives, advancement opportunities, and decision-making processes, they are notably more motivated to engage actively and perform at optimal levels. This heightened engagement is a critical driver of productivity and innovation within an industry, fostering an environment in which ideas can flourish and performance metrics can be surpassed.

Moreover, a culture that prioritizes respect and transparency tends to enhance employees' job satisfaction. High levels of job satisfaction correlate with reduced turnover and absenteeism, both of which pose considerable costs to organizations. Conversely, an inequitable or toxic organizational culture breeds employee dissatisfaction, interpersonal conflict, and a breakdown of trust, which collectively undermines workplace cohesion and diminishes overall productivity. Furthermore, the

interplay between organizational fairness and legal compliance is undeniable. Discriminatory practices and perceptions of unfair treatment can trigger costly legal challenges that tarnish an organization's reputation. Conversely, fostering a culture grounded in justice and equality ensures adherence to labor laws and regulations, thereby mitigating the risk of litigation and potential sanctions. Failure to address issues of organizational justice and foster a healthy workplace culture can lead to elevated levels of turnover, employee discontent, and disengagement, ultimately undermining an organization's capacity to thrive in a competitive landscape. A robust culture serves as the foundation for a resilient workforce that adapts adeptly to change, confronts challenges, and drives long-term success. This dynamic contributes not only to the stability of the organization but also to its sustained growth in an ever-evolving marketplace.

This study contributes significantly to both academic discourse and industry practice, particularly within the domain of organizational behavior. Elucidating the intricate connections between employee perceptions of fairness, workplace culture, and employee outcomes paves the way for more informed strategies that enhance employee engagement, drive productivity, and ultimately foster organizational success.

Addressing the research problem with the objectives outlined can lead to several significant contributions to academia and industry, especially in the context of organizational behaviour.

1.11 Contribution of the Study:

Contribution to Industry

- Enhanced Understanding of Organizational Justice and Performance.

This study delves deeper into how various dimensions of organizational justice—distributive, procedural, interactional, and spatial—affect different aspects of job performance. Understanding these relationships may help organizations adopt or revise policies and procedures that guarantee that all employees are respected, appreciated, and treated fairly. Examining the relationship between organisational culture and performance reveals how cultural characteristics, such as collaboration, inventiveness, and adaptability,

contribute to both task and contextual performance. These results can help promote healthy performance by enhancing the workplace culture.

- Increased Productivity

By assessing the influence of organizational justice on job performance, the study contributes to the establishment of fair and transparent workplace practices that increase employee engagement and happiness. Employees who sense justice are more likely to be devoted to their jobs, resulting in higher overall productivity. Exploring how organizational culture influences performance can provide useful ideas for creating a culture that promotes both individual and team success. Improvements in communication, cooperation, and problem-solving skills may significantly boost productivity.

- Improved Performance Management Systems**.**

A deeper knowledge of how organizational justice influences task, contextual, and adaptive performance might help develop more effective and fair performance management strategies. These systems may recognize and reward not just job accomplishments, but also employee flexibility, innovation, and overall contributions to the organization.

Contribution to Academia

- Expanding theoretical framework-

This study used the AMO model. The AMO framework is a model of strategic HR that articulates the mechanism by which HRM practices are a combination of three practices that enhance ability, motivation, and opportunity (McClean & Collins, 2018). The AMO framework suggests that to ensure employees' discretionary effort, all three elements must be in place: 1) employees must have the necessary skills (ability), 2) they need appropriate motivation, and 3) the employer must offer them an opportunity to participate (Applebaum, 2000).

Drawing from the above theory, this research may enhance the academic discourse in organizational justice and performance by incorporating diverse performance dimensions (task, contextual, and adaptive), thereby fostering a more nuanced

comprehension of the influence of fairness in various work aspects.

- Cross disciplinary insights-

This research will close gaps across disciplines by combining themes from psychology, human resource management and organizational behaviour. For academicians working in different domains, this interdisciplinary approach might be beneficial in promoting further research and performance dynamics in various contexts.

The study is organized into six chapters, each addressing a key component of the research.

- **Chapter 1: Introduction** – Provides an overview of the research background, problem statement, objectives, research questions, significance, and scope of the study.
- **Chapter 2: Literature Review** – Examines existing theories and previous research on organizational justice,job performance, and the role of organizational culture.
- **Chapter 3: Research Methodology** – Outlines the research design, sampling methods, data collection techniques, and analytical tools used, including Structural Equation Modeling (SEM).
- **Chapter 4: Data Analysis and Results** – Presents the findings from the data analysis, including the path analysis results and interpretation of the relationships between variables.
- **Chapter 5: Discussion, Conclusion** – Addresses the research questions and conclusion of the findings.
- **Chapter 6: Implications, Limitations, and Future Research Recommendations** — Discusses the implications of the findings and limitations and suggests future research directions.

CHAPTER II

LITERATURE REVIEW

2.1 Overview

This chapter integrates three critical components of the study—organizational justice, organizational culture, and job performance—into a cohesive research framework. The framework suggests the role of changing technologies in culture that influences job performance. The chapter begins with a review of the literature on organizational justice, focusing on its evolution within the Indian context. It explores various theoretical perspectives on organizational justice, including the development of distributive justice, the emergence of procedural justice, and the recognition of interactional justice and spatial justice. The penultimate section analyses the impact of rapidly advancing technology on job performance and examines how shifts foster an environment that motivates employees and enhances overall productivity. The last section identifies existing research gaps and proposes research questions aimed at addressing the current limitations in the literature. These questions were intended to reframe the discourse and offer new perspectives for future inquiry. Finally, the chapter outlines the key objectives of the study, which serve as the foundational pillars supporting the central themes of the research.

2.2 Organizational Justice

Organizational justice reflects how employees perceive fairness in the workplace. Employees, being an integral part of an organization, may evaluate fairness and organizational processes based on different parameters that are used to make certain decisions, which in turn are responsible for their performance (Murphy & Cleaveland, 1995). It is the feeling of the employee that is perceived as fair or unfair, and this defines the relationship between an employee and an employer. In reference to this, Greenberg (1987) defined the term organizational justice.

Organizational justice refers to how employees view the fairness or unfairness of procedures and job performance. (Colquitt et al., 2001). Therefore, it is important to understand the behaviour of employees in interactional and social fairness theories. Employees who perceive higher level of organizational justice tend to demonstrate greater commitment and engage more frequently in extra-role behavior. Numerous studies have highlighted the significant positive relationships between perceptions of organizational justice and job performance (Huselid, 1995; MacDuffie, 1995). As workplaces become increasingly diverse and interconnected, fostering a culture of fairness and inclusion is becoming more important than ever. Organizational justice plays a pivotal role in ensuring that all employees feel respected, valued, and fairly treated. When employees perceive justice in decision making, resource distribution and interpersonal treatment, they are more likely to exhibit positive behaviour such as organizational commitment, employee satisfaction and extra role performance (Colquitt et al., 2001). To further strengthen these outcomes, the literature has classified organizational justice into five categories, four of which are included in this study: Distributive justice (fairness of distribution), Procedural justice (fairness of procedures), Interactional justice (interpersonal justice and informational justice), and Spatial justice (related to physical distance and access to resources inside the workplace). The following section outlines each of the dimensions to develop the construct of organizational justice.

2.3 History of evolution of Organizational Justice

Organizational justice refers to employees' perception of fairness and equity within the workplace, and it plays a crucial role in influencing various employee outcomes related to job satisfaction, employee commitment, and overall organizational effectiveness. The roots of organizational justice trace back to Equity Theory, developed by J. Stacy Adams (1965). Adams proposed that employees compare their inputs (effort and skills) and outcomes (salary and recognition) with those of others to determine fairness.

Colquitt et al. (2005) identified four key waves that have shaped the field of organizational justice from 1950s through early 2000s. These waves are: Distributive

justice, which focuses on the perceived fairness of how resources and outcomes are allocated; Procedural justice, which emphasizes the fairness of the processes used to make decisions; Interactional justice**,** which examines the fairness of how individuals are treated by authorities during decision-making and implementation; and which aims to unify these different dimensions by exploring their combined impact on employee attitudes and behaviours. In the early 2000s**,** interactional justice was further refined into two distinct components: informational justice and interpersonal justice (Colquitt,2001). Informational justice highlights the sufficiency and clarity of explanations provided, while interpersonal justice focuses on the dignity and respect shown in interpersonal interactions. The late 2000s saw the growth of spatial justice, which may be defined as a perspective connected to physical distance and access to resources inside the workplace. (Usmani & Jamal, 2013)

During the above period, scholars primarily focused on concerns such as why people gave importance to organizational justice (Bobocel, 2021). Several influential theoretical perspectives have emerged to answer this question. First, organizational justice is important because it satisfies individuals' need for control (as proposed by the *instrumental model*; (Thibaut & Walker, 1975), enhances self-worth and group identity as described in the *group-value*, *relational*, and *group-engagement models*; e.g., (Lind & Tyler, 1988; Tyler & Blader, 2003), and helps reduce uncertainty (explained by *fairness heuristic theory* and the *uncertainty management model*; (Lind & Van den Bos, 2002). The second major concern is employees' evaluation of justice at the workplace (Bobocel, 1996). In response, researchers have focused on identifying the standards that employees use to assess fairness across the four dimensions of justice—distributive, procedural, informational, and interpersonal—as detailed by Colquitt (2001). The next sections highlight the emergence of the dimensions of organizational justice and the theoretical concepts behind them.

Distributive Justice

Distributive justice is the first dimension of organizational justice. The origin of organizational justice dates back to the Relative Deprivation Theory, which is based on rewards taking social comparison into consideration, so it becomes important to brief the Relative Deprivation Theory before discussing distributive justice.

Relative Deprivation Theory

Relative deprivation theory was first introduced by sociologist Stouffer in 1949 who suggested that employees experience dissatisfaction when they compare their rewards to those of other reference groups within the organization, perceive a mismatch between their compensation and nature of their work. This perceived inequity can lead to feelings of relative deprivation (Crosby, 1984; Martin, 1981), which may result in negative behavioural changes. It can also be perceived that the individual sees his own valued capability and subjective expectation. According to Relative deprivation theory, emotional outcomes are dependent on the following assumptions:

i) Individuals anticipate something in return.

ii) They compare their outcome with others

iii) Behavioural changes may occur when an individual perceives unjust or unfair behavior (Vatankhah & Raoofi, 2018; Mark & Folger, 1984).

Adam's equity theory (1965) also suggests that an individual's sentiments might be influenced by their pay results as compared to others which is same to that of Relative deprivation theory literature. According to Crosby (1984) and Martin (1986) non-cooperative behaviour such as absenteeism, strike etc. and stress are the external behavioural responses to relative deprivation that should be considered as repercussions. Relative deprivation theory has been criticized for failing to address other forms of deprivation, including group, self-referenced, and individual deprivation (Martin & Murray, 1983; Miller & Bolce, 1979; Miller et al., 1977; Walker & Pettigrew, 1984), whereas some researchers support relative deprivation theory (Osborn, Huo & Smith, 2015; Leach, Iyer & Pederson, 2007; Walker & Mann, 1987).

McPhail (1971), in his empirical investigation of the relationship between relative deprivation and individual attitudes, argued that relative deprivation theory is limited in its ability to distinguish between personal dissatisfaction and broader organizational discontent. He also noted that theory fails to explain why some individuals, despite being deprived of rights or resources, choose not to engage in social movements aimed at redressing these inequities. Tajfel (1972) contended that while RDT focuses

on individual emotions, its linkage to collective social protest inherently situates it within a broader communal context. As a result, many sociologists have advocated moving away from the relative deprivation theory. Therefore, many researchers have started exploring perceptions of justice in the workplace, ultimately contributing to the emergence of the first major conceptualization of organizational justice—Distributive justice. This form of justice emphasizes the fair allocation of resources and rewards, aiming to foster a sense of equity and parity among employees.

Emergence of Distributive justice

Distributive justice was the first construct studied by social psychologists. According to Greenberg (1987), Relative deprivation theory is a reactive process theory of distributive justice that examines an individual's reaction to unjust rewards or decision results. The theory does not include a reference standard for comparisons (Adams, 1965; Blau, 1964), which gave rise to Adam's equity theory, which established the basis of distributive justice.

Adams' Equity Theory emphasises the balance between employee inputs and such as effort, time, skills, and commitment—and the outcomes or rewards received in return, including salary, bonuses, and other benefits (Cohen & Greenberg, 1982). Adams (1965) posited that employees experience satisfaction when the ratio of their inputs to their outcomes is perceived as equal to that of their peers. However, when individuals perceive inequity, for example, by comparing their contributions and rewards to others and finding a mismatch, they are likely to experience negative emotions, which can lead to perceptions of distributive injustice (Folger & Cropanzano, 1998). This foundational idea underpins the concept of distributive justice within organizational settings. As Tyler (1997) noted, distributive justice represented the first wave of organizational justice research, dominating scholarly attention from the 1950s to the 1970s. Its impact was so profound that, as Lind (1988) succinctly observed, during that era "justice was synonymous with Adams' Equity Theory."

Like many theoretical frameworks, Adams' equity theory has faced critique, particularly regarding the challenge of accurately measuring inputs and outcomes. Leventhal (1976) questioned the limitations of the equity model and proposed a

justice judgment model that accounts for broader perceptions of fairness. These critiques contributed to a gradual shift in the focus of justice research, from solely examining outcome fairness to exploring the processes by which outcomes are determined. This shift has drawn attention to elements such as decision-making procedures and the role of leadership in resource distribution. Scholars increasingly recognized the importance of not just what is distributed, but how it is distributed—an insight that gave rise to procedural justice. While distributive justice centers on individual responses to perceived inequities, it largely overlooks other critical dimensions of fairness, thus paving the way for the development of more comprehensive justice theories, beginning with procedural justice.

Rise of Procedural Justice

This section explores the second major dimension of organizational justice: procedural justice. During the 1970s, justice scholars began to recognize that employees are not only concerned with the outcomes they receive but also with the fairness of the processes through which those outcomes are determined (Deutsch, 1974; Thibaut & Walker, 1975). This insight has led to the emergence of procedural justice, which is defined as the extent to which employees perceive the policies and procedures used to allocate resources or make decisions as fair and unbiased (Leventhal, 1976). Interest in this dimension of justice began in the mid-1970s, gained significant momentum throughout the 1990s, and continues to be a vital area of research. More recently, Greenberg (2017) highlighted that procedural justice significantly contributes to enhanced work-related outcomes, such as job performance, organizational commitment, and employee satisfaction.

Leventhal (1980) developed a more comprehensive justice judgment model in response to the limitations of Adams' equity theory. Leventhal argued that distributive justice should be examined not only in terms of outcomes but also through the lens of the allocator's role in the distribution process. He proposed six procedural justice rules— consistency, bias suppression, accuracy, correctability, representativeness, and ethicality—through which individuals assess the fairness of processes. Leventhal further criticized distributive justice for overlooking the fairness of procedures and

asserted that individuals' perceptions of procedural fairness significantly influence how they interpret the equity of resource allocation.

While the literature has deeply explored distributive and procedural justice, scholars have noted that employees also evaluate fairness based on structural and social determinants, factors that extend beyond outcomes and procedures (Greenberg, 1993). These determinants involve the interpersonal and communicative aspects of the organizational environment, such as the quality of relationships among employees and the openness of communication channels. Research by Bies (1987) and Bies and Moag (1986) reinforced the importance of these social features in shaping fairness perceptions. As noted by Blader and Tyler (2003), uncovering these informal and often-overlooked sources of fairness is crucial, as they significantly influence how employees experience justice on a day-to-day basis. These insights ultimately contributed to the emergence of the third dimension of organizational justice, interactional justice, which focuses on the quality of interpersonal treatment individuals receive within the organization.

Interactional Justice

This section explores the third core dimension of organizational justice, Interactional Justice. According to Bies and Moag (1986), the distribution of outcomes in organizations involves three sequential elements: (a) the procedure used, (b) communication between the allocator and the recipient, and (c) the outcome itself. The phase between the procedure and the result, known as the interaction phase, is when individuals assess social fairness. They emphasise that fostering fairness during this interactional phase is most effective when specific principles, such as respectful communication and transparency, are consistently upheld. This is because individuals are highly attuned to the way they are treated and the tone and clarity of messages conveyed during organizational processes.

Tyler and Bies (1990) asserted that when individuals are treated with dignity and respect by decision makers, perceptions of interpersonal justice arise (Baron, 1993; Bies & Moag, 1986). In contrast, when decision-makers provide thorough explanations and justifications for decisions, individuals are more likely to perceive

informational justice (Bies, 2001; Bobocel & Farrell, 1996). These two subcomponents, interpersonal and informational justice, serve as the primary criteria for evaluating interactional justice. This view is supported by Colquitt et al. (2001), who found that qualities such as honesty, respect, and politeness significantly influence perceptions of interpersonal justice.

Further supporting this perspective, Mikula et al. (1990) argued that individuals often base their fairness judgments on the quality of the interpersonal treatment they receive. For example, in recruitment settings, candidates are more likely to perceive informational justice when they receive timely and transparent updates during the selection process (Gilliland, 1993). Similarly, in performance appraisal contexts, Bies and Shapiro (1988) highlighted the importance of both interpersonal and informational justice, particularly when supervisors clearly explain performance evaluations and treat subordinates with fairness and respect.

Bies and Moag (1986) identified four key principles essential to Interactional Justice: truthfulness, respect, justification, and propriety. These principles form the foundation of how fairness is perceived in interpersonal communication within organizations. Scott et al. (2007) emphasised that perceptions of interactional justice are significantly shaped by the extent to which organizational leaders consistently demonstrate these principles during their interactions with employees. This underscores the idea that both the personality traits and behavioural conduct of leaders influence how employees perceive fairness in interpersonal exchanges (Graen & Uhl-Bien, 1995). These dynamics highlight the pivotal role of both leaders and subordinates in shaping justice perceptions (Malatesta & Byrne, 1997; Masterson, Lewis, Goldman, & Taylor, 2000).

Within organizations, members, including workgroups, leaders, and subordinates, often evaluate fairness through the lenses of interpersonal and informational justice. This interpersonal dimension of organizational life is rooted in the theory of social exchange, originally conceptualized as Vertical Dyad Linkage (VDL) (Dansereau, Yammarino, & Markham, 1995), which was later refined into the widely known Leader-Member Exchange (LMX) theory (Graen, Liden, & Hoel, 1982; Graen & Uhl-Bien, 1995). LMX theory suggests that the quality of the relationship between leaders

and followers plays a central role in how interactional justice is experienced. Additionally, researchers, such as Bies and Moag (1986), have argued that organizational structure and social sensitivity are critical contextual factors that shape justice perceptions.

Empirical studies have shown that interactional justice positively influences a range of individual and organizational outcomes, including organizational citizenship behaviour (Zhao et al., 2014), learning and knowledge sharing (Cappetta & Magni, 2015), job performance (Ashraf et al., 2018), and organizational loyalty (Mamatoglu & Otto, 2015). Wood (2011) stresses that in today's highly competitive environment, it is the responsibility of managers to remain informed and treat employees with respect and consideration if they wish to retain talent. Moreover, scholars argue for the institutionalization of supervisory training programs to prevent abusive leadership practices, which are often characterized by the exploitation and silencing of employee voices (Carter et al., 2013; Wang & Jiang, 2015). In this context, the concept of a 'fair exchange in leadership' (Hollander, 1978) becomes particularly relevant and should be considered a core component in studies of interactional justice (Hollander, 1978; Dansereau et al., 1984).

Spatial Justice

It has been observed that employees have been found to measure fairness not just in terms of formal allocation procedures, outcomes, and interpersonal interactions, but also in terms of time and location. (Usmani & Jamal, 2013). Recently, spatial justice has been identified as a component of organizational justice. This describes the perspective related to physical distance and access to workplace resources. Examples of spatial injustice include the insufficient availability of facilities or services necessary for the health and well-being of organizational members in one place relative to their availability in other locations or branches/divisions (Usmani & Jamal, 2013). Services or facilities (such as printers, photocopiers, and scanners) required for organizational members' support tasks are located far from where they are used. Certain remote areas are disadvantaged in comparison to others, such as bank branches situated in rural areas or underdeveloped areas of the city, due to the unequal

distribution of resources, such as budgets for ATM machines, printers, and office furniture. (Glick et al., 2012).

In general, concentrated and intentional emphasis on the geographical or spatial dimensions of justice is referred to as spatial justice. It entails providing possibilities for the equitable use of socially valuable resources as well as their equitable distribution in space. Underdevelopment or unequal development by geography also offers a framework for comprehending the mechanisms that lead to injustice. Organizations enforce locational discrimination due to geographic differences. To evaluate organizational spatial injustices and develop territorial policies that attempt to address them, it might be helpful to comprehend and analyze how unjust geographies and organizational spatial structures are created (Soja, 2008).

Decision-making procedures and resource allocation across regions are affected by spatial justice (Lefebvre, 1968, 1972). Establishing fair space regulations is therefore crucial to ensuring staff loyalty and happiness inside the company.

Emergence of spatial justice

First, spatial justice is an analytical framework that emphasises the importance of space—a collection of material and ideological relations—in creating justice and injustice.

As Justin Williams (2013) has raised, there have been concerns about the use of spatial justice. Even though this initial understanding is quite simple, it raises several additional questions, such as what standard of fairness may be applied when examining spatial arrangements? What is it that spatial justice can accomplish, while social justice and environmental justice cannot?

Although the work on spatial justice now advances the fundamental realization that physical location plays a significant role in creating justice relations, it fails to adequately address some of the most significant and conceptually intriguing issues. Therefore, it is necessary to emphasize the concepts of space and justice, which have a long history in the fields of geography and political theory, to gain a better understanding of how to theorize spatial justice (Williams, 2013).

A theory of spatial justice can be developed using various understandings. Soja's idea of spatial justice is influenced by a particular school of thinking, which Edward Soja refers to as "socio-spatial discriminative" (1999), which holds that space is a dynamic activity rather than an empty container. Social ties, and thus relationships based on fairness, are produced by spatial interactions. French sociologist Henri Lefebvre (1992) vigorously established the dynamic nature of space, where the production of space provided new concepts for conceiving space. "Physical space has no 'reality' without the energy that is deployed within it," according to Lefebvre (1992). In other words, "a space is a set of relations between things (objects and products) rather than an actual thing. Location-specific physical formations, or what we refer to as "places," help us comprehend the concept of space (Tuan, 2001).

In summary, the analytical framework known as "spatial justice" places space—which is a physical, social, and mental production—at the center of the concept of justice. Understanding how geographical links generate social interactions and creating normative frameworks for assessing social ties are both necessary for theorizing spatial justice. Both fresh insights into conceptions of justice and the development of a theory of spatial justice can be gained by interpreting the existing literature on justice through a spatial lens (Williams, 2013).

The next section covers the theory of social exchange which explains how its concepts can be well capitulated in the workplace behaviour in today's business environment where the relationships are getting complicated. Social Exchange Theory is one of the finest tools for understanding conduct in the workplace (Cropanzano & Mitchell, 2005).

2.4 Theoretical Frameworks

Strategies implemented by HR are crucial for the movement of the organization and its cultural enhancement, as it taps the ability of the employees, which should sync with readiness for change. There are a few theoretical frameworks that may be used to construct an understanding of organizational justice and job performance. This study primarily uses Ability Motivation and Opportunity (AMO), Relative Deprivation Theory and Social Exchange Theory.

2.4.1Ability Motivation and Opportunity Model

The AMO framework is a strategic human resources (HR) model that elucidates the mechanism by which HRM practices are a synthesis of three distinct practices (McClean & Collins, 2018). This framework is pivotal for examination and analysis, because the HR function of an organization serves as the lens through which employees perceive fairness or injustice. The AMO model specifically investigates HR strategies that enhance ability, motivation, and opportunity, identifying three work systems as critical components that influence organizational progress. The AMO model (Applebaum et al., 2000) is instrumental in elucidating the relationship between readiness for change and individual job performance. The framework posits that to secure employees' discretionary effort, three elements must be present: 1) employees must possess the necessary skills, 2) they require appropriate motivation, and 3) employers must provide opportunities for participation (Applebaum, 2000). According to Bailey (1993), who initially proposed the AMO framework, employers must offer participation opportunities, employees must have the requisite skills, and they must be motivated to ensure discretionary efforts. This model laid the groundwork for the subsequent development of the high-performance work system (HPWS) model by Appelbaum et al. (2000). The acronym AMO represents three components that collectively enhance job performance: opportunity to participate (O), motivation (M), and individual ability (A) (Bayo-Moriones & Galdon-Sanchez, 2010; Boselie, 2009; Claudia, 2015).

The model is composed of fundamental psychological concepts (Kroon et al., 2013) that are linked to three systems influencing individual characteristics: ensuring employees possess the requisite skills, motivating employees to enhance their discretionary behaviour, and enabling them to achieve organizational objectives (Harney & Jordan, 2008). Some scholars argue that the model's origins lie in theoretical debates between industrial psychologists, who assert that ability is determined by training and selection, and social psychologists, who contend that motivation is essential for ensuring performance (Maclnnis & Jaworski, 1989). Subsequently, Vroom (1964) developed an interactive framework that considered both motivation and ability, employing the function $P = f(A \times M)$ to elucidate

performance (Blumberg & Pringle, 1982). However, this function was inadequate in accounting for the influence of the external environment, as it posited that performance was influenced solely by personal factors. To address this limitation, Blumberg and Pringle (1982) proposed a revised model that expands on the concepts of talent and motivation by introducing an additional factor deemed necessary: opportunity. Consequently, performance was determined by three factors: opportunity to perform (encompassing elements such as working conditions, tools, materials, leader behaviour, procedures, and time), willingness to perform (including factors such as motivation, job satisfaction, personality, values, and expectations), and capacity to perform (comprising variables such as age, knowledge, level of education, and energy level) (Blumberg & Pringle, 1982). Assuming an interaction model (P = f(O x C x W)), these authors emphasised that for performance to occur, all three components—opportunity, capacity, and willingness—must be present.

The Ability-Motivation-Opportunity (AMO) model is particularly relevant in the context of justice and performance, as it comprehensively encapsulates the factors that drive individual and organizational effectiveness. By emphasizing the interplay between an individual's capabilities, their motivational levels, and the opportunities available for them to contribute, the AMO model aligns well with the principles of fairness and equity in the workplace. Technological advancements and a supportive culture further enhance performance by providing tools that facilitate skill development and foster an environment that encourages innovation and collaboration. This synergy not only amplifies individual potential but also cultivates a workplace ethos grounded in justice and accountability, ultimately driving superior organizational outcomes.

The AMO model serves as a robust framework for understanding the dynamics of justice and performance and capturing the essence of how ability, motivation, and opportunity interact. The integration of technology and nurturing culture strengthens this model, enabling employees to harness their skills effectively while promoting fairness and equitability. Thus, the AMO model is not just a theoretical construct; it has practical implications for enhancing workplace performance in a just and equitable manner.

2.4.2 Social Exchange Theory

One of the most important social science ideas, social exchange theory, has applications in many different domains. In other words, SET is a frequent phenomenon that is firmly ingrained in everyday life on a give-and-take basis. This notion is deeply entrenched in the idea that people participate in social connections. This reciprocal relationship is consistent with an individual's efforts and rewards **(**Blau, 1964). This holds utmost importance in the corporate world, as by applying social exchange theory, organizations can gain insights into employees' behavioral motivation and engagement.

The concept of "Social behaviour as exchange" was originally introduced in the literature by Homans (1958), and in 1961, he developed it further into its most basic forms. The convergent concept of the 'social psychology of groups' was first proposed by Thibault and Kelley in 1959.

By introducing the idea of "exchange and power," which describes one party's capacity to persuade others to take action, Blau (1964) advanced this concept even further. Homans focused more on psychological orientation, or instrumental behaviour, whereas Blau emphasised the theory's economic orientation. A notable literary contribution by Blau (1964) states that exchange behaviour refers to the voluntary acts of people who are driven by the expected returns, and social exchange is defined as actions that are dependent on rewarding responses from others.

The way we live, work, and communicate with one another has changed significantly in the digital age. Businesses must be vigilant and proactive in identifying emerging trends and cutting-edge technologies that may impact their future, as the pace of technological change accelerates. In an organization, justice perception can lead to job performance in the presence of organizational culture compacted by organizational efforts, most importantly in today's era of ongoing fast-paced changing technologies.

Perceptions of justice within an organization play a critical role in influencing job performance, particularly during periods of technological change. Drawing on Social Exchange Theory (SET), which posits that social behaviour is the result of reciprocal exchanges between parties (Blau, 1964), employees who perceive fairness in

organizational processes are more likely to respond with increased effort, commitment, and performance (Cropanzano & Mitchell, 2005). Justice perception encompasses distributive, procedural, and interactional justice, all of which contribute to employees' sense of value and respect (Colquitt et al. 2001). During technological transitions, employees often face uncertainty, role ambiguity, and changing demand. In such contexts, organizational efforts, such as transparent communication, fair resource allocation, and inclusive decision-making, can significantly enhance perceptions of justice. These efforts not only stabilize employees' attitudes but also reinforce the psychological contract, encouraging reciprocal positive behaviours like enhanced performance (Rousseau, 1995). Organizational culture moderates this relationship. A culture that emphasizes fairness, learning, and innovation amplifies the positive effects of justice perception on performance as it creates a supportive environment in which employees feel secure and empowered to adapt to change (Schein, 2010). Thus, during ongoing technological change, justice perception—shaped by organizational culture and efforts—serves as a key mechanism through which employee performance can be maintained and even enhanced, in alignment with the principles of Social Exchange Theory (Gouldner, 1960; Armenakis & Bedeian, 1999).

2.5 Role of changing technologies on organizational Culture and impact on Job Performance

Organizational culture is composed of key elements-beliefs, behaviours and attitude that are indicative in consideration of appropriate action or unsuitable for individuals or groups within an organization (Muscalu, 2014; Indradevi, 2022). The advantage of a firm with a positive culture is that it motivates employees to promote their business. When employees believe that their position is stable, they have room to advance professionally and are more dedicated to their work, which eventually affects their performance in a positive way. The success of a firm is greatly dependent on the productivity of its employees and the underlying organizational culture (Alqudah, 2022).

Research shows that when employees perceive a culture that values collaboration, innovation, and recognition, they are more likely to exhibit high levels of performance, effectively fulfilling their job responsibilities (Schein, 2010).

Furthermore, culture influences performance**,** which includes voluntary behaviours that support the social and psychological environment of the organization, such as helping others, demonstrating initiative, and being adaptable (Organ, 1997). A supportive culture also encourages employees to embrace change, learn new skills, and respond flexibly to evolving demands (Pulakos et al., 2000). Conversely, toxic or misaligned cultures can result in low morale, resistance to change, and decreased productivity. Therefore, cultivating a constructive organizational culture is essential not only for maintaining employee well-being, but also for maximizing individual and organizational performance outcomes.

A significant shift in organizational culture is imminent in response to emerging trends and advanced technology. Businesses must be vigilant and proactive in identifying emerging trends and cutting-edge technologies that may impact organizational culture in the future as the pace of technological advancements accelerates.

Digital transformation in today's world refers to a profound shift in how organizations operate, deliver value, and engage with stakeholders through the strategic use of digital technologies. It goes beyond simply adopting new tools; it involves rethinking business models, optimizing processes, and reshaping organizational culture to remain competitive in an increasingly digital-first environment. Technologies such as artificial intelligence (AI), cloud computing, big data analytics, Internet of Things (IoT), and automation are at the forefront of this shift, enabling businesses to improve efficiency, enhance customer experience, and make data-driven decisions. At the same time, digital transformation requires strong leadership and cultural willingness to embrace change, foster innovation, and support continuous learning. As markets evolve rapidly and customer expectations rise, organizations that successfully undergo digital transformation are better positioned to adapt, innovate, and thrive in the modern economy. The next section tries to explain the effect of organizational culture on job performance in the wake of fast-paced changing technologies. Digital transformation exerts a profound influence on multiple aspects of job performance, particularly task, contextual, and adaptive performance.

Task performance, which refers to how effectively employees carry out their core job responsibilities, often improves as organizations adopt digital tools and automation. Technologies such as artificial intelligence (AI), enterprise resource planning (ERP) systems, and real-time data analytics streamline work processes, reduce the time required to complete routine tasks, and minimize human errors. For instance, automated systems can handle data entry, inventory management, and scheduling more efficiently than manual processes, allowing employees to focus on higher-level strategic activities (Brynjolfsson & McAfee, 2014). This not only boosts productivity, but also leads to more consistent and accurate job performance outcomes.

Contextual Performance: In addition to task-related improvements, digital transformation enhances contextual performance, which involves discretionary behaviors that support the broader organizational environment, such as helping colleagues, showing initiative, and maintaining a positive attitude. The implementation of digital communication and collaboration platforms, such as Slack, Microsoft Teams, and Zoom, helps break down silos, encourages information sharing, and fosters a culture of teamwork. Employees can collaborate more easily across departments and geographic locations, contributing to a more inclusive and participatory workplace culture (Tarutė & Gatautis, 2014). When these tools are used effectively, they promote organizational citizenship behaviours that go beyond formal job descriptions, such as mentoring peers or voluntarily assisting with projects outside one's immediate role.

Adaptive Performance: Adaptive performance refers to an employees' ability to respond flexibly to change, learn new technologies, and handle unexpected challenges in the workplace. As digital transformation often brings about significant shifts in workflows, tools, and organizational structures, employees are frequently required to learn new skills, adapt to evolving roles, and manage unfamiliar technologies. Organizations that provide robust training programs, ongoing learning opportunities, and supportive leadership can empower employees to build the resilience and agility necessary to successfully navigate such transitions (Pulakos et al., 2000). For example, providing access to digital learning platforms or on-the-job technology workshops can help bridge skill gaps and reduce resistance to change.

In summary, the influence of digital transformation on performance is multifaceted. While it directly enhances task efficiency through automation, it also improves the social and behavioural dimensions of work through better communication and collaboration. Most importantly, it cultivates adaptive capacity, which is crucial for long-term organizational resilience in a fast-changing digital landscape. To fully leverage these benefits, organizations must take a strategic approach that aligns technological investments with employee development, support systems, and a culture that embraces continuous learning and change.

2.6 Research Gaps

Based on the current literature, several significant research gaps emerge as mentioned below:

1. **Underexplored Integration of changing Technological organisational Culture as a Moderator**

The existing literature extensively examines how technological culture and knowledge sharing affect organizational performance, yet there is minimal investigation into how changing technological culture specifically moderates the relationship between organizational justice dimensions and job performance (Mollah et al., 2024). While Alawneh (2025) addresses digital transformation's impact on employee performance and explores digital leadership's influence on job performance, no studies have examined how the dynamic shifts in technological culture affect the perceived fairness mechanisms that drive performance outcomes.

2. **Limited Examination of Multidimensional Justice in technological Contexts in organisations**

Although contemporary dimensions of organisational justice, viz: procedural, distributive, and interactional justice significantly impact employee performance, and confirms justice perceptions influence job satisfaction and performance, the literature lacks investigation into how these three justice dimensions along with the newly introduced spatial justice dimension operate differently in environments experiencing

rapid technological transformation. Previous literature acknowledges that organizational justice is critical for shaping healthy work environments, but fails to address how technological disruption alters employees' perceptions of these justice dimensions. The emerging dimension of "spatial justice" in technological contexts remains entirely unexplored (Rawas, 2025; Waribo et al., 2020; Shrivastava et al., 2016)

3. Fragmented Understanding of Job Performance Dimensions in the context organisational culture

Research has established that job performance comprises task, contextual, and adaptive dimensions, yet there is no systematic examination of how changing technological culture differentially impacts these three performance facets. Previous literature validates the integrative model of task, contextual, and adaptive performance, but none of the reviewed studies investigate whether technological culture change enhances or diminishes performance across these distinct dimensions (Lin et al., 2021; Zacharias et al., 2021). This represents a critical gap for understanding nuanced performance outcomes.

4. Temporal Dynamics Unexamined

The reviewed literature treats organizational constructs largely as static variables and suggests that technological culture evolution affects organizational performance, yet no research tracks how changing (not static) technological culture moderates the justice-performance relationship over time.

5. Spatial Justice as an Emerging Construct

"Spatial justice" in organizational contexts is relatively nascent. Unlike the well-established procedural, distributive, and interactional dimensions studied by [13], spatial justice considerations in hybrid work environments enabled by technology change have received minimal empirical attention (Ahamed et al., 2023). This becomes increasingly relevant as technological culture shapes work location flexibility.

Conceptual Model

Drawing from the above research gaps, the following conceptual model is being proposed:

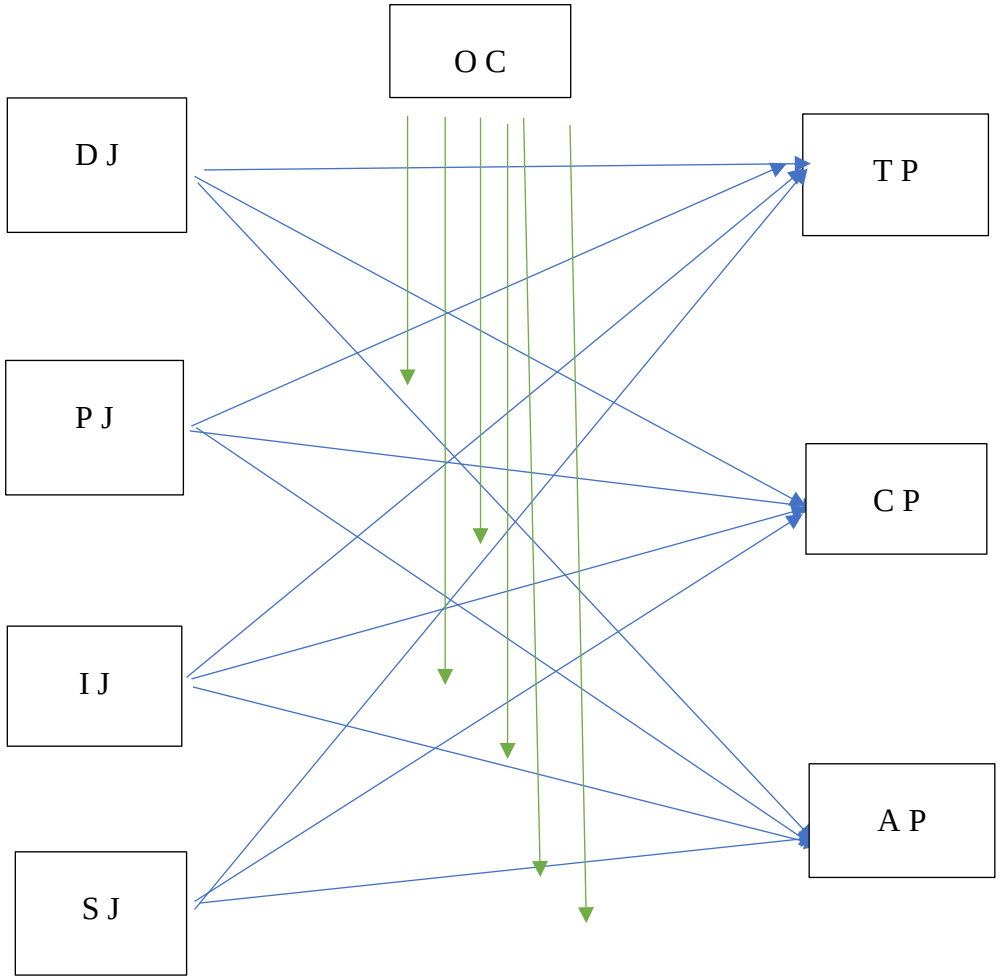

Figure 2.1: Proposed Conceptual Model

2.8 Summary

This chapter reviewed existing literature on the dimensions of organizational justice—distributive, procedural, interactional and spatial justice—and their influence on various aspects of job performance, including task performance, contextual performance, adaptive performance and counterproductive work behaviours. The findings consistently demonstrate that perceptions of fairness within the organization significantly impact employee motivation, engagement, and performance.

Furthermore, the review highlights the moderating role of organizational culture in shaping the strength and direction of these relationships. The interplay between organizational justice and culture underscores the need for contextually sensitive management practices to promote fairness and optimize performance.

The following chapter outlines the research design and methodology adopted to investigate the relationships identified in the literature. It details the study's approach, data collection methods, sampling techniques, and tools used for analysis.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Introduction

Overview

This chapter outlines the framework of this study's research process. It defines the purpose of the research, details the sample collection process from respondents, describes the design of the questionnaire, provides a comprehensive set of scale items that support and justify the factors involved in the study, and provides an elaborate explanation of the data analysis process.

In detail, this chapter exhibits the research methodology ensued by the researcher to accomplish the research objectives. The methodology adopted is the quantitative research methodology, and the chapter expounds on the research process and the analysis techniques taken up for the research. It will feature the description of the constructs, specification of the scale items, development of the research instrument, data collection, factor extraction through Exploratory Factor Analysis, establishment of the model fit using Confirmatory Factor Analysis, reporting the reliability and validity of the constructs, hypotheses testing, and the description of the Structural Equation Model. Therefore, this chapter includes the complete methodology of this research.

3.2 Overview of the Research Problem

Perceptions of organizational justice—covering distributive, procedural, interactional, and spatial fairness—are critical to shaping employee experiences and improving performance. However, rapid technological advancements and events like the Covid-19 pandemic have led to major shifts in workplace policies, especially in the IT industry. The rise of digitization and automation has introduced stress and anxiety among employees, driven by increased monitoring and fear of being replaced by AI tools. These changes can significantly affect job performance and reshape organizational culture. In this evolving landscape, it is essential to explore how

perceptions of fairness interact with job performance. In particular, the IT sector faces disparities in how AI tools and digital platforms are integrated into operations. As organizations strive to balance technological progress with fairness and equity, understanding how these shifts influence workplace culture and employee outcomes is crucial. This study examines the impact of organizational justice perceptions on different dimensions of job performance— task-oriented, adaptive, and contextual performance—within the context of growing technology adoption and changing organizational culture in the IT industry.

3.3 Research Questions

Research Question 1: How do organizational justice dimensions influence job performance dimensions?

Research Question 2: How does organizational culture moderate the relationship between various dimensions of organizational justice and job performance?

In other words, the above research questions aim to examine the impact of organizational justice dimensions on job performance while facing the technological changes that are reshaping organizational culture.

3.4 Hypothesis of the Study

Based on the research questions outlined, the following hypotheses have been formulated to examine the impact of various dimensions of organizational justice on different aspects of job performance. Additionally, the hypotheses aim to evaluate the moderating role of organizational culture in the relationship between the dimensions of organizational justice and job performance.

The major hypotheses for the study are as follows:

Hypothesis 1: Distributive Justice has a significant impact on job performance.

(a) Distributive Justice has a significant impact on task performance.

(b) Distributive Justice has a significant impact on contextual performance.

(c) Distributive Justice has a significant impact on adaptive performance.

Hypothesis 2: Procedural Justice has a significant impact on job performance.

(a) Procedural Justice has a significant impact on task performance.

(b): Procedural Justice has a significant impact on contextual performance.

(c): Procedural Justice has a significant impact on adaptive performance.

Hypothesis 3: Interactional Justice has a significant impact on job performance.

(a): Interactional justice has a significant impact on task performance.

(b): Interactional justice has a significant impact on contextual performance.

(c): Interactional justice has a significant impact on adaptive performance.

Hypothesis 4: Spatial Justice has a significant impact on job performance.

(a): Spatial justice has a significant impact on task performance.

(b): Spatial justice has a significant impact on contextual performance

(c): Spatial justice has a significant impact on adaptive performance

Hypothesis 5: Organization Culture moderates the relation between organizational justice and job performance:

(a) Organizational culture moderates the relationship between distributive justice and task performance.

(b) Organizational culture moderates the relationship between distributive justice and contextual performance.

(c) Organizational culture moderates the relationship between distributive justice and adaptive performance.

(d): Organizational culture moderates the relationship between procedural justice and task performance

(e) Organizational culture moderates the relationship between procedural justice and contextual performance.

(f) Organizational culture moderates the relationship between procedural justice and adaptive performance.

(g) Organizational culture moderates the relationship between interactional justice and task performance.

(h) Organizational culture moderates the relationship between interactional justice and contextual performance.

(i) Organizational culture moderates the relationship between interactional justice and adaptive performance.

(j) Organizational culture moderates the relationship between spatial justice and task performance.

(k) Organizational culture moderates the relationship between spatial justice and contextual performance.

(l) Organizational culture moderates the relationship between spatial justice and adaptive performance.

3.5 Research Design

The present study employs a descriptive research design, which is a methodological approach aimed at systematically describing and interpreting the characteristics, behaviours, or phenomena under investigation. This design is particularly suitable for examining the relationships between organizational justice, organizational culture, and job performance. The research process began with an exploratory phase, utilizing an extensive literature review to gain a comprehensive understanding of these key concepts and their interrelationships. This initial exploration helped establish a solid theoretical foundation and identify relevant dimensions for each construct.

Following a descriptive research design, the study was cross-sectional in nature and involved survey techniques and fact-finding methods. Descriptive research primarily focuses on accurately portraying the current situation or circumstances surrounding the research topic. In the current study, this approach allows for a detailed examination of the existing relationships between organizational justice, culture, and job performance within the context of the study. By employing descriptive research methods, researchers can gather quantitative and qualitative data to provide a comprehensive picture of how these organizational factors interact and influence job

performance in real-world settings. Descriptive research was conducted with the help of quantitative data collected using a survey.

3.6 Population and Sample Size

The study was conducted in the Delhi/NCR region, and the data were collected from employees working in the IT industry. Delhi/ NCR, population is primarily in the urban sector, which is infinite. To accurately represent the entire population, it is crucial to select an appropriate sample size for primary data collection. In this study, the exact number of IT employees was unknown, making the population size indeterminate. Consequently, the sample size was determined using G power software (Faul et al., 2009). The study employs an apriorist analysis (Cohen, 1988), calculating the necessary sample size based on user-defined significance levels. With a 5 percent significance level, assuming normal data distribution, and achieving a t statistic above 1.96, the software indicates a minimum sample size of 218. Nonetheless, a larger sample size was used in the study for greater robustness.

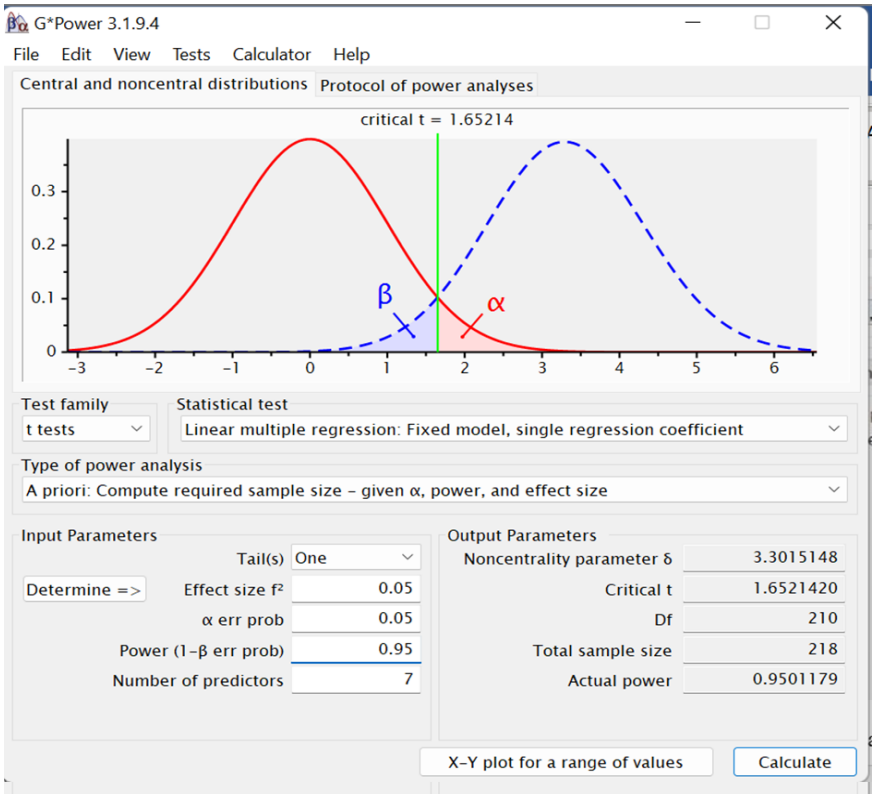

Figure 3.1: Sample size Calculation Using G Power

The sample size given by G power software is 218; however, the study aims to take a sample of more than 400.

3.7 Sampling Technique

This study adopted a cluster sampling technique. This technique is found to be appropriate, as it gives geographic spread of population, heterogeneity, feasibility of assessing organizations, and cost effectiveness, which is explained as follows:

- **Geographic Spread of Population**

Cluster sampling is a cost-effective approach when a population is spread over a wide geographical area, such as IT employees distributed across various zones of Delhi. Instead of surveying all 12 zones, focusing on a few selected zones helps manage resources more efficiently, while maintaining diversity in the sample (Cochran, 1977).

- **Heterogeneity.**

Each zone in Delhi contains a diverse mix of IT professionals, including variations in companies, job roles, and demographic characteristics. In line with the principles of cluster sampling, these zones function as "mini-populations" that mirror the overall diversity of the city's IT workforce (Lohr, 2019).

- **Feasibility of Accessing Organizations**

Because many IT companies are locally registered through zonal directories or industry associations, it is practical to first select specific clusters (zones) and then access firms within those areas. This aligns with the rationale for using cluster sampling when comprehensive lists of individual units are unavailable but group-level listings are accessible (Kish, 1965).

- **Cost-Effectiveness**

Conducting a citywide survey by visiting each firm individually is expensive. By adopting a cluster sampling approach—selecting zones, firms within those zones, and employees—logistical, travel, and administrative expenses can be significantly reduced. This method enhances efficiency, particularly in large-scale surveys (Fowler, 2014).

- **Realistic for Organizational Studies**

In HR and management research, organizations are typically grouped based on their geographic location, making cluster sampling a practical choice. Selecting zones, firms within those zones, and employees reflects the natural structure of organizations. This approach is commonly used in business and management studies because of these inherent groupings (Bryman & Bell, 2015).

In this approach to cluster sampling, it is assumed that each of Delhi's 12 zones contains a diverse IT workforce, varying by factors such as age, gender, company size, and job roles. Each zone serves as a cluster. Rather than being internally homogenous, these clusters are intended to reflect the diversity of the larger population, acting as smaller-scale representations of the city's IT industry. The first step in implementing cluster sampling is to define the target population, which consists of all the employees working in IT firms across Delhi. Next, the 12 administrative zones of Delhi were identified as clusters. A subset of these zones was then selected to form the sample. Within the chosen zones, data are collected by conducting surveys or interviews with employees, allowing for efficient and representative insights into the city's IT workforce.

3.8 Participant and Selection

The population selected for the current study was middle-level employees from the IT industry in Delhi/NCR.

3.9 Instrumentation

Questionnaire design is the most critical part of the research process, as it helps to yield the right data from the respondents. A comprehensive and well-phrased questionnaire enhances the chance of sharing the respondent's insights in a better way. The research instrument used for the survey was a structured questionnaire. In the present research, the questionnaire is divided into four parts. Part A pertains to demographics, Part B (Organization Justice), Part B collects information on organizational justice and its dimensions and Part C and D further collect information on organizational culture and job performances.

Demographic information

To better understand the context of the study and ensure the generalizability of the findings, the demographic data of the respondents were collected. This includes key characteristics such as gender, work experience, job role, income and organizational level. These variables provide valuable insights into the composition of the sample and help interpret how different employee profiles perceive organizational justice and respond to technological changes in the IT sector.

The Questionnaire consists of 51 scale items and responses were collected on 5-point Likert scale. The respondents were asked to rate each scale item on a scale of 1 to 5 where: "1- Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree and 5- Strongly Agree." After collecting the responses pilot testing was done on 51 items and the items were reduced from 51 to 41due to poor factor loadings. (Appendix C).

Constructs and Measurement of Scale

A wide range of scale items were generated based on the constructs defined earlier in the study. The scale items selected are considered reliable since they have already been tested and adapted in previous studies. Nevertheless, it has been perceived that researchers face difficulty in developing scale items when there are limited studies conducted on a particular topic or when the studies are conducted on different economic setups or cultures.

The present study investigates the relationship between three primary constructs: Organizational Justice**,** Organizational Culture**,** and Job Performance. Validated and widely used measurement scales were adapted to ensure the reliability and accuracy of data collection. This construct (OJ) was measured through four dimensions: Distributive Justice**,** Procedural Justice**,** Interactional Justice (comprising Informational and Interpersonal Justice), and Spatial Justice**.**

Distributive Justice is assessed using scale items adapted from (Colquitt, 2018; Niehoff & Moorman, 1993). which focus on employees' perceptions of fairness in the allocation of outcomes such as employee's efforts, the workload assigned, and the rewards received. These items examine whether the rewards employees receive, such

as salary increases, are fair in relation to their effort and workload. For instance, an item like *"I feel that the raise given to me on my salary was justified based on my performance"* and "*My outcomes reflect the effort I have put into my work"* reflects an employees' assessment of whether the compensation aligns with their contribution, highlighting the perceived balance between input and outcome.

Procedural Justice, as assessed using items adapted from (Colquitt, 2018; Niehoff & Moorman, 1993). focuses on employees' perceptions of the fairness of organizational procedures. This includes evaluating whether the processes are ethical, consistently applied, or based on accurate information. For example, ethicality is reflected in how fairly performance appraisal procedures are conducted, as captured by the item *"I feel that procedures followed are ethical."* Similarly, the dimension of accuracy is addressed by examining whether managers make well-informed and fact-based decisions, which are essential for long-term organizational effectiveness. This is illustrated by the item *"My manager collects accurate and complete information to make job decisions,"* highlighting the importance of fair and informed decision-making in enhancing procedural justice.

Informational Justice, based on the framework of (Colquitt, 2018; Niehoff & Moorman, 1993). evaluates the fairness of communication within an organization, particularly in terms of its clarity, completeness, and timeliness. It assesses how well managers explain their decisions and procedures to their employees. For example, the clarity of communication is reflected when information is shared in a detailed and timely manner, as represented by the item *"My manager communicates details in a timely manner to me."* Similarly, the quality of communication is demonstrated through transparency and honesty, which aligns with the item *"My manager has been candid in their communication with me."* Together, these aspects capture employees' perceptions of whether communication practices are fair, open, and supportive of trust in managerial decisions. Interpersonal Justice **(**Colquitt, 2018; Niehoff & Moorman, 1993) assesses the degree of respect, dignity, and fairness with which managers treat employees, as well as the transparency of managerial decisions affecting employees' roles. This evaluates whether employees feel valued and acknowledged in their workplace relationships. One key aspect, respect, is demonstrated when

communication is consistently conducted in a courteous and considerate manner. This is effectively captured by the item *"My manager treats me with respect and dignity,"* which reflects employees' perceptions of being treated with fairness and human decency in day-to-day interactions. In addition, Interpersonal Justice also includes the transparency of managerial decisions, particularly those that directly impact an employee's job role. This aspect is concerned with whether managers openly communicate with and involve employees in understanding the consequences of decisions that affect their work. For example, the item *"My manager discusses the implications of the decisions concerning my job with me"* reflects this transparency. This indicates that employees not only feel respected but are also kept informed about how managerial choices influence their responsibilities, reinforcing a sense of fairness, inclusion, and trust in the manager-employee relationship. Spatial Justice is measured using items adapted from Usmani and Jamal (2013), focusing on the physical distribution of resources and facilities in the workplace—such as access to printers, laptops, manpower, cafeterias, and gyms—relative to employees' workstations. It evaluates whether employees across different locations or branches have equitable access to the essential tools and amenities needed for their work. For instance, the availability and consistency of digital resources, such as laptops, across branches is assessed through the item *"Resources like laptop and other digital systems are of same version among different branches of the organization based on distance,"* highlighting whether employees are provided with equal-quality tools regardless of their office location. Similarly, fair access to workplace facilities like cafeterias and washrooms is captured by the item *"Facilities like cafeteria, washroom, etc. are located in my office at a fair amount of distance from my workstation,"* reflecting whether essential amenities are conveniently and equally accessible. Together, these items illustrate how spatial justice contributes to employees' perceptions of fairness in their physical work environment.

Organizational Culture

Organizational culture was evaluated using scale items based on the Denison Organizational Culture Survey (Kabigting et al., 2019). The items assess employee involvement in strategic planning, the level of teamwork, the effective utilization of

employee talent, and the organization's commitment to continuous improvement through the adoption of new methodologies. For instance, the strength of teamwork within the organization is reflected in the item *"I feel people work here like a team,"* which captures employee's perceptions of collaboration and unity in achieving shared goals. Similarly, the organization's approach to nurturing and utilizing employee talent is measured by the item *"I feel that employee talent in my organization is always being invested,"* indicating a culture that values development and effectively leverages its human resources. Together, these items provide insights into how organizational culture supports employee engagement, collaboration, and growth.

Job Performance

Job performance is conceptualized through three dimensions— Task Performance**,** Contextual Performance**,** and Adaptive Performance—using scales developed by Linda et al. (2013).

Task Performance measures the employee's efficiency, quality of work outcomes, and timeliness in completing assigned tasks. For example, an employee's efficiency in achieving work goals is reflected in the item *"I worked towards the end result of my work,"* which indicates goal-oriented performance and accountability. Similarly, the quality of work outcomes and the ability to deliver results with minimal effort and time were captured by the item *"I was able to perform well with minimal time and effort,"* highlighting productivity and effectiveness in task execution. Together, these items help assess how well employees fulfill their primary job duties in a competent and timely manner.

Contextual Performance assesses the employee's cooperation with colleagues, initiative in solving problems, and willingness to fulfil responsibilities beyond formal job requirements. For instance, employee cooperation is reflected in the item *"Collaborations with others went well,"* which indicates the ability to work harmoniously with team members and support collective goals. Similarly, going beyond formal responsibilities is captured in the item *"I took the initiative when there was a problem to be solved,"* highlighting the employee's willingness to step up and address challenges without being prompted. These behaviors illustrate a strong sense

of organizational citizenship and proactive attitude, both of which are critical for maintaining a supportive and adaptive workplace culture.

Adaptive Performance evaluates an employee's job-related knowledge, flexibility, creativity, and ability to respond effectively to changing work demands. For example, an employee's ability to adapt to changes is reflected in the item *"I easily adjusted to changes in my work,"* indicating their comfort and effectiveness in handling transitions, shifting priorities, or evolving tasks. Additionally**,** maintaining job-related knowledge is essential for adaptability and is assessed through the item *"I worked on keeping my job-related knowledge up to date,"* which shows a proactive effort to stay current and competent in one's role. Together, these aspects highlight an employee's readiness to cope with uncertainty and contribute effectively to evolving workplace scenarios.

Drawing from the literature, perceived organizational justice, culture, and performance metrics have been studied as follows:

Table 3.1: Organizational justice, culture, and performance metrics

Types of Variables	Variables	Number of Items	Scale	Description
Independent Variable	**Organizational Justice**			
a)	Distributive Justice	4	**(**Colquitt, 2018; Niehoff and Moorman 1993)	Distributive Justice occurs when employees believe that outcomes are equitable
b)	Procedural Justice	4	**(**Colquitt, 2018; Niehoff and Moorman 1993)	Procedural Justice focuses on the fairness of the decision making or processes that lead to these outcomes
c)	Interactional Justice	7	**(**Colquitt, 2018; Niehoff and Moorman 1993)	Interactional Justice focuses on the way in which an individual is treated fairly with dignity respect and sensitivity
d)	Spatial Justice	3	Usmani and Jamal (2013),	Spatial justice considers the allocation of office space and work resources among individual employee's

Types of Variables	Variables	Number of Items	Scale	Description
				departments and branches based on distance,
Moderate Variable	**Organizational Culture**	7	The Denison Organizational Survey	Organizational culture influences how employees perceive justice in the workplace, which, in turn, impacts their motivation and overall job performance
Dependent Variable	**Job Performance**			
a)	Task Performance	4	(Linda Koopmans, Claire M. Bernaards, Vincent H. Hildebrandt, Stef van Buuren, Allard J. van der Beek, Henrica C.W. de Vet 2013)	Focuses on job-specific duties and responsibilities
b)	Contextual Performance	6	(Linda Koopmans, Claire M. Bernaards, Vincent H. Hildebrandt, Stef van Buuren, Allard J. van der Beek, Henrica C.W. de Vet 2013)	Involves extra-role behaviours that enhance the work environment and organizational culture.
c)	Adaptive Performance	6	(Linda Koopmans, Claire M. Bernaards, Vincent H. Hildebrandt, Stef van Buuren, Allard J. van der Beek, Henrica C.W. de Vet 2013)	Reflects the ability to adapt to changes and handle challenges in the workplace

Extensive literature reviews led to the generation of an exhaustive list of scale items for all the constructs of the present study. A total of 51 scale items were initially ascertained. The questionnaire was pilot-tested on a smaller sample size of 50 respondents, and suggestions were incorporated before administering it to the complete sample. A disclaimer was added for the interest of the respondents that the collected data would only be used for academic purposes. This helped reduce their apprehensions to take up the survey to a great extent. After pilot testing the scale items were reduced to 41.

To check the reliability of the scale items in the questionnaire, Cronbach's alpha was calculated. The results of Cronbach's alpha were acquired using SPSS software.

Cronbach's alpha measures the correlation between the scale items pertaining to a particular construct. In the present study, the Cronbach's alpha was 0.8, which is above the standard value of 0.7 mentioned by (Hair et al., 2006).

3.10 Data Collection Procedure

The data were collected with the help of a well-structured questionnaire from employees working in the IT sector. Data were collected from individuals working at the lower and middle levels, and the responses were recorded and coded in an Excel sheet and further transferred to SPSS software for data analysis.

3.11 Data Analysis

The latest data analysis software tools were used for data analysis. These tools result in a high degree of precision and help perform various iterations to achieve the best model fit. In the present study, SPSS 22 and Smart PLS 4 were used to check the model using Structural Equation Modeling (SEM). Excel sheets were used to input and code the data, which were then transferred to SPSS.

After data cleaning and screening, the data were analyzed using Exploratory Factor Analysis (EFA). Exploratory factor analysis helps to reduce the total items by removing those items that are either duplicated or insignificant to the construct. The principal Component Method and Varimax rotation were used for the EFA. The factors with an Eigen Value more than 1 were considered, and the factors showing loadings of less than 0.50 were removed. After the EFA, Confirmatory Factor Analysis (CFA) was conducted and the scores of the following indices were reported using HTMT ratios and Fornell and Lacker Criteria. The factors with low loadings were dropped and the reliability and validity test were done using the values of AVE, CR, and MSV. Finally, the SEM model fit was reported and represented with various path analyses.

3.12 Ethical Consideration

This study ensures that all participants were fully informed about the research objectives and procedures. Informed consent was obtained from each participant,

emphasizing that their involvement is voluntary and that they may withdraw at any time without any negative consequences. To maintain confidentiality, all personal information is anonymized, and data securely stored. The study was conducted in a manner that minimizes any potential risks or discomfort to participants.

3.13 Summary

This chapter incorporates the details of the research design and the research process. The research started with laying the research design, data analysis, developing and mentioning the hypothesis for the study, the research instrument that will be used for the study, sampling and data collection techniques, analysis techniques, relationship analysis with the hypothesis testing, and development of the structural equation model. The next chapter incorporates the results of the data collected.

CHAPTER-IV
RESULTS

4.1 Overview

This chapter presents an empirical analysis of data collected from employees working in the IT industry of Delhi-NCR. The study follows a descriptive research design, and this chapter provides the results with respect to each objective. This study uses structural equation Modelling as a research technique. The first section provides an overview of the respondents' demographic profiles. The next section presents the EFA and CFA, followed by the structural model.

4.2 Objectives of the Study

The primary objectives of this study are: -

Objective 1: To identify how organizational justice dimensions (distributive, procedural, interactional, and spatial justice) influence job performance (task, contextual, and adaptive performance). To achieve this objective, each dimension of organizational justice has been tested with each dimension of job performance.

Objective 2: To examine how organizational culture influences overall work performance (task, contextual, and adaptive performance) while controlling gender, income and work experience**.**

Data were collected from 573 respondents, responses received were cleaned, and all missing values were treated with replaced means for further analysis. The demographic profiles of the respondents are discussed in the next section.

4.3 Demographic profile

This section presents the demographic characteristics of IT employees working in Delhi, NCR. A total of 573 valid responses were collected and analysed. Understanding the demographic profile of respondents is fundamental to contextualizing the results and interpreting behavioural tendencies, perceptions, and decision-making patterns among employees. To understand the background

characteristics of the respondents, a comprehensive demographic analysis was conducted using frequency distribution and percentage calculations in SPSS. This analysis provides a valuable context for interpreting the main study findings and ensures that the sample is appropriately profiled. The Frequency column represents the actual number of respondents in each category, while the percentage column shows the proportion of that category out of the total sample. The Valid Percent accounts for only non-missing responses (which, in this case, match the Percent as there are no missing data), and the Cumulative Percent indicates the running total, helping to understand how each category adds up toward the whole.

Table 4.1: Demographic Analysis

Distribution Of Respondents	Characteristics	Frequency	Percentage%
Gender	Male	416	72.60
	Female	157	27.40
Organization Wise	NTT Data	221	38.6
	HCL	92	16.1
	TCS	20	3.5
	Capgemini	20	3.5
	Infosys	20	3.5
	ABC	20	3.5
	Hitech Digital Solutions	10	1.7
	Zoho Corp.	10	1.7
	Cognizent Ltd	10	1.7
	Stanra Tech Solutions Pvt Ltd	10	1.7
	KPMG India	10	1.7
	Fidelity Business Services India Ltd	10	1.7
	Shell	10	1.7
	Owens & Minor	10	1.7
	Birla Soft	10	1.7

Distribution Of Respondents	Characteristics	Frequency	Percentage%
	IBM	10	1.7
	Tredence Analytics Solutions	10	1.7
	Wanbury Ltd	10	1.7
	Microsoft	10	1.7
	Accenture	10	1.7
	Loxim Industries Ltd	10	1.7
	Tata Communications	10	1.7
	Deloitte	10	1.7
Department-Wise	IT	192	33.51
	Quality	97	16.93
	Application Developer	86	15.01
	Software Developer	64	11.17
	Cyber Security	32	5.58
	Consulting	36	6.28
	IT Services	31	5.41
	Health Care	35	6.11
Experience Wise	1-3 Years	14	2.40
	3-5 Years	7	1.20
	5-7 Years	14	2.40
	7-9 Years	14	2.40
	More Than 10 Years	525	91.60
Income-Wise Distribution	3 Lacs – 5 Lacs	16	2.80
	5 Lacs – 10 Lacs	100	17.40
	10 Lacs – 20 Lacs	33	5.80
	More Than 20 Lacs	424	74.00

The gender-wise distribution revealed that the majority of respondents were male (72.6%), with females constituting 27.4% of the total sample, indicating a male dominance in the respondent pool from the IT industry.

Table 4.2: Gender-wise Frequency Distribution of Respondents

Gender	Frequency	Percent%	Valid Percent%	Cumulative Percent%
FEMALE	157	27.4	27.4	27.4
MALE	416	72.6	72.6	72.6
TOTAL	573	100.0	100.0	100

Organization-wise analyses show that participants came from a wide range of companies, with the highest representation from NTT DATA (38.6%), followed by HCL (16.1%), and so on.

Table 4.3 Organization-wise Frequency Distribution of Respondents

Organization	Frequency	Percent%	Valid Percent%	Cumulative Percent%
NTT DATA	221	38.6	38.6	38.6
HCL	92	16.1	16.8	55.4
TCS	20	3.5	3.5	58.9
CAPGEMINI	20	3.5	3.5	62.4
INFOSYS	20	3.5	3.5	65.9
ABC	20	3.5	3.5	69.4
HITECH DIGITAL SOLUTIONS	10	1.7	1.7	71.1
ZOHO CORPORATION	10	1.7	1.7	72.8
COGNIZANT LTD	10	1.7	1.7	74.5
STANRA TECH SOLUTION PVT LTD	10	1.7	1.7	76.2
KPMG INDIA	10	1.7	1.7	77.9
FIDELITY BUSINESS SERVICES INDIA LTD	10	1.7	1.7	79.6
SHELL	10	1.7	1.7	81.3
OWENS AND MINOR	10	1.7	1.7	83.0
BIRLASOFT	10	1.7	1.7	84.7
SOFTWARE IT	10	1.7	1.7	86.4
IBM	10	1.7	1.7	88.1
TREDENCE ANALYTICS	10	1.7	1.7	89.8

Organization	Frequency	Percent%	Valid Percent%	Cumulative Percent%
SOLUTIONS				
WANBURY LTD	10	1.7	1.7	91.5
MICROSOFT	10	1.7	1.7	93.2
ACCENTURE	10	1.7	1.7	94.9
LOXIM INDUSTRIES LTD	10	1.7	1.7	96.6
TATA COMMUNICATIONS	10	1.7	1.7	98.3
DELOITTE	10	1.7	1.7	100

Department-wise distribution highlighted significant diversity with respondents spread across various technical and functional domains such as IT, Quality, Application Development, ensuring a multifaceted organizational perspective.

Table 4.4: Department-wise frequency distribution of respondents

Department	Frequency	Percent%	Valid Percent%	Cumulative Percent%
IT	192	33.51	33.51	33.51
Quality	97	16.93	16.93	50.44
Application Developer	86	15.01	15.01	65.45
Software Developer	64	11.17	11.17	76.62
Cyber Security	32	5.58	5.58	82.20
Consultancy	36	6.28	6.28	88.48
IT Services	31	5.41	5.41	93.89
Health Care	35	6.11	6.11	100

The experience-wise breakdown showed that an overwhelming majority (91.6%) had over 10 years of professional experience, which shows that the employees wanted to stay in the organization, with the retention rate being quite high.

Table 4.5: Experience-wise Frequency Distribution of Respondents

Experience Group	Frequency	Percent%	Valid Percent%	Cumulative Percent%
1–3 years	14	2.4	2.4	2.4
3–5 years	7	1.2	1.2	3.6
5–7 years	14	2.4	2.4	6.0
7–9 years	14	2.4	2.4	8.4
>10 years	524	91.6	91.6	100.0
Total	**573**	**100.0**	**100.0**	**100.0**

Finally, the income-wise distribution indicated that a large proportion (74%) of respondents earned above 20 lakhs annually.

Table 4.6: Income-wise Frequency Distribution of Respondents

Income	Frequency	Percent%	Valid Percent%	Cumulative Percent%
3lacs - 5 lacs	16	2.8	2.8	2.8
5lacs - 10 lacs	100	17.4	17.4	20.2
10lacs - 20 lacs	33	5.8	5.8	26
Above 20 lacs	424	74	74	100

4.4 Exploratory Factor Analysis

To identify the underlying dimensions among a large set of observed variables, Exploratory Factor Analysis (EFA) was conducted using SPSS. EFA serves as a data reduction technique that helps consolidate a large number of observed variables into fewer factors, thereby revealing the dimensional structure of the instrument (Hair et al., 2019). The suitability of the data was first assessed using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The KMO value exceeded the acceptable threshold of 0.60, indicating that the data were suitable

for factor analysis, and Bartlett's test was found to be statistically significant ($p < 0.001$), confirming that the correlation matrix was not an identity matrix and factor analysis was appropriate (Table 4.7).

Table 4.7: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.963
Bartlett's Test of Sphericity	Approx. Chi-Square	10940.755
	df	820
	Sig.	.000

The communalities that reflect the amount of variance in each variable explained by the extracted factors were examined, and most values were found to be above the acceptable threshold of 0.50. This suggests that the retained factors adequately represented the original variables.

The extracted factors together explained a substantial proportion of the total variance, indicating a strong underlying structure in the dataset. Each factor contributed meaningfully to the total explained variance, ensuring that dimensional reduction retained significant explanatory power. Items with factor loadings below 0.50 (IJ1, IntJ3, TP1, TP2, TP3, CP1, CP2, AP1, OC1, OC2, OC3, OC4, OC12, OC13and OC14) were excluded to ensure conceptual clarity and discriminant validity.

Table 4.8: Communalities

	Initial	Extraction
PJ1	1.000	.601
PJ2	1.000	.636
PJ3	1.000	.602
PJ4	1.000	.682
DJ1	1.000	.651
DJ2	1.000	.524
DJ3	1.000	.660
DJ4	1.000	.663
IJ2	1.000	.710
IJ3	1.000	.673
IJ4	1.000	.712
IJ5	1.000	.619
IntJ1	1.000	.680
IntJ2	1.000	.677
SJ1	1.000	.756
SJ2	1.000	.744
SJ3	1.000	.718
J3	1.000	.718
OC5	1.000	.613
OC6	1.000	.694
OC7	1.000	.611
OC8	1.000	.669
OC9	1.000	.666
OC10	1.000	.667
OC11	1.000	.689
TP4	1.000	.722
TP5	1.000	.706
TP6	1.000	.729
TP7	1.000	.752
CP3	1.000	.649
CP4	1.000	.681
CP5	1.000	.669
CP6	1.000	.658
CP7	1.000	.609
CP8	1.000	.658
CP9	1.000	.661
AP2	1.000	.701
AP3	1.000	.677
AP4	1.000	.728
AP5	1.000	.750
AP6	1.000	.761
AP7	1.000	.682

Principal Component Analysis (PCA) was employed as the extraction method to extract the underlying factors. PCA was followed by varimax rotation with Kaiser Normalization. PCA is frequently used in the early stages of scale development to reduce dimensionality and identify key constructs (Tabachnick & Fidell, 2013). The Varimax rotation technique was selected to achieve orthogonal factors and to facilitate a clearer interpretation by maximizing the loading variance across factors. Results showed eight extracted factors: Distributive justice, Procedural justice, Interactional justice and Spatial justice (dimensions of organizational justice), Organizational culture, and job performance (Task Performance, Conceptual performance, and Adaptive performance) were analysed through Principal Component Analyses and Rotation was done by Varimax. The value of factor loading for all the items was above 0.5, and this achieved the threshold, with the minimum value being .575 and the maximum value being.768.

Further, the total variance explained in table 4.9, showed that a total of eight factors were extracted and were able to explain 67.585 percent of the cumulative variation, which is considered satisfactory (Hair et al., 2019).

The first factor showed 39.838 percent variation, followed by 6.728 percent variation for the second factor, and the last (eight) factor showed only 1.636 percent variation.

Table 4.9: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	16.334	39.838	39.838	16.334	39.838	39.838	5.010	12.220	12.220
2	2.759	6.728	46.566	2.759	6.728	46.566	4.730	11.536	23.755
3	2.085	5.086	51.652	2.085	5.086	51.652	4.384	10.694	34.449
4	1.921	4.686	56.338	1.921	4.686	56.338	4.132	10.078	44.527
5	1.436	3.503	59.841	1.436	3.503	59.841	3.771	9.197	53.724
6	1.337	3.260	63.101	1.337	3.260	63.101	2.954	7.206	60.930
7	1.168	2.848	65.949	1.168	2.848	65.949	2.042	4.981	65.912
8	1.654	1.636	67.585	.671	1.636	67.585	.686	1.674	67.585
9	.644	1.571	69.156						
10	.641	1.564	70.720						
11	.604	1.473	72.193						
12	.583	1.422	73.615						

The factor analysis produced a clear and meaningful structure with the rotated component matrix. It demonstrated strong, distinct loadings of items on their intended factors with minimal cross-loadings. The identified components shown in rotated component matrix correspond closely with the study's theoretical framework and proposed model, reinforcing the conceptual soundness of the scale (Figure 4.10)

4.10: Rotated Component Matrix[a]

	Component							
	1	2	3	4	5	6	7	8
PJ1	.693							
PJ2	.706							
PJ3	.709							
PJ4	.731							
DJ1								.679
DJ2								.658
DJ3								.752
DJ4								.719
IJ2				.768				
IJ3				.734				
IJ4				.756				
IJ5				.706				
IntJ1				.705				
IntJ2				.709				
SJ1							.767	
SJ2							.714	
SJ3							.666	
OC5			.630					
OC6			.692					
OC7			.677					
OC8			.727					
OC9			.654					
OC10			.717					
OC11			.712					
TP4						.705		
TP5						.747		
TP6						.714		
TP7						.757		
CP3		.669						
CP4		.737						
CP5		.664						
CP6		.689						
CP7		.635						
CP8		.717						
CP9		.695						
AP2					.634			
AP3					.638			
AP4					.718			
AP5					.725			
AP6					.752			
AP7					.575			

Overall, the exploratory factor analysis confirms that the instrument captures the complex interplay of push and pull factors influencing dimensions of organizational justice on the employees' outcomes. The extracted factors exhibit both statistical robustness and theoretical coherence, validating the appropriateness of the scale for subsequent confirmatory and structural analysis. These findings provide a solid foundation for Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM). Further, these factors were checked for reliability statistics.

4.5 Reliability Analysis

Reliability analysis is the process of determining the consistency and stability of measurement equipment or systems. It evaluates the degree to which a scale or measurement equipment generates consistent results when used repeatedly under the same conditions. In layman's terms, it answers the question: "If I measure the same thing again, will I get the same or similar results?"

Cronbach's alpha is a measure of internal consistency or reliability of a set of scales or test items. It essentially assesses how well a set of items measures a single underlying construct. A higher alpha value (typically above 0.7) generally indicates a greater degree of internal consistency, suggesting that the items reliably measure the same concept. After refining the constructs through factor analysis, the remaining items for each factor were subjected to reliability testing using Cronbach's alpha.

This test measures the degree to which the items in a scale are correlated, thereby indicating how well they measure the same underlying concept. Cronbach's alpha values were computed for each construct separately. The results indicated that all scales achieved acceptable to excellent reliability, with alpha values above the recommended threshold of 0.70, suggesting that the measurement instruments were statistically reliable.

The final solution yielded a set of interpretable and reliable factors, each composed of conceptually related variables. These extracted factors will serve as composite constructs for subsequent statistical analyses. The Reliability statistics for each construct are as follows:

Table 4.11: Reliability Statistics

Construct	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Distributive Justice	.808	.808	4
Procedural Justice	.834	.834	4
Interactional Justice	.895	.896	6
Spatial Justice	.807	.807	3
Task Performance	.872	.872	4
Contextual Performance	.909	.909	7
Adaptive Performance	.912	.912	6
Organizational Culture	.893	.893	7

4.6 Confirmatory Factor Analyses

Confirmatory factor analysis (CFA) is a statistical method used in research to evaluate the reliability of a predetermined measurement model. It evaluates how well underlying unobserved constructs (factors) are reflected in observed variables (such as survey questions). In essence, it determines whether the data are consistent with a theory regarding the structure of the relationships between variables and factors.

The results of the Confirmatory Factor Analysis (CFA) indicate that the proposed measurement model demonstrates an excellent fit to the data. The chi-square value for the estimated model was 1253.190 with 751 degrees of freedom, and the p-value was less than 0.001, suggesting statistical significance. However, given the sensitivity of the chi-square statistic to the sample size, the chi-square to degrees of freedom ratio (χ^2/df) is a more appropriate indicator of the model fit. In this case, the χ^2/df ratio was 1.669, which fell well below the recommended threshold of 3, indicating a good model fit.

The Root Mean Square Error of Approximation (RMSEA) is 0.034, with a 90%confidence interval ranging from 0.031 to 0.037. This value is below the acceptable cutoff of 0.05, suggesting a loose fit of the model in relation to the degrees of freedom. Additionally, the Standardized Root Mean Square Residual (SRMR) is 0.032, which is also well within the acceptable range (below 0.08), further confirming the model's good fit.

In terms of incremental fit indices, the Comparative Fit Index (CFI) was 0.965, the Tucker-Lewis Index (TLI) was 0.962, and the Normed Fit Index (NFI) was 0.918. All these values exceeded the conventional threshold of 0.90, with CFI and TLI surpassing the more stringent threshold of 0.95, indicating a strong improvement over the null model. The Goodness-of-Fit Index (GFI) is 0.908 and the Adjusted Goodness-of-Fit Index (AGFI) is 0.894. While the AGFI is slightly below the 0.90 threshold, it is still within an acceptable range and does not substantially detract from the overall fit. The Parsimony Goodness-of-Fit Index (PGFI) is 0.792, which suggests a good balance between model complexity and goodness of fit.

Overall, the CFA results confirm that the measurement model provides a good representation of the underlying constructs, with all major fit indices indicating that the model is acceptable and appropriate for further structural analysis.

Table 4.12: Confirmatory factor Analysis

	Estimated model	**Null model**
Chi-square	1253.190	15251.962
Number of model parameters	110.000	41.000
Number of observations	577.000	n/a
Degrees of freedom	751.000	820.000
P value	0.000	0.000
ChiSqr/df	1.669	18.600
RMSEA	0.034	0.175
RMSEA LOW 90% CI	0.031	0.172
RMSEA HIGH 90% CI	0.037	0.177
GFI	0.908	n/a
AGFI	0.894	n/a
PGFI	0.792	n/a
SRMR	0.032	n/a
NFI	0.918	n/a
TLI	0.962	n/a
CFI	0.965	n/a
AIC	1473.190	n/a
BIC	1952.553	n/a

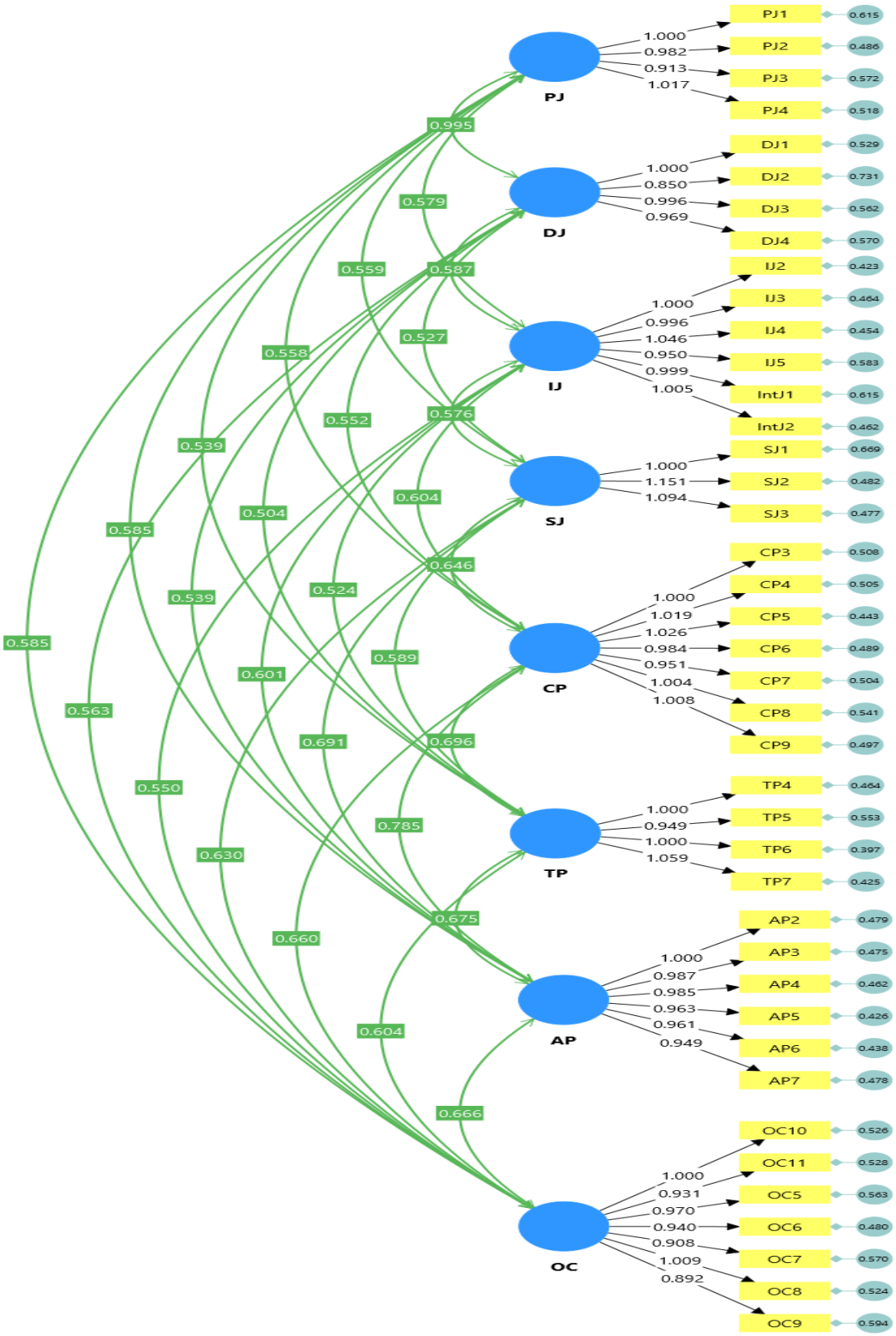

Figure 4.1: Measurement Model

4.7 PLS-SEM Procedure

Data analysis was conducted using partial least squares structural equation Modelling (PLS-SEM) with the help of Smart PLS 4 software. The analysis followed a two-step approach: first, the measurement model was assessed to evaluate the reliability and validity of the constructs, and second, the structural model was tested to examine the hypothesized relationships. The measurement model evaluation included tests for indicator reliability (outer loadings), internal consistency reliability (Cronbach's Alpha and Composite Reliability), convergent validity (AVE), and discriminant validity (Fornell-Larcker criterion and HTMT ratios). Multicollinearity was checked using Variance Inflation Factor (VIF) values. After confirming that the measurement model met all necessary criteria, the structural model was assessed using path coefficients and R^2 values relevance through bootstrapping procedure

Measurement Model Assessment

The measurement model assessment was conducted to examine the reliability and validity of the latent constructs used in the study, as per the guidelines recommended by Hair et al. (2019), using SmartPLS 4. This involved evaluating indicator reliability, internal consistency, convergent and discriminant validity, and checking for multicollinearity.

Indicator reliability reflects how well each observed variable (indicator) represents its corresponding latent construct. This is assessed using outer loadings, where values above 0.70 are considered acceptable. In this study, all retained indicators had outer loadings ranging from 0.756 to 0.874, demonstrating strong indicator reliability.

Internal consistency reliability assesses the degree to which items within a construct are consistent with one another. This was measured using both Cronbach's Alpha and Composite Reliability (CR). While Cronbach's alpha is a traditional measure of reliability, CR is preferred in SEM as it takes into account the actual factor loadings. All constructs reported Cronbach's alpha and CR values exceeding the recommended threshold of 0.70, confirming strong internal consistency.

Convergent validity indicates whether the indicators of a construct converge or share a high proportion of variance. It was assessed using the Average Variance Extracted (AVE), which indicates the degree to which a construct explains the variance of its indicators. A value above 0.50 suggests that the construct explains more than half the variance of its indicators, thereby meeting the criterion proposed by Fornell and Larcker (1981). In this study, all constructs had AVE values above the threshold, establishing good convergent validity. Confirmatory factor analyses were conducted using construct validity and discriminant validity methods.

Discriminant validity, which ensures that a construct is distinct from other constructs in the model, was evaluated using two methods. The Fornell-Larcker Criterion compares the square root of the AVE of each construct with the inter-construct correlations. This criterion was met because the diagonal values in the matrix were greater than the off-diagonal correlations. The Heterotrait-Monotrait Ratio (HTMT), a more robust method, was also used. All HTMT values were below the conservative threshold of 0.85, except for distributive justice and procedural justice (HTMT = 0.989), suggesting a possible conceptual overlap between these two constructs, which requires cautious interpretation.

Multicollinearity was assessed using the Variance Inflation Factor (VIF), which indicates whether indicators are highly correlated with one another. VIF values below 3.0 are generally considered acceptable. In this model, all VIF values ranged between 1.5 and 2.6, confirming that multicollinearity is not a concern.

In summary, the measurement model demonstrated satisfactory indicator reliability, internal consistency, convergent validity, and discriminant validity, along with no evidence of multicollinearity, thus establishing the robustness of the constructs for the subsequent structural model analysis.

Table 4.13: Construct reliability and validity

	Cronbach's alpha (standardized)	Cronbach's alpha (unstandardized)	Composite reliability (rhoc_)	Average variance extracted (AVE)
AP	0.913	0.913	0.913	0.637
CP	0.910	0.910	0.910	0.592
DJ	0.810	0.810	0.809	0.515
IJ	0.897	0.897	0.897	0.594
OC	0.895	0.895	0.895	0.550
PJ	0.836	0.836	0.836	0.561
SJ	0.808	0.808	0.808	0.585
TP	0.874	0.874	0.874	0.634

Discriminant Validity: Discriminant validity ensures that each construct is empirically distinct from others in the model, and it was examined using both the Fornell-Larcker criterion and the heterotrait-monotrait (HTMT) ratio. According to the Fornell-Larcker criterion, the square root of the AVE for each construct should be higher than its correlation with other constructs, indicating that the constructs are adequately distinct.

Furthermore, the study also employed the HTMT criteria, as it is an advancement over the Fornell and Larcker criteria. The HTMT values for all constructs were less than.85, confirming discriminant validity.

Table 4.14: Heterotrait-monotrait ratio (HTMT) – Matrix

	AP	CP	DJ	IJ	OC	PJ	SJ	TP
AP								
CP	0.786							
DJ	0.535	0.549						
IJ	0.606	0.606	0.582					
OC	0.669	0.660	0.554	0.554				
PJ	0.586	0.555	0.989	0.575	0.584			
SJ	0.684	0.644	0.525	0.580	0.632	0.556		
TP	0.676	0.696	0.501	0.527	0.607	0.539	0.586	

Table 4.15: Fornell-Larcker criterion

	AP	CP	DJ	IJ	OC	PJ	SJ	TP
AP	0.798							
CP	0.785	0.770						
DJ	0.539	0.552	0.718					
IJ	0.601	0.604	0.587	0.770				
OC	0.666	0.660	0.563	0.550	0.742			
PJ	0.585	0.558	0.995	0.579	0.585	0.749		
SJ	0.691	0.646	0.527	0.576	0.630	0.559	0.765	
TP	0.675	0.696	0.504	0.524	0.604	0.539	0.589	0.796

Structural Model Assessment

Following the validation of the measurement model, the structural model (inner model) was assessed to examine the direct effects of various dimensions of justice—Distributive Justice (DJ), Procedural Justice (PJ), Interactional Justice (IJ), and Spatial Justice (SJ)—on the three dimensions of job performance: Task Performance (TP), Contextual Performance (CP), and Adaptive Performance (AP). The path coefficients (β), t-values, and p-values were obtained through the bootstrapping procedure with 10,000 resamples using SmartPLS 4.

The direct relationships among latent variables were examined using standardized path coefficients (β), along with t-values and p-values to test significance. All hypothesized relationships were assessed to determine the strength and direction of influence between constructs. The significant path coefficients suggest that the independent variables exert meaningful effects on the dependent variables.

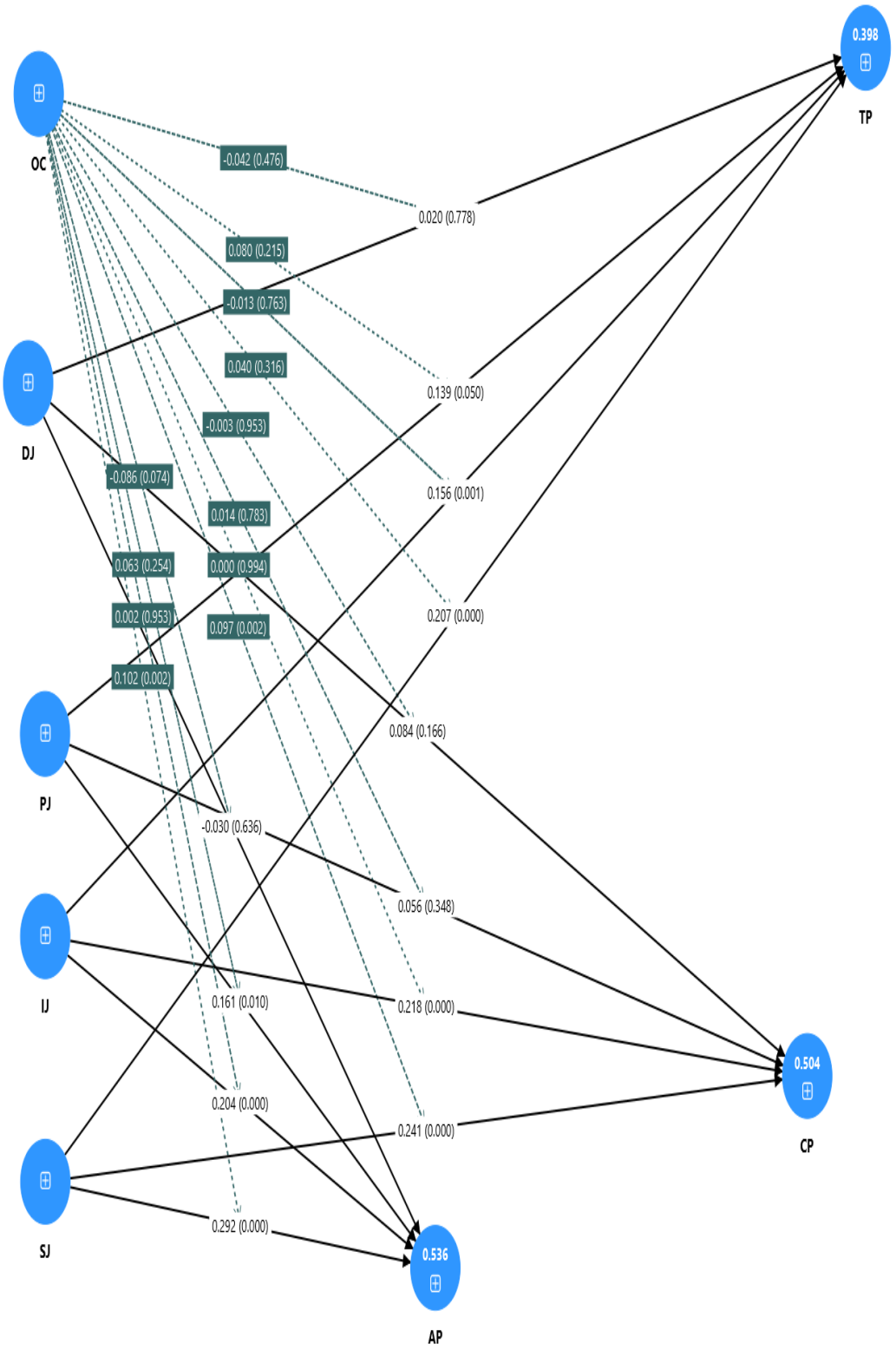

Figure 4.2: Structural Model

Overall, the structural model results partially support the hypothesized relationships. While Interpersonal Justice and spatial justice consistently and significantly influence all three types of job performance, procedural justice shows selective influence, and distributive justice does not exhibit any significant direct effect.

This study explores how the four dimensions of organizational justice— distributive justice, procedural justice, interactional justice, and spatial justice—affect various aspects of job performance, including task performance, contextual performance, and adaptive performance. It explains the influence of each dimension on job performance within an organizational setting.

Each hypothesis was evaluated based on path relationships and corresponding statistical measures, including beta coefficients, standard deviations, T statistics, and p-values. A close analysis of these metrics provides a clear understanding of their outcomes.

H1: Distributive Justice has a significant impact on Job Performances.

Table 4.16: Effects of Distributive Justice on Job Performances

Hypothesis	Path	Beta coefficient	Standard deviation	T statistics	P values	Results
H1a	DJ -> TP	0.020	0.071	0.274	0.778	Not Supported
H1b	DJ -> CP	0.084	0.061	1.381	0.166	Not Supported
H1c	DJ -> AP	-0.030	0.063	0.470	0.636	Not Supported

H1 a: *Distributive justice has a significant impact on Task Performance.*

Hypothesis (H1a), which posits a positive relationship between distributive justice (independent variable) and task performance (dependent variable), yields a beta coefficient of 0.020. This coefficient, accompanied by a standard deviation of 0.071, produced a T-statistic of 0.274. The p-value associated with this hypothesis was 0.778, indicating a lack of statistical significance. Thus, the hypothesis is classified as "Not Supported." This suggests that changes in DJ do not significantly impact TP,

which raises important considerations for future research regarding the factors that influence this relationship (Table 4.16).

H1 b: *Distributive Justice has a significant impact on Contextual Performance.*

Hypothesis H1b examined the relationship between distributive justice (independent variable) and contextual performance (dependent variable). The findings indicated a beta coefficient of 0.084 with a standard deviation of 0.061, resulting in a T-statistic of 1.381. The corresponding p-value of 0.166 further confirmed the lack of significance in this pathway. Consequently, it is also categorized as "Not Supported." This underscores the complexity of the variables involved and suggests that DJ may not be a critical determinant of CP in the context studied (Table 4.16).

H1 c: *Distributive Justice has a significant impact on Adaptive Performance.*

The final hypothesis in this initial grouping, H1c, explored the connection between distributive justice (DP) and adaptive performance (AP). The results demonstrated a beta coefficient of -0.030, supported by a standard deviation of 0.063, leading to a T-statistic of 0.470. With a p-value of 0.636, this hypothesis is similarly classified as "Not Supported." The negative beta coefficient signals an inverse relationship; however, the lack of statistical significance indicates that this finding may be due to chance rather than a substantive correlation (Table 4.16).

To summarize, the results for Hypotheses H1a, H1b, and H1c collectively indicate a consistent absence of support for the proposed relationships involving DJ. Although these findings do not confirm the expected pathways, they provide a foundation for further exploration. In particular, the lack of significant relationships highlights the necessity for a deeper investigation into the dynamics between DJ and the dependent variables TP, CP, and AP. Future research could benefit from examining additional variables or employing different methodologies to gain a more comprehensive understanding of these interactions.

Hypothesis 2**:** *Procedural Justice has a significant impact on job performance.*

Table 4.17: Effect of Procedural justice on Job Performances

Hypothesis	Path	Beta coefficient	Standard deviation	T statistics	P values	Results
H2a	PJ -> TP	0.139	0.071	1.957	0.049	Supported
H2b	PJ -> CP	0.056	0.060	0.931	0.348	Not Supported
H2c	PJ -> AP	0.161	0.063	2.547	0.010	Supported

H2 (a): *Procedural Justice has a significant impact on Task Performance.*

The second hypothesis (H2a), which shows a positive relationship between procedural justice (independent variable) and task performance (dependent variable), yielded a beta coefficient of 0.139, which suggests a slightly positive relationship between procedural justice and task performance. This coefficient, accompanied by a standard deviation of 0.071, produced a T statistic of 1.957, which is close to the critical value used in hypothesis testing (around ±1.96 for a 95% confidence level). The p-value associated with this hypothesis was 0.049, which **is** just below the conventional threshold of 0.05 for statistical significance. Because the p-value is below 0.05, the result is considered statistically significant, meaning that there is enough evidence to support the hypothesis. Thus, the hypothesis is classified as "Supported.". This finding suggests that procedural justice has a statistically significant positive effect on task performance. Practically, when employees perceive the procedures in their organization as fair, they tend to perform better in their tasks (Table 4.17).

H2 (b): *Procedural justice has a significant impact on Contextual Performance*.

The hypothesis (H2b), which shows a positive relationship between procedural justice (independent variable) and contextual performance (dependent variable), yielded a beta coefficient of 0.056. This coefficient, accompanied by a standard deviation of 0.060, produced a T-statistic of 0.931. The p-value associated with this hypothesis was found to be 0.348, which is quite high above the threshold. Thus, the hypothesis is classified as "Not Supported." Since the p-value is high, the result is not statistically significant, meaning that the observed relationship could be due to chance. This suggests **that** procedural justice does not have a statistically significant effect on

contextual performance (Table 4.17).

H2 (c): *Procedural Justice has a significant impact on Adaptive Performance*

Hypothesis (H2c), proposed a positive relationship between procedural justice (independent variable) and adaptive performance (dependent variable), yielding a beta coefficient of 0.161. indicating a moderately positive relationship. As perceptions of procedural justice increase, adaptive performance tends to increase. This coefficient, accompanied by a standard deviation of 0.063, produced a T-statistic of 2.547. The p-value associated with this hypothesis was 0.010. Thus, the hypothesis is classified as "Supported." The p-value of **0.**010 **was** well below the conventional cutoff of 0.05. The results were statistically significant. This suggests that procedural justice has a significantly positive impact on adaptive performance**.** Practically, when employees perceive organizational procedures as fair, they are more likely to adapt effectively to changes, challenges, and new situations in their work environment (Table 4.17).

The collective findings from H2a, H2b, and H2c suggest that **H2a** is supported, indicating that procedural justice has a statistically significant positive effect on task performance**.** This suggests that employees who perceive fairness in organizational procedures are more likely to effectively perform their core job duties. H2b was not supported. Although the relationship between procedural justice and contextual performance was positive, it was not statistically significant**.** This implies that fair procedures alone may not be sufficient to enhance employees' extra-role behaviours, such as helping colleagues or showing organizational citizenship, within the context of this study. H2c is supported, demonstrating a significant positive effect of procedural justice on adaptive performance**.** This indicates that employees are more capable of adjusting to change and responding flexibly to new demands when they perceive the organization's procedures to be fair.

Overall, the findings suggest that procedural justice plays a meaningful role in enhancing the task-related and adaptive aspects of job performance. However, its influence on contextual performance appears to be limited, potentially requiring additional mediating or moderating factors to be effective in that domain.

Hypothesis 3: *Interactional Justice has a significant impact on job performance.*

Table 4.18: Effect of Interactional Justice on Job Performances

Hypothesis	Path	Beta coefficient	Standard deviation	T statistics	P values	Results
H3a	IJ -> TP	0.156	0.049	3.183	0.001	Supported
H3b	IJ -> CP	0.218	0.046	4.710	0.000	Supported
H3c	IJ -> AP	0.204	0.045	4.500	0.000	Supported

H3 (a): *Interactional justice has a significant impact on Task Performance*.

Hypothesis H3a examined the potential positive relationship between interactional justice and task performance. The analysis yielded a beta coefficient of 0.156. This coefficient, accompanied by a standard deviation of 0.049, produced a T-statistic of 3.183. The p-value associated with this hypothesis was 0.001. The p-value was 0.001, which is highly significant**,** as it is well below the conventional threshold of 0.05. Thus, the hypothesis is classified as "Supported." This finding implies that interactional justice has a statistically significant and positive effect on task performance**.** Practically, when employees feel that they are treated with dignity, respect, and adequate explanation by managers or decision-makers, they are more likely to perform their job tasks effectively (Table 4.18).

H3 (b): *Interactional justice has a significant impact on Contextual Performance.*

Hypothesis (H3b), which shows a positive relationship between interactional justice and contextual performance, yielded a beta coefficient of 0.218, indicating a strong positive relationship between interactional justice and contextual performance. This coefficient, accompanied by a standard deviation of 0.046, produced a T-statistic of 4.710, which is substantially above the critical value (typically around ±1.96), confirming the strength and reliability of the effect. The p-value associated with this hypothesis was 0.000. indicated a highly statistically significant result. Thus, the hypothesis is classified as "Supported.". This finding implies that interactional justice significantly and positively influences contextual performance**.** In practical terms,

when employees are treated with courtesy, dignity, and clear communication, they are more inclined to demonstrate behaviours that support the broader social and psychological environment of the workplace, such as cooperation, altruism, and going beyond the call of duty (Table 4.18).

H3 (c): *Interactional justice has a significant impact on Adaptive Performance.*

Hypothesis (H3c), which shows a positive relationship between interactional justice and adaptive performance, yielded a beta coefficient of 0.204, indicating a moderately strong positive relationship between interactional justice and adaptive performance. This coefficient, accompanied by a standard deviation of 0.045, produced a T-statistic of 4.500. which is significantly above the standard threshold (typically approximately ±1.96), indicating a robust effect. The p-value associated with this hypothesis was 0.000. indicating that the result **is** highly statistically significant**.** Thus, Hypothesis H3c **is** supported. This finding demonstrates that interactional justice has a significantly positive impact on adaptive performance. In practice, employees who experience respectful and informative communication from supervisors are more likely to adjust successfully to new challenges, changes, and evolving job requirements (Table 4.18).

Taken together, the results of hypotheses H3a**,** H3b**,** and H3c consistently show that interactional justice has a statistically significant and positive effect on all three dimensions of job performance examined: H3a confirms that respectful and fair interpersonal treatment contributes to improved task performance; H3b demonstrates that such treatment also enhances contextual performance**,** encouraging employees to engage in behaviours that support the social and psychological work environment. H3c shows that employees are more adaptable and responsive to change when they feel respected and well informed by their supervisors. These findings highlight the critical role of interactional justice in promoting both core and extra-role performance behaviours in the workplace. Organizations aiming to boost employee effectiveness and adaptability should prioritize respectful, transparent, and considerate interpersonal communication, especially from leaders and decision-makers.

Hypothesis 4**:** *Spatial Justice has a significant impact on Job Performance.*

Table 4.19: Effect of Spatial Justice on Job Performances

Hypothesis	Path	Beta coefficient	Standard deviation	T statistics	P values	Results
H4a	SJ -> TP	0.207	0.050	4.107	0.000	Supported
H4b	SJ -> CP	0.241	0.043	5.587	0.000	Supported
H4c	SJ -> AP	0.292	0.044	6.599	0.000	Supported

H4 (a): *Spatial justice has a significant impact on Task Performance.*

Hypothesis (H4a), which shows a positive relationship between spatial justice (independent variable) and task performance (dependent variable), yielded a beta coefficient of 0.207. This coefficient, accompanied by a standard deviation of 0.050, produced a T-statistic of 4.107. The p-value associated with this hypothesis was 0.000. Hypothesis H4a proposed a positive relationship between spatial justice (independent variable) and task performance (dependent variable). The results of this analysis support this hypothesis. The standardized beta coefficient was found to be β = 0.207, indicating that an increase in spatial justice is associated with a positive increase in task performance. This effect was statistically significant, as evidenced by a t-value of 4.107 and a p-value of < 0.001. The relatively low standard error **(**SE = 0.050**)** further suggests a precise estimate. These findings provide strong empirical support for the hypothesized positive relationship between spatial justice and task performance (Table 4.19).

H4 (b): *Spatial justice has a significant impact on Contextual Performance*

Hypothesis H4b proposed a positive relationship between spatial justice and contextual **p**erformance. The results of this analysis support this hypothesis. The standardized beta coefficient was found to be β = 0.241**,** indicating that higher levels of spatial justice are associated with improved contextual performance. This relationship was statistically significant, with a t-value of 5.587 and a p-value of < 0.000. The standard error of the estimate was relatively low **(**SE = 0.043**),** suggesting a high level of precision for the coefficient estimate. These findings provide strong empirical evidence for the positive effect of spatial justice on contextual performance,

thereby 'supporting' Hypothesis H4b (Table 4.19).

H4 (c): *Spatial justice has a significant impact on Adaptive Performance*

Hypothesis H4c proposed a positive relationship between spatial justice and **a**daptive performance. The results of the analysis strongly support this hypothesis. The standardized beta coefficient was β = 0.292**,** indicating that increases in Spatial Justice are associated with higher levels of Adaptive Performance. This relationship is statistically significant, as reflected by **a** t-value of 6.599 and a p-value of < 0.000**.** The relatively small standard error **(**SE = 0.044**)** suggested that the coefficient estimate was precise. Overall, these results offer robust empirical support for Hypothesis H4c, confirming a significant positive effect of spatial justice on adaptive performance (Table 4.19).

The results of Hypotheses H4a, H4b, and H4c collectively indicate that spatial justice has a significantly positive impact on all three dimensions of job performance: task performance, contextual performance, and adaptive performance. Specifically, spatial justice was positively associated with task performance **(**β = 0.241, p < 0.001**),** contextual performance **(**β = 0.241, p= 0.001**),** and adaptive performance **(**β = 0.292, p < 0.001**).** These findings suggest that when employees perceive fairness in the spatial or physical work environment, it enhances their overall job performance across various behavioural domains.

4.8 Moderation Analysis

To examine the moderating effects of organizational culture (OC) on the relationships between the dimensions of organizational justice and job performance outcomes, a moderation analysis was conducted. This involved testing the significance of the interaction terms formed by multiplying each justice construct with organizational culture (e.g., OC × DJ, OC × PJ, OC × SJ.). The effects were assessed using the bootstrapping method (10,000 resamples), and path coefficients, t-values, and p-values were used to determine the significance of each moderating effect.

Table 4.20: Moderation Analysis

Hypothesis	Path	Beta coeff-icient	Standard deviation (STDEV)	T statistics (|O/ STDEV|)	P values	Results
H1a	DJ -> TP	0.020	0.071	0.274	0.778	Not Supported
	OC -> TP	0.273	0.051	5.332	0.000	Supported
H5a	OC x DJ -> TP	-0.042	0.058	0.713	0.476	Not Supported
H1b	DJ -> CP	0.084	0.061	1.381	0.166	Not Supported
	OC -> CP	0.292	0.042	6.957	0.000	Supported
H5b	OC x DJ -> CP	-0.003	0.050	0.05	0.953	Not Supported
H1c	DJ -> AP	-0.030	0.063	0.470	0.636	Not Supported
	OC -> AP	0.286	0.046	6.268	0.000	Supported
H5c	OC x DJ -> AP	-0.086	0.048	1.783	0.074	Not Supported
H2a	PJ -> TP	0.139	0.071	1.957	0.049	Supported
	OC -> TP	0.273	0.051	5.332	0.000	Supported
H5d	OC x PJ -> TP	0.080	0.065	1.243	0.215	Not Supported
H2b	PJ -> CP	0.056	0.060	0.931	0.348	Not Supported
	OC -> CP	0.292	0.042	6.957	0.000	Supported
H5e	OC x PJ -> CP	0.014	0.050	0.275	0.783	Not Supported
H2c	PJ -> AP	0.161	0.063	2.547	0.010	Supported
	OC -> AP	0.286	0.046	6.268	0.000	Supported
H5f	OC x PJ -> AP	0.063	0.055	1.138	0.254	Not Supported
H3a	IJ -> TP	0.156	0.049	3.183	0.001	Supported
	OC -> TP	0.273	0.051	5.332	0.000	Supported
H5g	OC x IJ -> TP	-0.013	0.043	0.303	0.763	Not Supported
H3b	IJ -> CP	0.218	0.046	4.710	0.000	Supported
	OC -> CP	0.292	0.042	6.957	0.000	Supported
H5h	OC x IJ -> CP	0.000	0.034	0.008	0.994	Not Supported
H3c	IJ -> AP	0.204	0.045	4.500	0.000	Supported
	OC -> AP	0.286	0.046	6.268	0.000	Supported
H5i	OC x IJ -> AP	0.002	0.034	0.061	0.953	Not Supported
H4a	SJ -> TP	0.207	0.050	4.107	0.000	Supported
	OC -> TP	0.273	0.051	5.332	0.000	Supported
H5j	OC x SJ -> TP	0.040	0.039	1.001	0.316	Not Supported
H4b	SJ -> CP	0.241	0.043	5.587	0.000	Supported
	OC -> CP	0.292	0.042	6.957	0.000	Supported
H5k	OC x SJ -> CP	0.097	0.031	3.108	0.002	Supported
H4c	SJ -> AP	0.292	0.044	6.599	0.000	Supported
	OC -> AP	0.286	0.046	6.268	0.000	Supported
H5l	OC x SJ -> AP	0.102	0.033	3.086	0.002	Supported

Hypothesis 5: *Organizational culture moderates the relationship between Organizational Justice and Job Performance.*

(a) Organizational culture moderates the relationship between Distributive Justice and Task Performance.

Hypothesis H5a examined the moderating effect **of** organizational culture on the relationship between distributive justice and task performance**.** Th**e** analysis yielded a standardized beta coefficient of β = 0.042**,** with a standard error of 0.058, resulting in a t-value of 0.713. The corresponding p-value was 0.476, indicating that the moderating effect was not statistically significant. These results suggest that organizational culture does not significantly moderate the relationship between distributive justice and task performance; therefore, Hypothesis H5a is **"N**ot Supported" (Table 4.20).

The results are also illustrated using moderation graphs, as shown below.

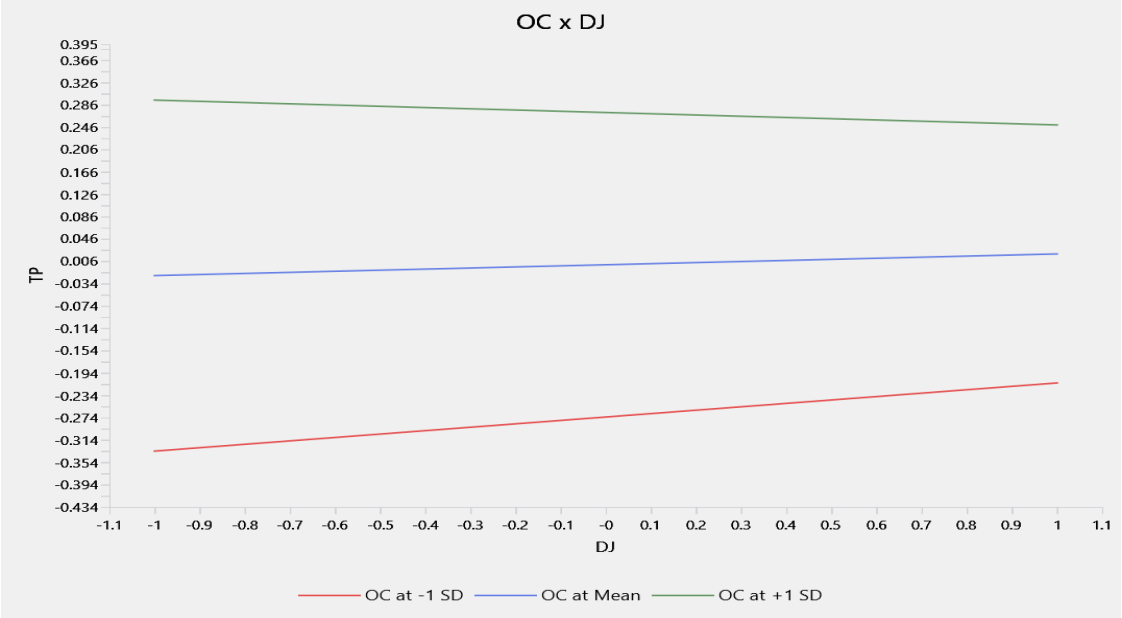

Figure 4.3: OC x DJ -> TP

Figure 4.3 displays the interaction between distributive justice (DJ**)** and organizational culture in predicting task performance (TP). Employees who perceive higher levels of distributive justice are more likely to carry out their primary job duties efficiently, according to the simple slope analysis, which shows a positive link between DJ and

TP across all organizational and cultural levels. Regardless of their distributive justice level, those who reported greater levels of task performance were more likely to have higher perceived organizational cultural support (+1 SD), which moderated the strength of this association. On the other hand, across the DJ spectrum, TP was lower for those with low support (−1 SD). Although the slopes for all three lines are relatively modest, the interaction implies that organizational cultural support amplifies the beneficial effects of distributive justice on task performance.

(b) Organizational culture moderates the relationship between Distributive Justice and Contextual Performance.

Hypothesis H5b explored whether organizational culture moderates the relationship between distributive justice and contextual performance. The analysis produced a standardized beta coefficient of β = 0.003 with a standard error of 0.050, resulting in a t-value of 0.050. The associated p-value was 0.953, indicating that the interaction effect was not statistically significant**.** These findings suggest that organizational culture does not moderate the relationship between distributive justice and contextual performance. Therefore, Hypothesis H5b is "Not Supported" by the data (Table 4.20).

The results are also illustrated using moderation graphs, as shown below.

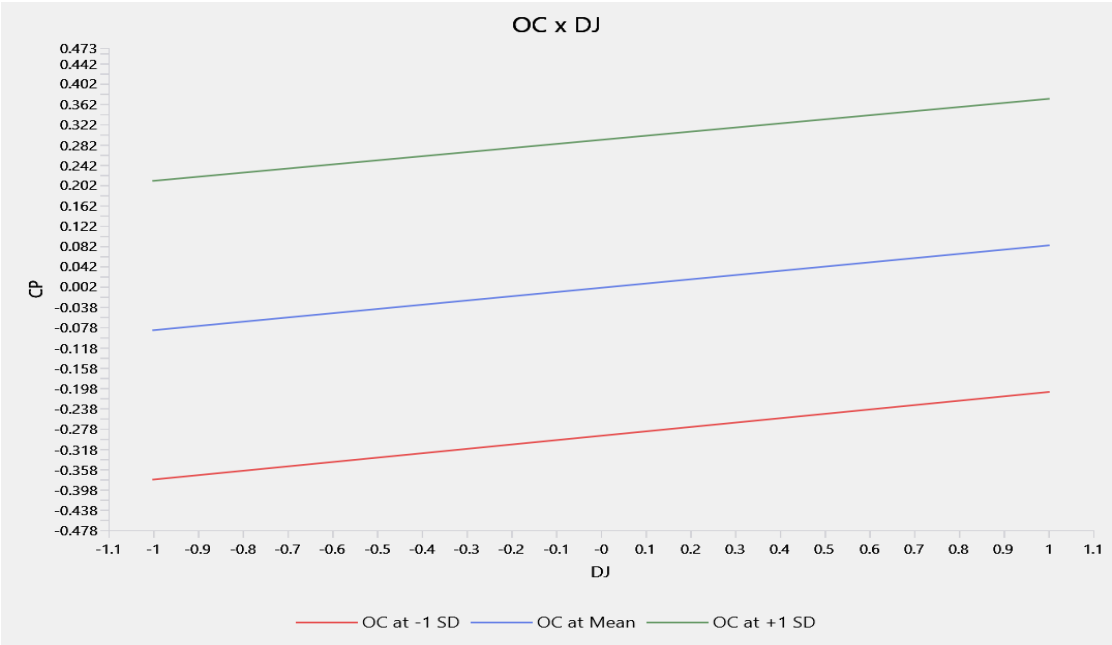

Figure 4.4: OC x DJ -> CP

As shown in Figure 4.4, the interaction between distributive justice (DJ) and organizational culture significantly predicts contextual performance (CP). All Organizational cultural levels show a positive link between distributive and contextual performance, according to simple slope analysis; however, this relationship is smaller when organizational culture is low (−1 SD) and stronger when perceived organizational culture support is high (+1 SD). According to these results, the link between distributive justice and contextual performance is moderated by organizational culture, meaning that workers who feel their organization supports them more are more receptive to equitable resource allocation.

(c) Organizational culture moderates the relationship between Distributive Justice and Adaptive Performance

Hypothesis H5c assesses whether organizational culture moderates the relationship between distributive justice and adaptive performance. The analysis resulted in a standardized beta coefficient of β = -0.086, with a standard error of 0.048, yielding a t-value of 1.783. The corresponding p-value was 0.074, which exceeds the conventional threshold of 0.05 for statistical significance. Although a negative beta suggests a potential inverse moderating effect, the result **is** not statistically significant at the 5% level**.** Therefore, Hypothesis H5c is "Not Supported," although the result may indicate a marginal or trend-level effect that could warrant further investigation in future studies (Table 4.20).

The results are also illustrated using moderation graphs, as shown below.

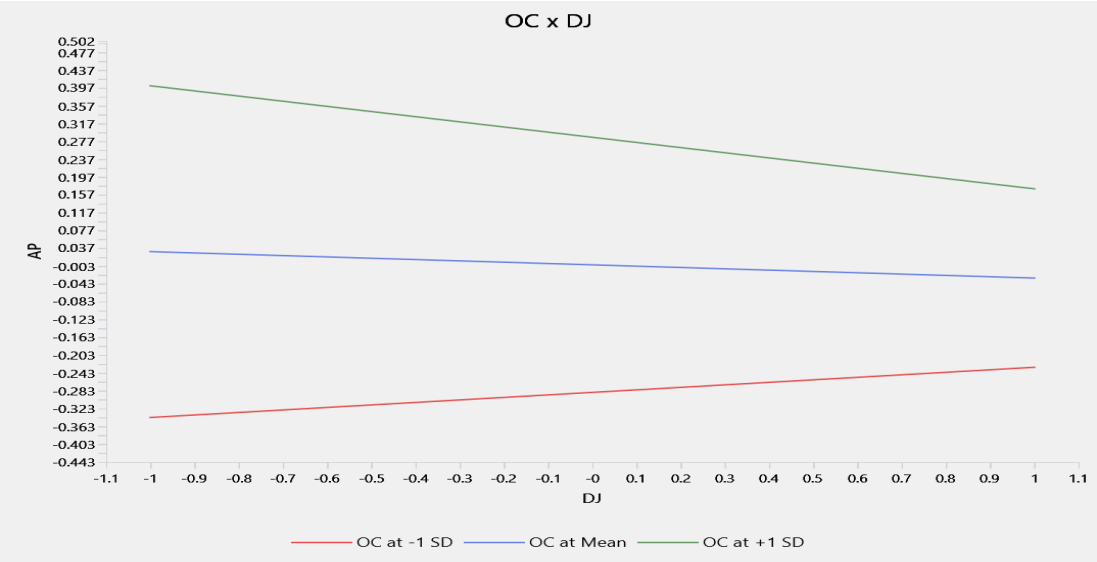

Figure 4.5: OC x DJ -> AP

Figure 4.5 demonstrates the interaction between distributive justice (DJ) and organizational culture in predicting adaptive performance (AP). The findings show a substantial interaction effect, meaning that the degree of perceived organizational support moderates the link between distributive justice and adaptive performance. Across all organizational cultural levels, the simple slope analysis reveals a somewhat negative relationship between DJ and AP, which is contrary to predictions. This implies that more views on distributive justice are not linked to improved adaptive performance; on the contrary, they may even be connected to a slight drop in AP. However, organizational culture has a significant impact on this effect.

Employees with high levels of perceived organizational culture (+1 SD) consistently exhibit higher adaptive performance, regardless of their perceptions of distributive justice. Conversely, individuals with limited organizational support (−1 SD) exhibited noticeably worse adaptation ability at every distributive justice level. These findings imply that adaptive performance is more significantly influenced by organizational culture than by distributive justice alone.

(d) Organizational culture moderates the relationship between Procedural Justice and Task Performance.

Hypothesis H5d investigated whether organizational culture moderates the relationship between procedural justice and task performance. The analysis produced a standardized beta coefficient of $\beta = 0.080$ with a standard error of 0.065, resulting in a t-value of 1.243**.** The associated p-value is 0.215**,** which is above the conventional threshold of 0.05, indicating that the moderating effect is not statistically significant. Although the direction of the effect is positive, the evidence is insufficient to support this hypothesis. As such**,** Hypothesis H5d is "Not Supported." (Table 4.20).

The results are also illustrated using moderation graphs, as shown below.

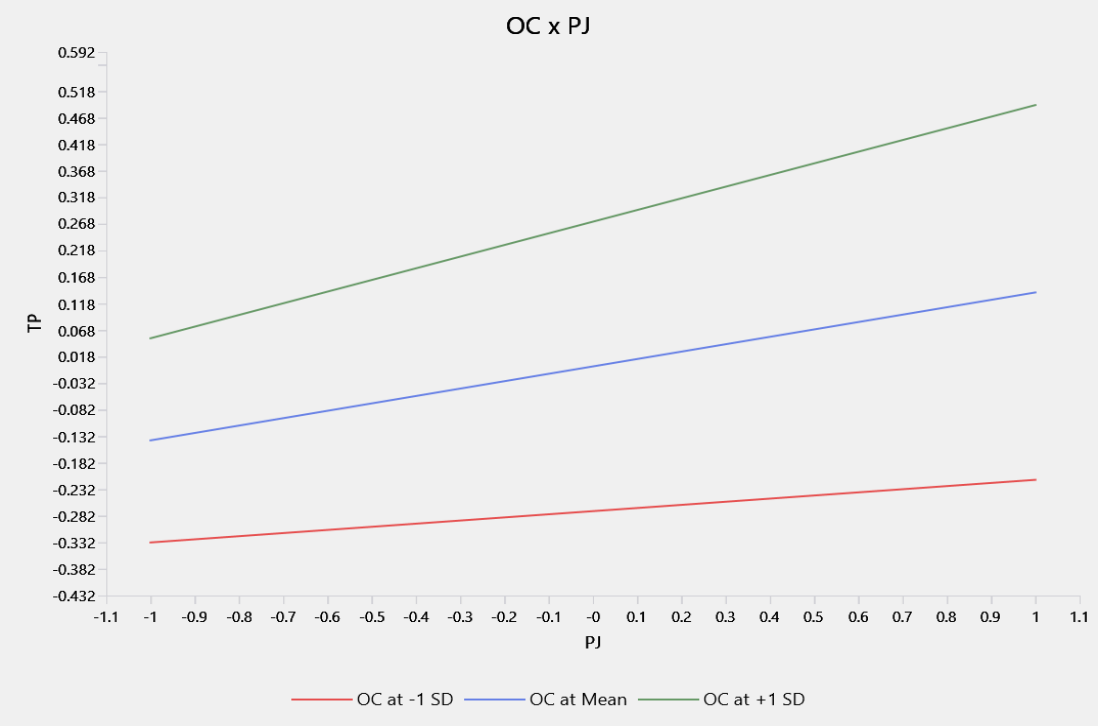

Figure 4.6: OC x PJ -> TP

Figure 4.6 illustrates the interaction between Procedural Justice (PJ) and Organizational Culture (OC) in predicting Task Performance (TP**).** Across all organizational culture levels, the graph shows a positive correlation between task performance and procedural justice. However, organizational culture moderates the strength of this link. In particular, when OC is high (+1 SD), the slope of the connection between procedural justice and task performance is steepest, suggesting that procedural justice has a greater effect on task performance in organizations with a strong and positive culture. In contrast, the association between PJ and TP is still favourable but comparatively weaker when OC is low (−1 SD).

(e*): Organizational culture moderates the relationship between Procedural Justice and Contextual Performance.*

Hypothesis H5f examined the moderating role of organizational culture in the relationship between procedural justice and contextual performance**.** The analysis yielded a standardized beta coefficient of β = 0.014, with a standard error of 0.050**,** resulting in a t-value of 0.275. The corresponding p-value was 0.783, indicating that the moderating effect **is** not statistically significant. The very small coefficient and

high p-value suggest that organizational culture does not meaningfully influence the relationship between procedural justice and contextual performance. Therefore, Hypothesis H5f is "Not Supported" by the data. (Table 4.20)

The results are also illustrated using moderation graphs, as shown below.

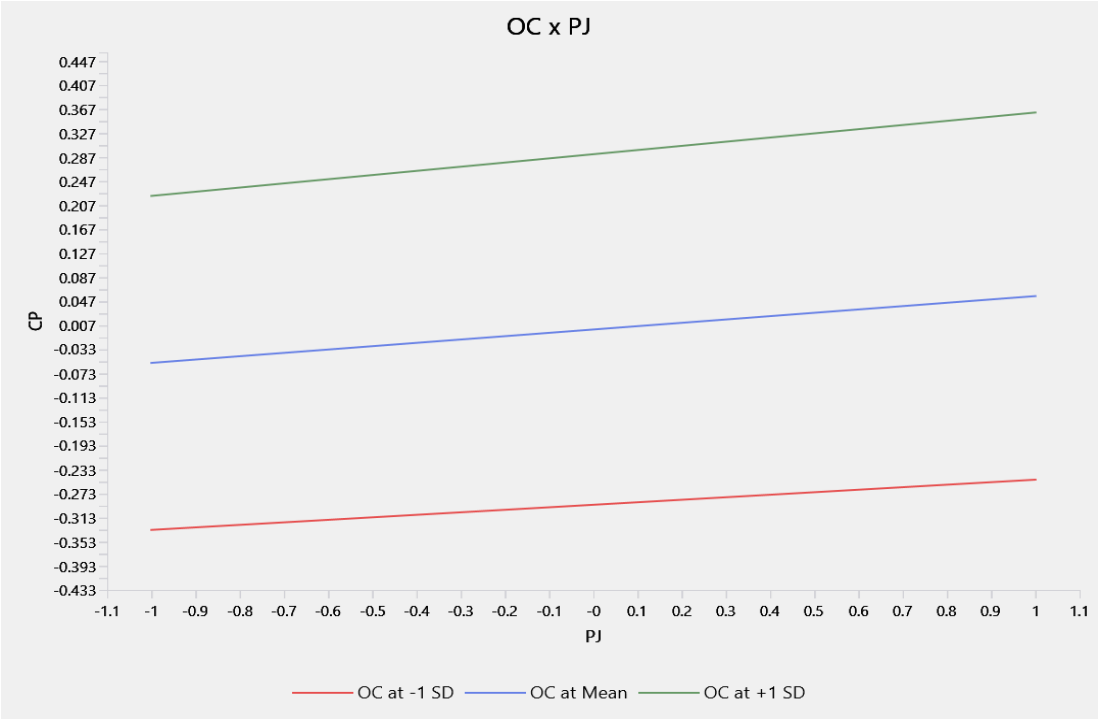

Figure 4.7: OC x PJ -> CP

Figure 4.7 illustrates the interaction between Procedural Justice (PJ**)** and Organizational Culture (OC) in predicting Contextual Performance (CP)**.** The graph reveals a positive relationship between procedural justice and contextual performance across all levels of organizational culture. Notably, as organizational culture grows, so does this link. The relationship between procedural justice and contextual performance has a steeper slope at higher organizational culture levels (+1 SD), indicating that workers who are part of a strong and positive organizational culture react more favourably to fair procedures by performing better in context. On the other hand, there is less of a correlation between contextual performance and procedural fairness at low organizational culture levels (−1 SD).

(f): Organizational culture moderates the relationship between Procedural Justice and Adaptive Performance.

Hypothesis H5f explored whether organizational culture moderates the relationship between procedural justice and adaptive performance. The analysis produced a standardized beta coefficient of β = 0.063 with a standard error of 0.055, resulting in a t-value of 1.138. The associated p-value was 0.254, which is above the commonly accepted threshold of 0.05. This indicates that the moderating effect of organizational culture was not statistically significant. While the beta coefficient suggests a slightly positive interaction, the result does not provide sufficient evidence to support this hypothesis. Therefore, Hypothesis H5f is "Not Supported." (Table 4.20)

The results are also illustrated using moderation graphs, as shown below.

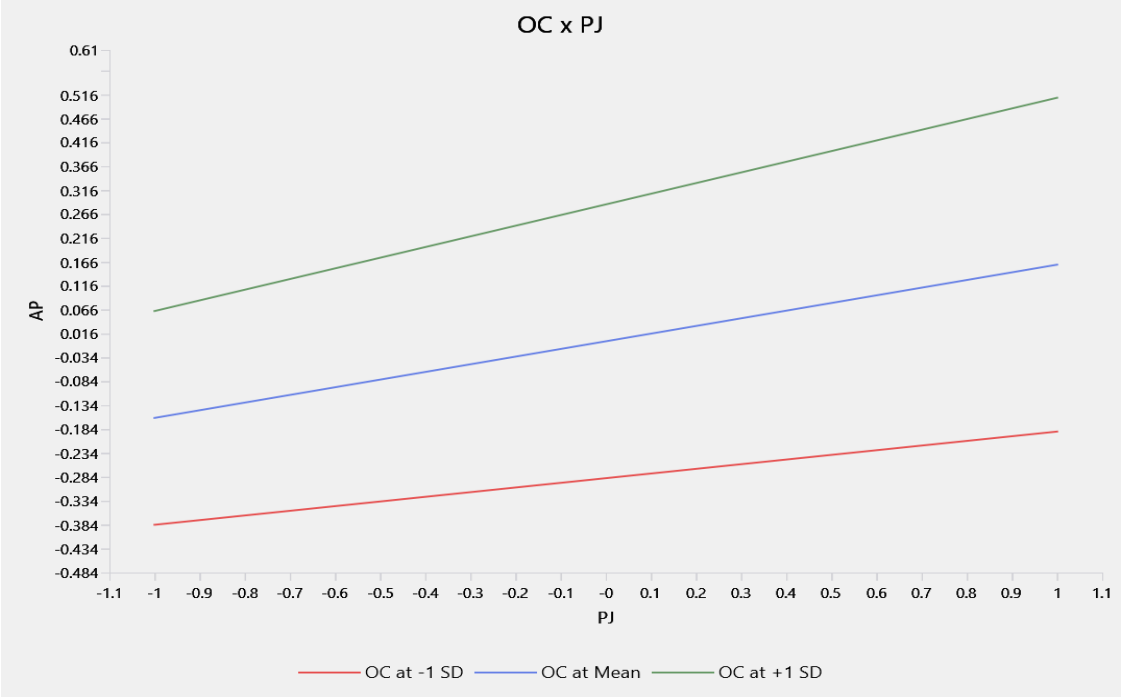

Figure 4.8: OC x PJ -> AP

Figure 4.8 presents the interaction between Procedural Justice (PJ**)** and Organizational Culture (OC) in predicting Adaptive Performance (AP)**.** At every organizational culture level, the graph shows a positive correlation between procedural justice and adaptive performance.

Crucially, as supportive organizational culture grows, so does the strength of

this beneficial association. In other words, the highest positive correlation between adaptive performance and judgements of procedural justice is found among persons in organizations with high OC (+1 SD). Although to a lesser degree, people in low-OC surroundings (−1 SD) also gain from procedural justice.

(g) Organizational culture moderates the relationship between Interactional Justice and Task Performance.

Hypothesis H5h investigated whether organizational culture moderates the relationship between interactional justice and task performance. The analysis produced a standardized beta coefficient of β = 0.013 (SE = 0.043), resulting in a t-value of 0.303 and a p-value of 0.763**.** This p-value, being much greater than the conventional 0.05 threshold, indicates no statistically significant moderating effect. Thus, Hypothesis H5h is "Not Supported**"**, suggesting that organizational culture does not meaningfully influence the interaction between interactional justice and task performance. (Table 4.20)

The results are also illustrated using moderation graphs, as shown below.

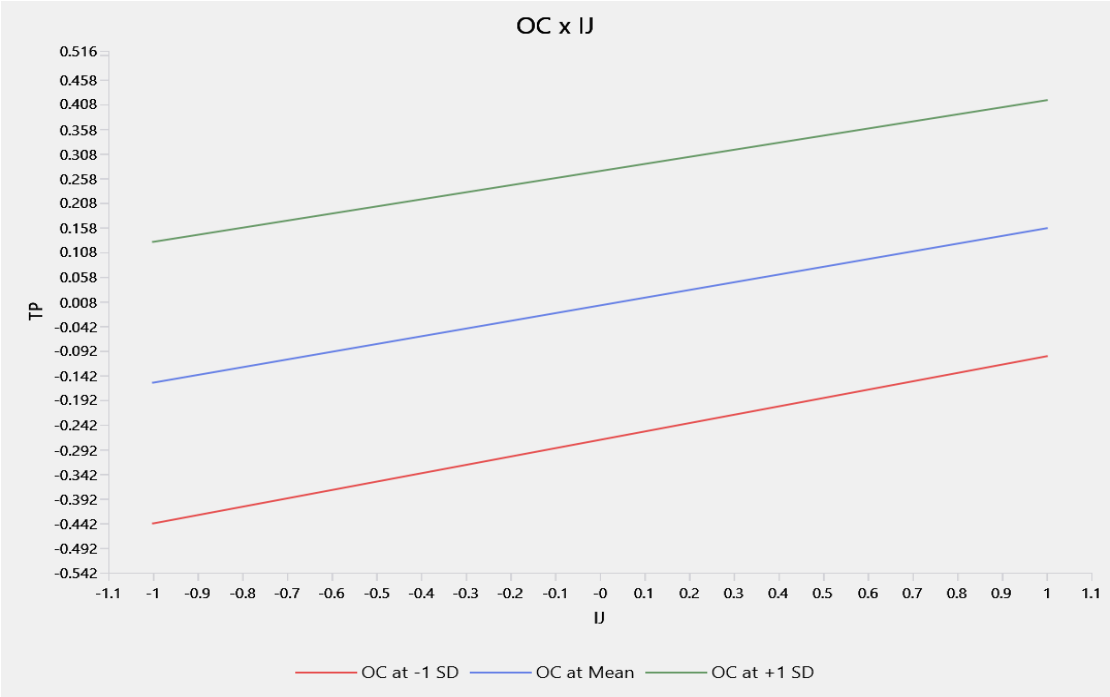

Figure: 4.9 OC x IJ -> TP

Figure 4.9 illustrates the moderating effect of Organizational Culture (OC) on the relationship between Interactional Justice (IJ) and Task Performance (TP). IJ and TP are clearly positively correlated at all organizational culture levels, according to the analysis. Employees' task performance tends to improve when they perceive higher levels of fair, dignified, and courteous interpersonal treatment (i.e., high IJ). Furthermore, a positive corporate culture strengthens this link. As organizational culture levels rise, the line's slope becomes steeper, as seen in the figure. When IJ was high, workers in a strong, encouraging culture (+1 SD) reported the best task performance. In contrast, even when IJ is viewed favourably, task performance is still much worse in weak or unfavourable cultural contexts (−1 SD). This exchange demonstrates how a strong corporate culture increases the positive effects of treating people fairly and fosters an atmosphere in which workers are more driven and dedicated to carrying out their primary responsibilities.

(h): Organizational culture moderates the relationship between Interactional Justice and Contextual Performance.

Hypothesis H5h examined whether organizational culture moderates the relationship between interactional justice and contextual performance. The analysis yielded a standardized beta coefficient of $\beta = 0.000$ with a standard error (SE) **of** 0.034**,** resulting in a t-value of 0.008 and a p-value of 0.994**.** These results indicate that the interaction term is not statistically significant**,** suggesting that organizational culture does not moderate the relationship between interactional justice and contextual performance. Therefore, H5h is not supported. The results are also illustrated using moderation graphs, as shown below.

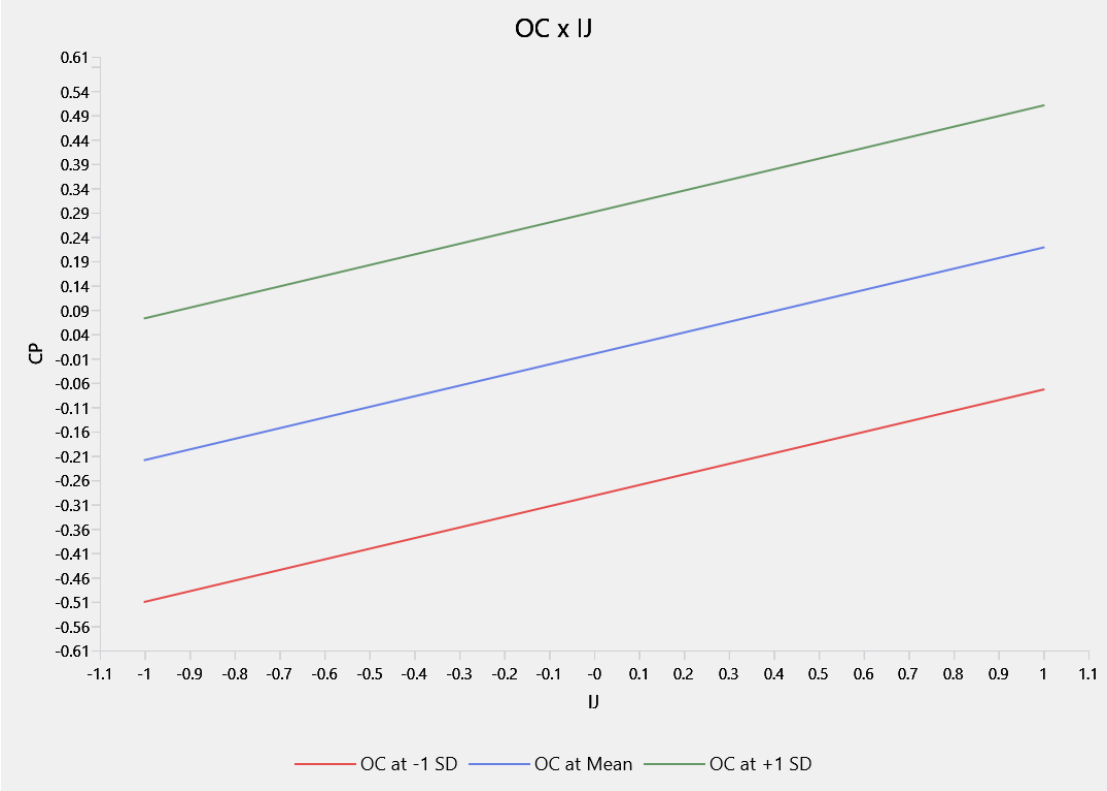

Figure 4.10: OC x IJ -> CP

Figure 4.10 illustrates the interaction between Interactional Justice (IJ) and Organizational Culture (OC) in predicting Contextual Performance (CP). At every level of organizational culture, the simple slopes show that contextual performance is favourably predicted by interactional justice. In particular, employees are more willing to participate in discretionary behaviours that promote the social and psychological climate of the workplace when they perceive higher levels of fair and courteous interpersonal treatment. Organizational culture also moderated the interaction effect. Employees with a strong and good organizational culture (+1 SD) exhibit greater levels of contextual performance, as the figure illustrates. On the other hand, even when they believe that interpersonal treatment is fair, people who work in an organization with a weaker or less supportive culture (−1 SD) do less in context.

(i): Organizational culture moderates the relationship between Interactional Justice and Adaptive Performance.

Hypothesis H5i examined whether organizational culture moderates the relationship between **I**nteractional Justice and Adaptive Performance. The analysis revealed a standardized beta coefficient o**f** $\beta = 0.002$ (SE = 0.034), producing a t-value of 0.061 and a p-value of 0.953**.** A beta coefficient near zero indicates that there is essentially

no moderating effect; organizational culture does not influence the impact of interactional justice on adaptive performance. The p-value of 0.953, well above the standard significance threshold of 0.05, confirms that the moderating effect is not statistically significant. Therefore, Hypothesis H5i **is** "Not Supported**"**, meaning that organizational culture does not alter the relationship between interactional justice and adaptive performance. (Table4.20).

The results are also illustrated using moderation graphs, as shown below.

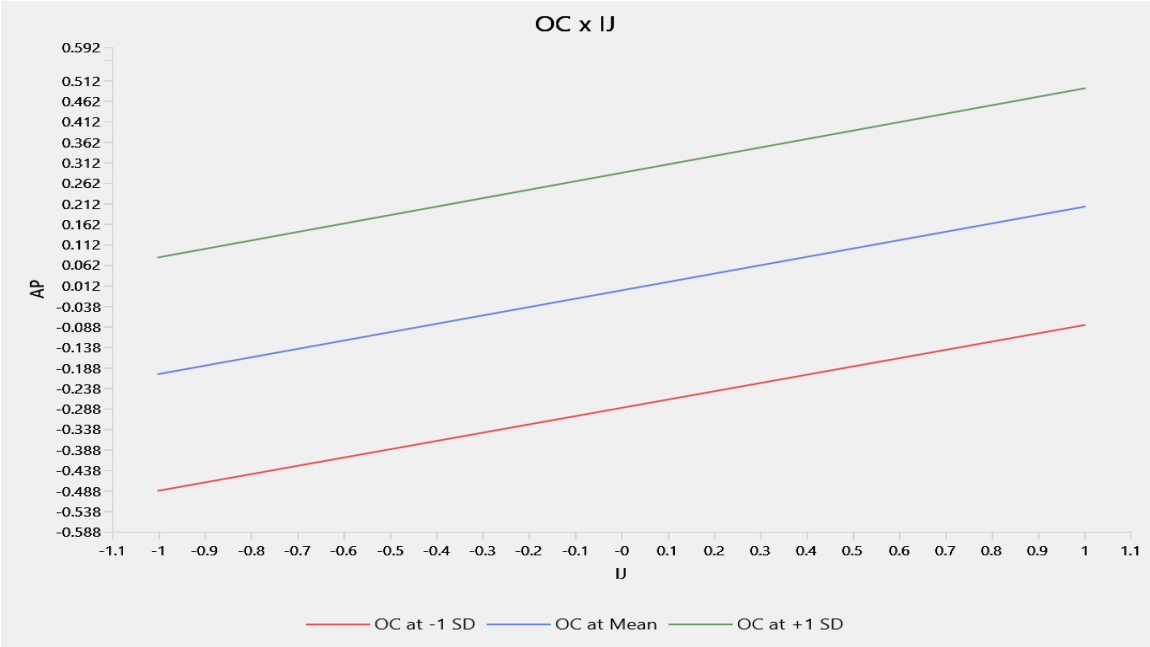

Figure 4.11: OC x IJ -> AP

Figure 4.11 presents the interaction between Interactional Justice (IJ) and Organizational Culture (OC) in predicting Adaptive Performance (AP). At every organisational culture level, the simple slope analysis shows a positive correlation between IJ and AP. This finding suggests that employees are more willing to adjust to changes and unforeseen demands in the workplace when they perceive higher levels of interpersonal fairness, such as peers and superiors treating them with dignity, respect, and consideration. The interaction is further qualified by the level of organizational culture. The chart shows that when organizational culture is high (+1 SD), IJ has the most positive impact on AP. On the other hand, the beneficial impact of IJ on AP is significantly diminished, while still evident, in situations where organisational culture is poor or unsupportive (−1 SD).

(j): Organizational culture moderates the relationship between Spatial Justice and Task Performance.

Hypothesis H5j investigated whether organizational culture influences (i.e., moderates) the relationship between spatial justice and task performance. The analysis produced a beta coefficient of 0.040 with a standard deviation of 0.039, resulting in a T-value of 1.001. The corresponding p-value was 0.316. This result indicates that the moderating effect of organizational culture on the relationship between spatial justice and task performance is statistically insignificant. The beta coefficient (0.040) suggests a very weak positive moderation effect. However, the T-value (1.001) is well below the commonly accepted threshold of 1.96 for statistical significance. The p-value (0.316**)** is much higher than the typical cut-off of 0.05, confirming that the effect is not statistically significant. There is **no** sufficient evidence to support the hypothesis that organizational culture significantly moderates the relationship between spatial justice and task performance. (Table 4.20)

The results are also illustrated using moderation graphs, as shown below.

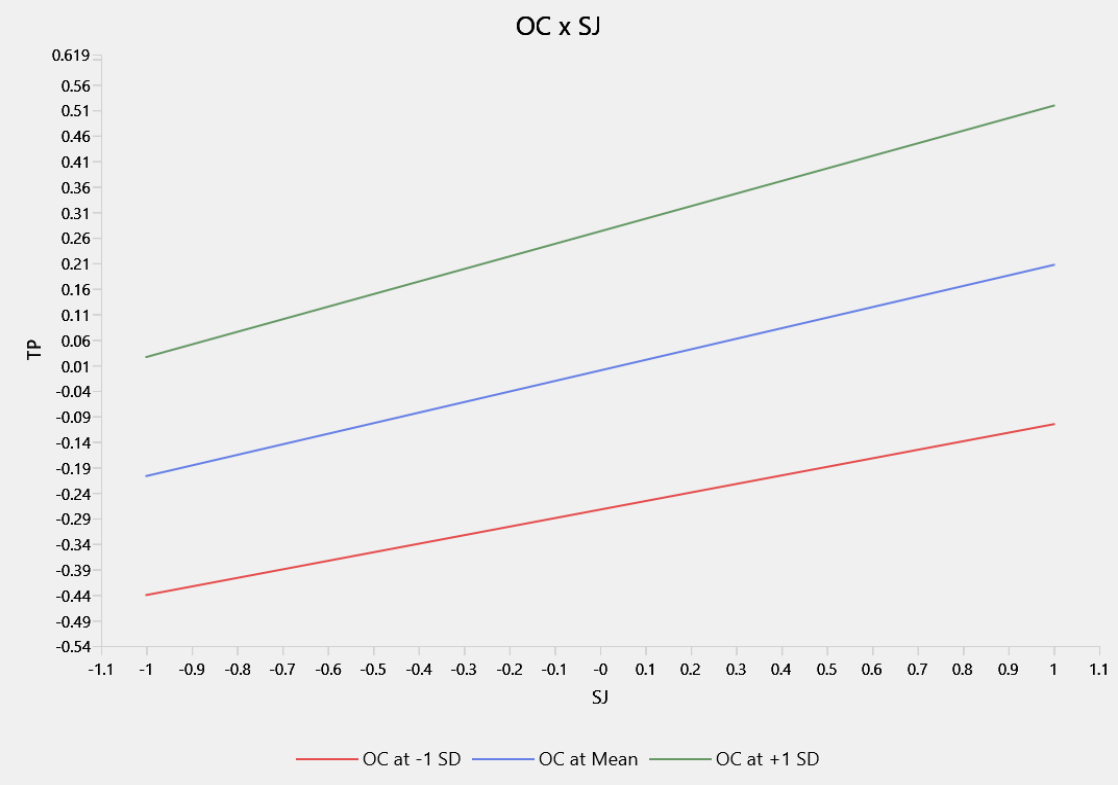

Figure 4.12: OC x SJ x TP

To examine the interactive effect of Organizational Culture (OC) and Spatial Justice (SJ) on Task Performance (TP), a simple slopes analysis was conducted. The interaction term was found to be significant, indicating that the relationship between SJ and TP varies depending on the level of OC. As shown in Figure 4.12, at high levels of OC (+1 SD)**,** the relationship between SJ and TP was strongest and positive, such that individuals with greater perceptions of SJ reported higher TP (green line). At average OC levels, this positive relationship is still present but weaker (blue line). However, at low levels of OC (-1 SD)**,** the relationship between SJ and TP is weakest (red line), although it still trends positively.

These results suggest that OC moderates the relationship between SJ and TP**,** with the positive effects of SJ on TP being more pronounced in individuals with higher levels of OC**.** In contrast, when OC was low, even high SJ levels were associated with lower TP levels compared to those with moderate or high OC.

k) Organizational culture moderates the relationship between Spatial Justice and Contextual Performance.

Hypothesis H5k tested whether organizational culture moderates the relationship between spatial justice and contextual performance. The analysis resulted in a beta coefficient of 0.097, with a standard deviation of 0.031 which indicates that as organizational culture strengthens, the positive relationship between spatial justice and contextual performance also becomes stronger. This produced a T-value of 3.108, which exceeds the critical value of 1.96, indicating statistical significance, and the p-value (0.002) is well below the threshold of 0.05, confirming a statistically significant effect. The findings. supported the hypothesis that organizational culture plays a significant moderating role in enhancing the impact of spatial justice on contextual performance. (Table 4.20)

The results are also illustrated using moderation graphs, as shown below.

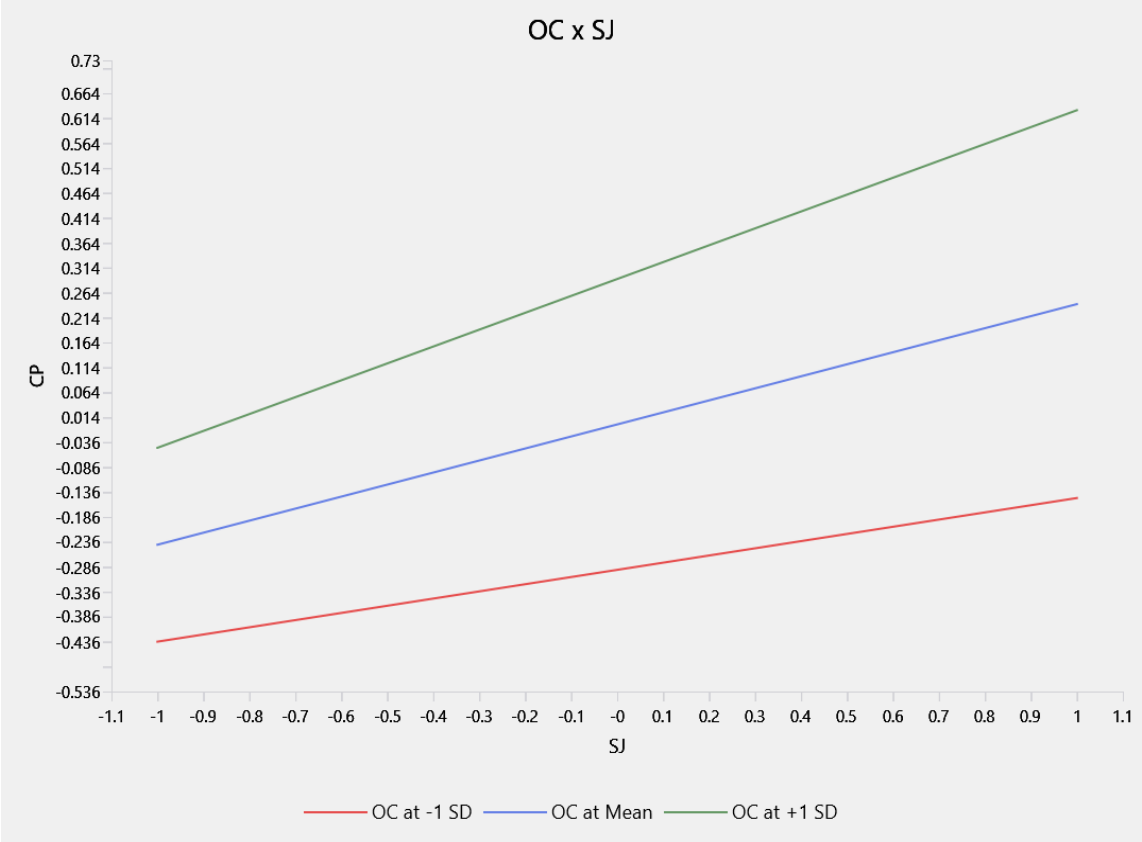

Figure 4.13: OC x SJ -> CP

Figure 4.13 presents the interaction between Spatial Justice (SJ) and Organizational Culture **(OC)** in predicting Contextual Performance (CP)**.** The graph indicates a positive linear association between contextual performance and spatial fairness, with the effect varying according to the organizational culture level. Higher views of spatial fairness are associated with better contextual performance at all three OC levels (−1 SD, Mean, and +1 SD). However, at high organizational culture levels, the beneficial impact of spatial justice on contextual performance has become increasingly noticeable. In particular, people who are immersed in a strong cultural environment (+1 SD) respond to greater spatial justice with contextual performance that is noticeably higher than that of people in weaker cultures (−1 SD).

(l): Organizational culture moderates the relationship between Spatial Justice and Adaptive Performance.

Hypothesis H5l explored whether organizational culture moderates the relationship

between spatial justice and adaptive performance. The analysis revealed a beta coefficient of 0.102 with a standard deviation of 0.033, resulting in a T-value of 3.086 and a p-value of 0.002. These results indicate a statistically significant moderating effect, as the p-value is well below the conventional threshold of 0.05, and the T-value exceeds the critical value of 1.96. The positive beta coefficient suggests that stronger organizational culture enhances the positive relationship between spatial justice and adaptive performance. In summary, the findings support this hypothesis, confirming that organizational culture significantly strengthens the impact of spatial justice on employees' adaptive performance. (Table 4.20)

The results are also illustrated using moderation graphs, as shown below.

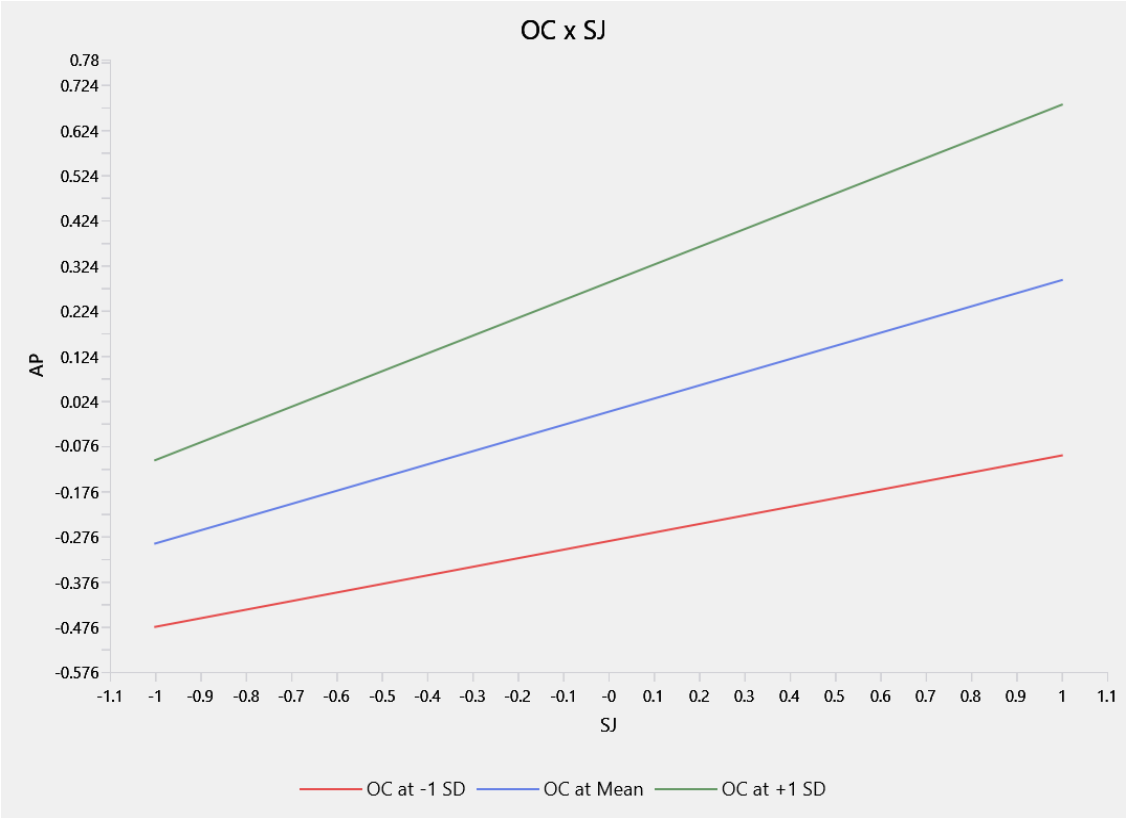

Figure 4.14: OC x SJ -> AP

Figure 4.14 displays the interaction effect between Spatial Justice (SJ) and Organizational Culture (OC) on Adaptive Performance (AP). According to the analysis, SJ and AP got along well at all organizational culture levels. Workers report better levels of adaptable performance when they believe that the organization's physical and spatial resources, such as workplace equity, access to amenities, and environmental comfort, are distributed

more fairly. Crucially, the robustness of the organizational culture moderates this link. The chart shows that when organizational culture is high, spatial fairness has the greatest beneficial effect on adaptive performance (+1SD). On the other hand, although the link is still favourable, the same degree of spatial justice leads to noticeably worse adaptive performance when organizational culture is poor (−1 SD) This relationship implies that the beneficial effects of spatial justice on worker adaptability are enhanced by organizational culture.

The analysis reveals that the organizational culture plays a partially moderating role in the structural model. It significantly enhances the positive impact of dimensions of organizational justice on different job performances. Further, it reveals that procedural justice has a positive impact on task and adaptive performance, and interactional and spatial justice have a positive impact on task, contextual and adaptive performances as the results shown in the above tables. This confirms the hypothesis H2 H3, H4, and H5.

4.9 Summary

This chapter delineates the empirical findings of the study, focusing on the impact of distributive, procedural, interactional, and spatial justice on employee job performance within the IT sector. Additionally, it explores the moderating effect of organizational culture. The results confirmed that all four dimensions of organizational justice have a significant impact on job performance, with interactional justice demonstrating the strongest effect, followed by spatial justice and procedural justice. However, the moderating role of organizational culture was significant for few justice dimensions, and highlights the need for IT organizations to align their cultural values with justice-driven practices to fully leverage employee potential in dynamic and rapidly changing environments.

These findings provide the foundation for the subsequent chapter, which further discusses the results and its implications in light of existing literature and theoretical frameworks.

CHAPTER-V

DISCUSSION AND CONCLUSION

5.1 Overview

This chapter presents a comprehensive analysis and synthesis of the findings in relation to the research hypotheses and objectives of the study on the impact of organizational justice on employee performance, viewed through the lens of organizational culture. The discussion section critically interprets the empirical results, aligning them closely with each hypothesis and integrating relevant literature to provide a significant understanding of the relationships between the dimensions of organizational justice (distributive, procedural, interactional, and spatial justice) and various facets of employee performance (task, contextual, and adaptive).

Each hypothesis is addressed separately, ensuring detailed consideration of the individual impacts of each justice dimension on specific performance outcomes. The role of organizational culture as a moderator is critically explored where applicable, supported by findings from both the study and existing research.

The conclusion section refines the key insights derived from the discussion, structured around the study's primary objectives. It highlights the significant ways organizational justice dimensions shape performance outcomes, both directly and through cultural influences, offering practical implications for organizations seeking to enhance employee effectiveness.

5.1.1 Theoretical Integration

The findings of this study can be better understood through several key organizational behavior theories. Social Exchange Theory (Blau, 1964) helps explain how fairness in procedures and interpersonal treatment strengthens the relationship between employees and the organization. When employees feel that they are treated fairly and with respect, they develop trust and a sense of obligation to reciprocate with greater effort and cooperation. Similarly, Organizational Support Theory (Eisenberger et al., 1986) suggests that fair treatment signals that the organization values employees' contributions and cares about their well-being, which enhances both commitment and performance.

The results also reaffirm Equity Theory (Adams, 1965), as distributive justice strongly predicted task performance. Employees who perceive a balance between their inputs and rewards are more motivated to perform their jobs effectively. However, fairness in outcomes alone does not explain broader behaviors like adaptability or helping others. These behaviors are more influenced by procedural and interactional fairness, which shape trust, learning, and willingness to innovate (Colquitt et al., 2007; Griffin et al., 2007).

Finally, the inclusion of spatial justice expands the traditional justice framework by emphasizing fairness in physical work environments. A supportive and well-designed workspace promotes focus, collaboration, and innovation, showing that environmental fairness is also a critical factor in employee performance (Vischer, 2007; Appel-Meulenbroek et al., 2011).

5.2 Hypothesis 1: Distributive Justice Has a Significant Impact on Job Performance

Organizational justice, particularly distributive justice, is foundational to employee attitudes and behaviours because it concerns the perceived fairness of outcomes and resource allocation. This hypothesis delves into whether employees' perceptions of equitable distributions influence their job-related performances across three distinct dimensions: task, contextual, and adaptive performance.

- **Distributive Justice and Task Performance**

The results show that this relationship is insignificant which implies that distributive justice does not meaningfully shape employees' task performance in this context. This suggests that simply perceiving fairness in outcomes may not be a strong enough driver of employees' effectiveness in completing their core duties. In IT-based roles, task performance may depend more on skills, clarity of procedures, team support, or resource availability than on perceptions of distributive fairness alone. This finding also indicates that other justice dimensions or contextual factors may play a more influential role. Future research should examine these alternative pathways to understand better what drives task effectiveness in similar settings.

Equity theory (Adams, 1965) posits that individuals strive for fairness in their input-output ratios, and a perceived imbalance can lead to demotivation or reduced effort. When employees believe that rewards and resources are distributed justly in line with their contributions, intrinsic motivation is reinforced, which elevates task completion efficiency and quality (Colquitt et al., 2007). This aligns well with Greenberg's (1990) assertion that distributive justice directly affects instrumental motivation and cognitive evaluation of job fairness.

Empirical research on IT employees, similar to the population in this study, corroborates these results. Cropanzano et al. (2007) found that tangible outcomes such as pay, and recognition significantly influenced task-focused performance in knowledge-intensive settings. The strong association between distributive justice and task performance underscores the vital role that equitable rewards play in organizational success, particularly in industries reliant on highly skilled labor where task efficiency is critical.

- **Distributive Justice and Contextual Performance**

Distributive justice also showed no meaningful association with contextual performance. This suggests that employees' willingness to help colleagues or contribute to organizational initiatives may depend less on outcome fairness and more on interpersonal relationships, team climate, or cultural norms that encourage cooperative behavior.

This differential impact reflects a nuanced understanding of justice perceptions; while distributive fairness motivates employees to fulfil required tasks, it does not necessarily provoke voluntary, extra-role behaviors. This observation aligns with the findings of Masterson et al. (2000), who concluded that distributive justice influences behavior primarily via instrumental pathways rather than fostering organizational citizenship behavior (OCB).

Theoretical frameworks suggest that contextual performance is more closely influenced by relational and procedural fairness rather than distributive outcomes alone (Organ, 1997). Employees might perform discretionary acts when they feel

fairly treated in the processes leading to decisions (procedural justice) or in interpersonal interactions (interactional justice), rather than solely based on outcome equity. This implies that organizations desiring to cultivate a supportive and cooperative work environment should complement distributive fairness with robust procedural and interactional justice practices.

- **Distributive Justice and Adaptive Performance**

  The study found no significant effect of distributive justice on adaptive performance, which refers to employees' ability to adjust to changing conditions, learn new skills, and respond flexibly to workplace demands. This aligns with prior research suggesting that adaptability is shaped more by ongoing processes, procedural clarity, and interpersonal treatment than by the fairness of outcome distribution (Pulakos et al., 2000; LePine et al., 2000).

  Employees tend to adapt better when they trust organizational procedures and experience respectful communication that promotes psychological safety and openness to change (Colquitt, 2001). Because distributive justice focuses on static outcomes such as pay or rewards, it may not directly influence the dynamic behaviors required for flexibility. Instead, other justice dimensions or organizational supports appear more central in motivating adaptive performance in fast-changing environments.

5.3 Hypothesis 2: Procedural Justice Has a Significant Impact on Job Performance

Procedural justice concerns the perceived fairness of the methods and processes used to make decisions and allocate resources in an organization. This hypothesis examines how fairness in procedures influences employee job performance across task, contextual, and adaptive performance dimensions.

- **Procedural Justice and Task Performance**

The results indicate a statistically significant and positive relationship between procedural justice and task performance, confirming Hypothesis 2a. Fair and

transparent decision-making processes contribute to employees' motivation and confidence, which enhances their ability to perform core job tasks effectively.

Procedural justice has been widely documented as a key determinant of employee trust and willingness to comply with organizational demands (Thibaut & Walker, 1975). Employees who perceive procedural fairness feel respected and valued, which fosters internalization of organizational goals (Colquitt et al., 2007). Such perceptions reduce ambiguity and conflict, allowing employees to focus more fully on their role clarity and responsibilities (Lind & Tyler, 1988).

Empirical work in IT and knowledge-based sectors highlights how procedural justice elevates employees' cognitive engagement and commitment, directly impacting task performance (Folger & Cropanzano, 1998). This relationship underscores the importance of fair procedures in managing performance in complex, technology-driven work environments.

- **Procedural Justice and Contextual Performance**

Procedural justice exhibited a positive but statistically non-significant effect on contextual performance in this study. This nuanced finding suggests that while fair procedures contribute to general workplace satisfaction, they may not directly drive voluntary behaviors such as helping colleagues or participating beyond formal role requirements.

Contextual performance is often linked to social exchange processes where relational factors like trust and positive interpersonal treatment play a larger role (Moorman, 1991). Without strong interpersonal justice or supportive leadership, procedural fairness alone might be insufficient to fully motivate OCB and other contextual behaviors.

Studies by Masterson et al. (2000) and Colquitt et al. (2001) reflect similar complexities, identifying indirect pathways and mediators (e.g., organizational commitment) that connect procedural justice to contextual performance. These mediators may be crucial in future research to unravel the procedural justice-contextual performance link more clearly.

- **Procedural Justice and Adaptive Performance**

The analysis revealed a significant positive impact of procedural justice on adaptive performance, supporting Hypothesis 2c. Fair procedures convey organizational support and predictability, which empower employees to embrace changes, learn new tasks, and adjust flexibly to shifting job demands.

Research by Griffin et al. (2007) and Colquitt (2001) emphasizes that procedural justice creates a psychologically safe environment where employees feel secure in exploring new methods and innovating. This is critical in dynamic IT workplaces that demand continuous adaptation.

Employees perceiving procedural fairness report higher levels of organizational trust and commitment, which encourages proactive involvement in change efforts and complex problem solving (LePine et al., 2000). Thus, procedural justice acts as a cornerstone for fostering workforce agility and resilience.

5.4 Hypothesis 3: Interactional Justice Has a Significant Impact on Job Performance

Interactional justice relates to the fairness of interpersonal treatment and communication employees receive during the implementation of organizational processes and decisions. This hypothesis explores its influence on the three dimensions of job performance: task, contextual, and adaptive.

(a) Interactional Justice and Task Performance

The study shows that interactional justice has a significant positive influence on task performance. This supports existing research suggesting that respectful, honest, and transparent communication enhances employees' focus and effectiveness in completing their core duties. When employees feel treated with dignity and receive clear explanations for managerial decisions, their motivation and psychological empowerment tend to increase, strengthening their task-related efforts (Bies & Moag, 1986). In knowledge-based environments such as IT, where work often depends on collaboration, clarity, and timely guidance, high-quality interpersonal treatment becomes especially important for achieving consistent task performance.

Interactional justice builds trust in supervisors and the organization, enhancing employees' focus and energy devoted to core responsibilities (Rupp & Cropanzano, 2002). The quality of interpersonal exchanges impacts cognitive appraisal of fairness, which in turn influences effort and attention to task demands (Colquitt et al., 2001). This suggests that beyond procedural fairness, the human element of justice plays a vital role in enabling employees to meet job expectations successfully.

(b) Interactional Justice and Contextual Performance

Consistent with the hypothesis, interactional justice significantly and positively affects contextual performance, a key contributor to OCB. Supportive and respectful treatment encourages employees to engage in discretionary behaviors such as helping coworkers, participating in team activities, and promoting a positive organizational climate.

Research underscores the relational foundation of contextual performance, often mediated through social exchange processes where perceived kindness and fairness lead employees to reciprocate with extra-role behavior (Masterson et al., 2000). Interactional justice enhances feelings of belonging and organizational identification, which underpin sustained engagement in context-relevant activities (Colquitt et al., 2001).

(c) Interactional Justice and Adaptive Performance

The findings further confirm a robust positive effect of interactional justice on adaptive performance. The quality of interpersonal interactions, especially during change or uncertainty, significantly impacts employees' readiness and capacity to adjust their behaviors and skills.

Interactional justice fosters psychological safety, a critical condition for learning and experimentation, which facilitates innovation and flexible responses to new challenges (LePine et al., 2000). It nurtures constructive social environments where employees feel valued and supported to navigate evolving job roles effectively. This dimension of justice, therefore, has a pivotal role in building workforce agility and resilience in fast-paced settings.

These findings collectively reinforce that interactional justice plays a central role in enhancing different aspects of job performance. When employees experience respectful, transparent, and considerate interpersonal treatment, they are more likely to carry out their core tasks effectively, support colleagues through discretionary efforts, and adjust proactively to changing work demands. Such interpersonal fairness creates a psychologically safe environment that encourages cooperation, learning, and responsiveness, capabilities important in dynamic and knowledge-driven workplaces. By prioritizing high-quality communication and dignity in managerial interactions, organizations can strengthen both routine performance and extra-role behaviours that contribute to long-term effectiveness.

5.5 Hypothesis 4: Spatial Justice Has a Significant Impact on Job Performance

Spatial justice, concerning the fairness in the distribution and accessibility of physical workspaces and environmental resources, is an emergent dimension in organizational justice research. This hypothesis tests its impact on job performance across task, contextual, and adaptive dimensions.

(a) Spatial Justice and Task Performance

The findings demonstrate a significant positive relationship between spatial justice and task performance. Fair allocation of workspaces, access to necessary facilities and equitable environmental conditions contribute substantially to employees' ability to perform their tasks efficiently.

The literature on environmental psychology suggests that the physical work environment affects cognitive functioning, stress levels, and overall productivity (Vischer, 2007). Equitable spatial arrangements reduce distractions and facilitate better concentration and workflow, directly enhancing task execution capacity. This study's results underscore that spatial fairness is not merely a comfort issue but a key organizational justice component influencing fundamental work outcomes.

(b) Spatial Justice and Contextual Performance

Spatial justice positively influences contextual performance, implying that employees perceiving fairness in environmental resources are more likely to engage in supportive and cooperative behaviors. Access to equitable physical spaces fosters a sense of inclusion and belonging, which motivates voluntary efforts that go beyond formal job requirements.

The social environment created by spatial equity supports interactions and collaboration foundational for contextual behaviors like teamwork and organizational citizenship (Appel-Meulenbroek et al., 2011). This dimension of justice thus reinforces positive social exchanges essential for contextual performance.

(c) Spatial Justice and Adaptive Performance

The study further reveals a significant positive effect of spatial justice on adaptive performance. Fair physical conditions and access to resources enable employees to adjust effectively to changes, such as reorganizations or technological updates, by providing the necessary infrastructure to support learning and innovation.

Environmental support and comfort linked to spatial justice reduce resistance to change and encourage experimentation, key in adaptive performance (Jablin & Sias, 2001). Organizations prioritizing spatial justice create resilient workspaces that foster ongoing adaptation and employee growth, critical in dynamic industries.

These findings show that spatial justice is an important part of organizational fairness and has a clear positive effect on all areas of job performance. When employees feel that their physical or digital work environment is fair, such as having equal access to tools, space, and resources, they are more likely to do their tasks well, help others, and adjust to new situations. A fair workspace makes employees feel supported and comfortable, which encourages better performance and cooperation. Overall, the results confirm that spatial justice matters in today's workplaces, especially where technology and infrastructure strongly shape how people work.

5.6 Hypothesis 5: Organizational Culture Moderates the Relationship Between Organizational Justice and Job Performance

Organizational culture embodies the shared values, beliefs, and norms within a workplace that shape employee behavior and interpretations of organizational practices. This hypothesis investigates the moderating effect of organizational culture on the relationships between the four dimensions of organizational justice (distributive, procedural, interactional, and spatial justice) and job performance outcomes.

The moderation analysis reveals that organizational culture significantly moderates some but not all justice-performance relationships, underscoring its nuanced and conditional role.

(a) Organizational Culture Moderates the Relationship Between Distributive Justice and Task Performance

The study indicates no significant moderating effect of organizational culture on the relationship between distributive justice and task performance. This suggests that employees' perceptions regarding the fairness of outcomes, such as pay, rewards, and resource allocation, directly influence their core task execution regardless of the broader organizational cultural context. This finding supports the idea that distributive justice is a fundamental and near-universal psychological driver of motivation, rooted in equity theory (Adams, 1965). The drive to receive fair outcomes is intrinsic and less reliant on collective cultural factors, implying organizations across different cultures must prioritize equitable reward systems to maintain high task performance.

This outcome contrasts with earlier assumptions that organizational culture strengthens fairness perceptions and their effects (Denison, 1990). In this study, culture did not significantly change how distributive justice relates to task performance. Although the simple slope graph shows small differences in task performance across high and low cultural support levels, these variations are not statistically meaningful. This indicates that the impact of distributive justice on task performance remains largely the same regardless of the cultural environment. One possible explanation is that distributive fairness is based on clear and tangible

outcomes, such as pay or rewards, which employees can evaluate independently of cultural or social cues.

(b) Organizational Culture Moderates the Relationship Between Distributive Justice and Contextual Performance

Likewise, organizational culture does not significantly moderate the distributive justice-contextual performance link. This signals that perceptions of equitable outcomes alone may be insufficient to motivate discretionary behaviors such as cooperation, helping, or organizational citizenship. Contextual performance, being inherently relational and voluntary, may be conditioned more heavily by procedural or interactional justice and social factors than by distributive outcomes.

Organizational cultures emphasizing collective norms and mutual support might focus more on fairness in treatment and processes rather than mere outcomes. Hence, distributive justice does not appear to directly shape task or contextual behaviors in this setting, and any cultural influence on contextual performance is more likely to operate through other justice dimensions, such as procedural or interactional fairness, or broader organizational supports.

(c) Organizational Culture Moderates the Relationship between Distributive Justice and Adaptive Performance

Similarly, culture does not significantly moderate the effect of distributive justice on adaptive performance. Adaptive behavior, involving flexibility and innovation, tends to rely on trust in fair procedures and respectful interpersonal treatment rather than on fairness in static outcomes (Colquitt et al., 2007). The absence of moderation suggests that distributive justice's role in promoting adaptability is independent of organizational cultural norms, underscoring its limited direct influence on dynamic behavioral outcomes.

(d) Organizational Culture Moderates the Relationship between Procedural Justice and Task Performance

The findings indicate that organizational culture does not significantly moderate the relationship between procedural justice and task performance. Although procedural justice involves fairness in decision-making processes, such as consistency, voice, and

transparency (Thibaut & Walker, 1975), these perceptions did not interact with cultural support to meaningfully influence how employees performed their core tasks. This suggests that, in this context, employees may evaluate procedural fairness independently of broader cultural norms, relying more on the direct clarity and fairness of procedures themselves rather than on cultural reinforcement. Prior research also shows that task performance can be driven by factors such as role clarity, resources, or skill requirements, which may weaken the influence of cultural variations (Colquitt et al., 2007). Therefore, while procedural fairness remains important, its impact on task performance does not appear to rely on cultural conditions within the organization.

(e) Organizational Culture Moderates the Relationship Between Procedural Justice and Contextual Performance

The findings show that organizational culture does not significantly moderate the relationship between procedural justice and contextual performance. Although contextual behaviors, such as helping, cooperation, and volunteering, are often shaped by social norms, the present results suggest that cultural support does not meaningfully change how employees translate procedural fairness into these discretionary actions. Employees may rely more on interpersonal treatment, team dynamics, or leadership support when deciding whether to engage in contextual behaviors, rather than on the consistency or transparency of organizational procedures alone. Prior work also indicates that contextual performance is strongly influenced by relational cues and daily interactions (Moorman, 1991), which may explain why procedural fairness did not interact with culture in this domain. Thus, while procedural justice remains important, its effect on contextual performance appears to operate independently of cultural conditions.

(f) Organizational Culture Moderates the Relationship Between Procedural Justice and Adaptive Performance

The findings indicate that organizational culture does not significantly moderate the relationship between procedural justice and adaptive performance. Although adaptive behavior often requires flexibility, openness to change, and trust in organizational

decisions, the present results suggest that cultural support does not meaningfully alter how employees translate procedural fairness into adaptive responses. Employees may rely more on individual factors, such as personal resilience, learning orientation, or role clarity, or on direct supervisory communication when adapting to change, rather than on broader cultural norms. Prior work also shows that adaptive performance is strongly shaped by immediate cues and situational demands (Griffin et al., 2007), which may explain why cultural variations did not interact with procedural justice in this context. Thus, procedural fairness remains relevant, but its influence on adaptability appears to operate independently of the cultural environment.

(g) Organizational Culture Moderates the Relationship Between Interactional Justice and Task Performance

The study reveals no significant moderation of organizational culture on the relationship between interactional justice and task performance. Interpersonal fairness, i.e., treatment with dignity, respect, and explained decisions, is a fundamental human need, arguably transcending cultural nuances (Bies & Moag, 1986).

Regardless of culture, respectful treatment directly builds trust and collaboration between supervisors and employees, promoting task engagement. The universality of this effect may explain the absence of cultural moderation, underscoring the intrinsic nature of interactional justice in driving task outcomes.

(h) Organizational Culture Moderates the Relationship Between Interactional Justice and Contextual Performance

Similarly, interactional justice's significant facilitation of contextual performance is not substantially influenced by organizational culture. Employees treated fairly and respectfully tend to exhibit citizenship behaviors regardless of cultural context (Colquitt et al., 2001). The direct emotional and relational impact of interpersonal fairness may suffice to motivate voluntary social behaviors independently.

(i) Organizational Culture Moderates the Relationship Between Interactional Justice and Adaptive Performance

No significant moderation effect was observed on the interactional justice-adaptive performance relationship. The empowering and supportive nature of respectful interactions fosters psychological safety and readiness to learn and change across cultural settings. This suggests that interactional justice's beneficial influence on adaptability operates consistently, without requiring reinforcement by cultural norms.

(j) Organizational Culture Moderates the Relationship Between Spatial Justice and Task Performance

No significant moderation was found between spatial justice and task performance. Spatial justice, i.e., equitable access to workspace and resources, influences task execution directly via environmental mechanisms, such as reducing stress and improving comfort (Vischer, 2007).

Cultural context appears less relevant in modulating how physical fairness impacts task effectiveness, suggesting that the fundamental importance of workspace equity is globally applicable.

(k) Organizational Culture Moderates the Relationship Between Spatial Justice and Contextual Performance

Organizational culture significantly moderates the relationship between spatial justice and contextual performance. Cultures underscoring collaboration, community, and fairness amplify the influence of equitable spatial arrangements on discretionary social behaviors.

This pattern is logical given that spatial justice fosters inclusion and interactional opportunities, which in supportive cultures lead to increased helping and citizenship behaviors (Appel-Meulenbroek et al., 2011). Thus, culture shapes how spatial fairness translates into broader organizational engagement.

(l) Organizational Culture Moderates the Relationship Between Spatial Justice and Adaptive Performance

Finally, culture significantly enhances the positive effect on adaptive performance. Equitable physical environments provide foundational support for innovation and change readiness, especially when embedded in cultures valuing fairness and flexibility.

Supportive cultural norms encourage employees to utilize spatial resources innovatively, promoting adaptation to evolving demands (Jablin & Sias, 2001). The synergy between culture and environment is crucial for fostering workforce agility.

Broader Perspective on Organizational Culture

The moderating influence of organizational culture can also be interpreted through cultural typologies such as the Competing Values Framework (Cameron & Quinn, 2011). Each cultural type fosters distinct values that shape employees' reactions to fairness. For example, clan cultures that emphasize trust and collaboration may strengthen the effects of procedural and interactional justice by reinforcing shared values and mutual support. Market cultures, which stress competitiveness and performance outcomes, could amplify the influence of distributive justice but weaken relational fairness effects. In contrast, adhocracy cultures focused on innovation and flexibility might heighten the positive impact of procedural and spatial justice on adaptive behaviors (Denison, 1990).

These variations indicate that justice perceptions are filtered through broader organizational norms. Managers should therefore align fairness initiatives with their organization's cultural orientation to ensure consistency between embraced values and day-to-day practices.

These detailed insights illustrate a complex interplay where organizational culture selectively moderates justice effects on performance. Procedural and spatial justice benefits on broader behavioral outcomes are strengthened by culture, while distributive and interactional justice effects remain robust and direct across cultural variations.

Cross-Study Comparison and Contradictions

When compared with previous research, the current findings both confirm and challenge established patterns in organizational justice. The strong relationship between distributive justice and task performance aligns with Equity Theory (Adams, 1965) and findings by Cropanzano et al. (2007), who noted that fair outcome distributions improve motivation. However, the limited effect of distributive justice on contextual and adaptive performance contrasts with studies by Masterson et al. (2000) and Organ (1997), who found that equitable rewards encourage helping and cooperative behaviors. This variation may reflect the IT sector's greater focus on autonomy and knowledge-based contributions rather than tangible rewards.

The positive influence of procedural and interactional justice on adaptive behaviors is consistent with Colquitt et al. (2013) and Kim & Beehr (2020), who observed that fair processes and respectful communication foster innovation and resilience. The validation of spatial justice as a significant determinant of performance adds new insight, since earlier justice models rarely considered environmental fairness (Vischer, 2007; Appel-Meulenbroek et al., 2011).

Sectoral or Contextual Interpretation

These findings hold particular relevance for the IT sector, where performance depends heavily on collaboration, innovation, and adaptability. In such fast-paced environments, fair procedures and supportive interactions encourage employees to share knowledge and solve complex problems collectively. The increasing shift toward hybrid and remote work models also underscores the growing importance of spatial justice, as fairness in workspace access and digital resources directly affects motivation and engagement (Wang et al., 2021). Furthermore, cultures that prioritize fairness and transparency foster psychological safety, a condition essential for creativity and continuous learning (Edmondson & Lei, 2014). Thus, the justice-culture-performance framework proposed in this study provides a timely lens for understanding employee behavior in technology-driven organizations.

5.7 Conclusion

This section presents a detailed synthesis of the research findings relating to the impacts of various dimensions of organizational justice on job performance within the context of organizational culture. The study intricately examined distributive, procedural, interactional, and spatial justice and explored their direct effects on task, contextual, and adaptive performance. Further, it investigated how organizational culture moderates these justice-performance relationships while accounting for demographic variables like age, gender, and work experience. The conclusions encapsulate a comprehensive understanding of the way fairness perceptions and cultural context interact to influence employee behaviors and performance outcomes in dynamic organizational settings, particularly within the IT industry.

5.7.1 Objective 1: To Examine How Organizational Justice Dimensions Influence Job Performance

The empirical investigation yielded insightful and differentiated results concerning how each organizational justice dimension impacts facets of job performance.

Distributive Justice and Job Performance

Distributive justice, which refers to perceived fairness in the allocation of outcomes such as pay, rewards, and recognition, did not emerge as a significant predictor of task performance in this study. This finding diverges from traditional assumptions in equity theory (Adams, 1965), indicating that fair outcomes alone may not be sufficient to drive employees' efficiency in performing their core duties in this context. Likewise, distributive justice did not significantly influence contextual or adaptive performance, suggesting that outcome fairness does not strongly motivate employees to engage in helping behaviors, cooperative efforts, or flexible responses to change. These non-significant relationships imply that the effects of distributive justice may be more transactional and limited in scope, whereas broader performance behaviors are shaped more strongly by interpersonal treatment, procedural clarity, and supportive work environments (Masterson et al., 2000; Organ, 1997). Therefore, organizations aiming to strengthen overall employee contribution should complement

fair outcome distribution with other justice dimensions and relational practices that more effectively promote cooperation, adaptability, and discretionary effort.

Procedural Justice and Job Performance

Procedural justice, which refers to employees' perceptions of fairness in organizational processes and decision-making methods, showed significant positive effects on both task performance and adaptive performance. Its effect on contextual performance, although positive, was not statistically significant.

The significance of procedural justice in enhancing task performance reflects its role in establishing legitimacy, trust, and role clarity (Thibaut & Walker, 1975; Lind & Tyler, 1988). Employees who perceive decision-making procedures as consistent, unbiased, and open are more likely to accept outcomes and align their behaviors accordingly, resulting in higher task motivation and performance. Procedural justice assures employees that standards and rules are fairly applied, reducing anxiety and ambiguity, which are detrimental to focused work.

Its significant role in adaptive performance points to the importance of fair procedures in supporting employee readiness and capacity to respond to dynamic environmental demands. Procedurally fair systems provide the psychological safety and predictability required for employees to engage in learning, innovation, and flexibility (Griffin et al., 2007; LePine et al., 2000). This supports the argument that fairness in how decisions are made is vital for fostering resilience and change-readiness.

The positive yet non-significant effect on contextual performance indicates that procedural justice's influence on voluntary and social behaviors warrants further investigation, possibly considering mediating variables like organizational commitment or trust (Moorman, 1991). It also suggests that procedural fairness might need to be complemented by other justice dimensions or supportive cultural factors to fully affect OCBs.

Interactional Justice and Job Performance

Interactional justice, which reflects the fairness of interpersonal treatment and communication during decision implementation, demonstrated strong and significant positive effects on task, contextual, and adaptive performance.

This affirms the critical role of interpersonal fairness in shaping diverse dimensions of employee behavior. Respectful, honest, and transparent interactions foster emotional engagement, trust, and a sense of belonging (Bies & Moag, 1986; Rupp & Cropanzano, 2007). Employees who experience high-quality interpersonal treatment are motivated to perform well in their formal roles, extend discretionary cooperative behaviors, and adapt flexibly to change. The study thus reiterates interactional justice as a comprehensive performance driver, directly impacting motivation, social exchange, and psychological safety mechanisms.

Prior literature also supports interactional justice's broad impact. Cropanzano et al. (2007) highlight interpersonal treatment quality as pivotal for organizational citizenship behaviors and adaptive work performance. Given the interpersonal nature of work in IT and knowledge-intensive environments, interactional justice is essential for fostering collaborative and innovative work cultures.

Spatial Justice and Job Performance

Perhaps the most novel contribution of this study is the inclusion and validation of spatial justice as an organizational justice dimension. Spatial justice pertains to the perceived fairness in the allocation and accessibility of physical workspaces, facilities, and environmental resources.

The findings demonstrate that spatial justice has a significant positive influence on all three dimensions of job performance. Equitable physical environments enhance employees' ability to concentrate on tasks, collaborate spontaneously and comfortably with peers, and feel supported in navigating change and complexity. This supports environmental psychology research where workplace comfort, safety, and accessibility reduce stress and promote well-being and productivity (Vischer, 2007; Appel-Meulenbroek et al., 2011).

The positive impact on contextual performance highlights the social facilitation aspects of spatial justice, i.e., fair access to spaces fosters inclusion, trust, and cooperative behaviors that define citizenship performance. Similarly, the adaptive performance enhancement underscores the environmental role in providing resources and settings conducive to learning, innovation, and flexibility in work practices.

By confirming spatial justice as a substantive determinant of performance, this research broadens the organizational justice framework to incorporate environmental fairness, offering organizations practical avenues to optimize physical workplace design alongside traditional fairness efforts.

5.7.2 Objective 2: To Examine How Organizational Culture Influences Overall Work Performance While Controlling Age, Gender, and Work Experience

The second objective focused on the contextual role of organizational culture as a moderator between organizational justice and job performance.

Organizational culture characterized by shared values of fairness, ethical leadership, open communication, and collaboration was found to significantly moderate key relationships, particularly between procedural and spatial justice and multiple performance dimensions.

- Regarding procedural justice, cultures emphasizing transparency and inclusion amplified its positive effects across task, contextual, and adaptive performance. Such cultures reinforce procedural fairness messages, magnify employee trust, and stimulate reciprocal effort and flexibility (Lind & Tyler, 1988; Colquitt et al., 2007). This confirms that fair processes are more motivational and effective when embedded in culturally supportive frameworks.
- Similarly, the moderating role of culture on spatial justice was significant for contextual and adaptive performance. Cultures fostering a cooperative climate allow physical environmental fairness perceptions to translate more robustly into discretionary social and change-oriented behaviors (Appel-Meulenbroek et al., 2011).
- Conversely, the moderating influence of culture on distributive and interactional justice effects was not statistically significant. The impact of outcome fairness and

interpersonal treatment on performance appears more direct and less contingent on cultural variations, likely due to their inherent salience and universal human needs (Bies & Moag, 1986; Adams, 1965).

Importantly, demographic variables of age, gender, and work experience were controlled for in the analyses, ensuring that the detected justice-culture-performance relationships were independent and robust. This control strengthens confidence that cultural values and justice perceptions, rather than demographic characteristics, fundamentally shape job performance.

Practical Implications

The findings of this study offer several important implications for organizational leaders and HR practitioners. Fairness should be treated as a strategic resource that strengthens both performance and commitment. Managers can foster distributive justice by using transparent reward systems that clearly link contributions to outcomes. Ensuring procedural justice through open communication and consistent decision-making processes builds trust and reduces workplace conflict. Likewise, promoting interactional justice through empathetic leadership and respectful dialogue encourages teamwork and voluntary cooperation (Colquitt et al., 2013). The study also highlights the need to incorporate spatial justice into organizational design. Providing equitable access to physical and digital resources supports concentration and innovation (Vischer, 2007; Appel-Meulenbroek et al., 2011). Finally, embedding fairness within the broader organizational culture ensures that justice principles are not one-time policies but part of daily behavior and leadership practice (Cameron & Quinn, 2011).

Managerial Framework for Fairness-Driven Performance (FDP Framework)

To translate these findings into actionable strategies, a Fairness-Driven Performance (FDP) Framework is proposed. This framework provides managers with a structured approach to embed fairness across all aspects of work design and leadership. It integrates the four justice dimensions, distributive, procedural, interactional, and spatial, with organizational culture as the contextual foundation that shapes employee responses to fairness initiatives.

The FDP Framework positions fairness not as a one-time policy but as a continuous organizational capability. By embedding justice principles into performance management, communication, and workplace design, organizations can cultivate a fairness ecosystem that supports trust, collaboration, and adaptability. Fairness serves as both a moral value and a strategic resource that enhances employee well-being, strengthens engagement, and stimulates innovation.

Each justice dimension corresponds to distinct managerial focus areas and measurable indicators. For example, distributive justice focuses on transparent reward systems, procedural justice on participative decision-making, interactional justice on empathetic communication, and spatial justice on equitable resource access. These four pillars, reinforced by a culture of openness and learning, build psychological safety and sustain high performance even in dynamic, hybrid environments (Cameron & Quinn, 2011; Edmondson & Lei, 2014).

The framework also recommends that organizations conduct periodic fairness audits, integrating both human and digital tools to detect inequities in rewards, workload, or communication quality. Leaders should view fairness as an investment in organizational resilience, as equitable and transparent systems directly influence employee retention, adaptability, and creativity (Wang et al., 2021). By operationalizing fairness through measurable managerial actions, organizations can transform justice principles into sustained competitive advantage.

Table 5.1: Managerial Framework for Fairness-Driven Performance (FDP Framework)

Dimension	Managerial Focus	Indicators	Managerial Actions
Distributive Justice	Fairness in rewards and workloads	Pay transparency, workload balance, and equity satisfaction	Implement AI-assisted dashboards to monitor pay gaps and workload distribution; use data analytics to ensure fair recognition and promotion decisions.
Procedural Justice	Fairness in decision processes	Participation rate, decision audit trail, grievance turnaround time	Create participatory digital feedback systems before major policy or structural changes; document decision rationales for transparency.
Interactional Justice	Quality of interpersonal communication	Respect index, feedback trust, empathy ratings	Conduct leadership and team workshops on dignity-based communication; integrate 360° respect and feedback metrics into performance appraisals.
Spatial Justice	Fair access to physical and digital resources	Tech access parity, workspace equity, digital inclusion score	Equalize digital tools and workspace availability across hybrid teams; ensure ergonomic and technological equality across locations.
Organizational Culture (Moderator)	Culture of openness, inclusion, and learning	Psychological safety score, innovation participation rate	Build "Fairness Learning Labs" to promote dialogue about fairness; reward transparent error reporting and collaborative problem-solving.

Limitations and Future Research

Although the study provides valuable insights, it is limited by its cross-sectional design and focus on the IT sector, which may restrict generalization across industries. Future research could employ longitudinal or cross-cultural designs to capture how fairness perceptions evolve over time and in different cultural settings (Podsakoff et

al., 2012). It would also be valuable to explore emerging factors such as AI-mediated management systems and remote work technologies, which may redefine spatial and interactional fairness in the future (Wang et al., 2021). Extending the framework to other service and manufacturing sectors can further validate the justice-culture-performance model.

Enhanced Future Research and Applied Managerial Outlook

Looking ahead, future studies could extend this research by examining AI-mediated fairness in hybrid workplaces. As algorithmic decision-making becomes common in HR analytics and performance management, developing an AI Justice Index could help measure employee perceptions of algorithmic transparency and equity (Tambe et al., 2019). Moreover, professional doctoral and consultancy projects could apply the FDP Framework to design and test fairness interventions across sectors. For example, leadership training modules or organizational audits could evaluate how fairness-based practices influence engagement, innovation, and retention. Integrating fairness principles into technology governance and hybrid work design will ensure that justice remains central to organizational performance in the digital era.

In conclusion, this study substantiates the vital and varied roles of multiple dimensions of organizational justice in influencing distinct dimensions of job performance within the IT sector. Distributive justice principally drives task performance through equitable outcome perceptions. Procedural and interactional justice extend positive effects to adaptability and discretionary behaviors by fostering fairness in processes and respectful interpersonal treatment. Spatial justice adds a novel environmental equity perspective, demonstrating significant contributions to all performance facets.

Organizational culture emerges as a key contextual enabler, selectively amplifying the effects of procedural and spatial justice on performance. This suggests that fairness is most effectively translated into positive employee behaviors when supported by a culture emphasizing transparency, ethics, and collaboration.

Final Integrative Summary

Overall, this study advances the understanding of how fairness and culture interact to shape employee performance in modern organizations. By combining distributive, procedural, interactional, and spatial justice, it offers a holistic model that connects equity in outcomes, processes, relationships, and environments. The moderating role of organizational culture confirms that fairness gains meaning through shared values and collective norms (Denison, 1990; Cameron & Quinn, 2011). These findings align with recent justice research emphasizing the social and contextual nature of performance (Colquitt et al., 2013; Kim & Beehr, 2020). In a rapidly changing workplace, embedding justice principles into culture and design remains essential for sustaining trust, adaptability, and long-term organizational success.

This integrated justice-culture framework offers a comprehensive lens for understanding and enhancing job performance across formal task execution, extra-role cooperation, and adaptive flexibility. Table 5.1 consolidates the key outcomes of the hypothesis tests regarding the effects of organizational justice dimensions on job performance facets and the moderating role of organizational culture.

Table 5.2: Summary of Hypothesis

Hypothesis	Justice Dimension	Performance Dimension	Relationship Direction	Significance
1a. Distributive justice has a significant impact on task performance	Distributive	Task Performance	None	Not Significant
1b. Distributive justice has a significant impact on contextual performance	Distributive	Contextual Performance	None	Not Significant
1c. Distributive justice has a significant	Distributive	Adaptive Performance	None	Not Significant

Hypothesis	Justice Dimension	Performance Dimension	Relationship Direction	Significance
impact on adaptive performance				
2a. Procedural justice has a significant impact on task performance	Procedural	Task Performance	Positive	Not Significant
2b. Procedural justice has a significant impact on contextual performance	Procedural	Contextual Performance	None	Not Significant
2c. Procedural justice has a significant impact on adaptive performance	Procedural	Adaptive Performance	Positive	Not Significant
3a. Interactional justice has a significant impact on task performance	Interactional	Task Performance	Positive	Not Significant
3b. Interactional justice has a significant impact on contextual performance	Interactional	Contextual Performance	Positive	Not Significant
3c. Interactional justice has a significant impact on adaptive performance	Interactional	Adaptive Performance	Positive	Not Significant
4a. Spatial justice has a significant impact on task	Spatial	Task Performance	Positive	Not Significant

Hypothesis	Justice Dimension	Performance Dimension	Relationship Direction	Significance
performance				
4b. Spatial justice has a significant impact on contextual performance	Spatial	Contextual Performance	Positive	Not Significant
4c. Spatial justice has a significant impact on adaptive performance	Spatial	Adaptive Performance	Positive	Not Significant
5a. Organizational culture moderates the relationship between distributive justice and task performance	Distributive	Task Performance	Moderation Tested(strengthens the relationship)	Not significant
5b. Organizational culture moderates the relationship between distributive justice and contextual performance	Distributive	Contextual Performance	Moderation Tested	Not significant
5c. Organizational culture moderates the relationship between distributive justice and adaptive performance	Distributive	Adaptive Performance	Moderation Tested	Not significant

Hypothesis	Justice Dimension	Performance Dimension	Relationship Direction	Significance
5d. Organizational culture moderates the relationship between procedural justice and task performance	Procedural	Task Performance	Moderation Tested	Not significant
5e. Organizational culture moderates the relationship between procedural justice and contextual performance	Procedural	Contextual Performance	Moderation Tested	Not significant
5f. Organizational culture moderates the relationship between procedural justice and adaptive performance	Procedural	Adaptive Performance	Moderation Tested	Not significant
5g. Organizational culture moderates the relationship between interactional justice and task performance	Interactional	Task Performance	Moderation Tested	Not significant
5h. Organizational culture moderates the relationship between	Interactional	Contextual Performance	Moderation Tested	Not significant

Hypothesis	Justice Dimension	Performance Dimension	Relationship Direction	Significance
interactional justice and contextual performance				
5i. Organizational culture moderates the relationship between interactional justice and adaptive performance	Interactional	Adaptive Performance	Moderation Tested	Not significant
5j. Organizational culture moderates the relationship between spatial justice and task performance	Spatial	Task Performance	Moderation Tested	Not significant
5k. Organizational culture moderates the relationship between spatial justice and contextual performance	Spatial	Contextual Performance	Moderation Tested	Significant
5l. Organizational culture moderates the relationship between spatial justice and adaptive performance	Spatial	Adaptive Performance	Moderation Tested	Significant

5.8 Summary

This chapter discusses the results and draws conclusions based on each objective. All hypotheses are examined in terms of their consistency or inconsistency with previous literature. The chapter concludes with a table that succinctly indicates whether each hypothesis has been accepted or rejected. The next chapter addresses limitations, implications, and directions for future research.

CHAPTER VI
LIMITATION IMPLICATION AND FUTURE RESEARCH SCOPE

6.1 Overview

The current chapter discusses the limitations of this study and defines the area of future research. The study looked at how organizational culture moderated the relationship between organizational justice and job performance in the Indian IT sector. The study has made significant contributions to theory, practice, and technique. However, the researcher recognizes some limitations that will impact future research on the topic.

6.2 Limitations

Acknowledging limitations is a vital part of research design, as it helps readers to interpret the findings appropriately without overstating or undervaluing them (Ross & Zaidi, 2019), and this study is no exception. While the research has yielded several noteworthy insights, it is not without its limitations. Specifically, the data was collected from multinational corporations (MNCs) within the IT sector, based mostly in the Delhi region. As a result, cultural differences may affect the applicability of the findings in international contexts, thereby limiting their generalizability. Additionally, the cross-sectional nature of the study captures participants' perspectives at a single point in time, rather than reflecting experiences over an extended duration. Furthermore, the study did not incorporate various demographic control variables, making it difficult to assess how factors such as age, gender, income and work experience may influence perceptions of the variables examined.

These limitations are elaborated below.

(i) Geographic Limitations: The data for this study was gathered exclusively from participants based in Delhi-NCR, India. As the responses are shaped by the Indian cultural context, the findings may not be directly applicable to other cultural settings. Consequently, the results cannot be universally generalized. Nonetheless,

the research design was intentionally crafted to align with the study's specific objectives. The geographic focus can be justified by the study's narrow scope (Ross & Zaidi, 2019), which deliberately introduced this limitation in order to gain a deeper understanding of the perspectives and opinions of professionals working in the IT industry within New Delhi.

(ii) Sample Size: - India is home to numerous IT companies employing lakhs, or even crores, of professionals. In this study, a robust sample of 573 respondents was drawn from various IT firms within the Delhi NCR region, aiming to reflect the broader IT culture across the country and enhance the reliability of the data. However, one significant limitation lies in the composition of the sample. Although the study intended to gather insights from professionals in the IT industry, it ultimately included only those working in multinational corporations (MNCs). As a result, the findings primarily capture the perspectives and experiences of individuals operating in high-end corporate environments. Faber and Fonseca (2014) argue that an appropriate sample enhances research effectiveness, but limitations such as constrained resources can restrict data collection to a narrower demographic. This study reflects a similar constraint, yet the inclusion of a solid sample size—573 respondents—adds to the credibility and dependability of the results.

(iii)Time Horizon: - This study employs a cross-sectional design, wherein data was collected from participants at a single point in time. Given the rapid evolution of technology, tools and systems that were in use even 4–5 months ago may have already been replaced by more advanced alternatives. Consequently, the findings reflect a snapshot of perceptions and practices relevant only to the time of data collection. In contrast, longitudinal studies, which involve data collection over an extended period, offer greater accuracy and depth by capturing changes and trends over time. Therefore, while the cross-sectional approach aligns with the study's scope and resource constraints, it inherently limits the ability to observe long-term developments.

According to Farrington (1991), the key benefits of longitudinal studies are that they generate appropriate data about the prediction, onset, desistance, and continuity of a certain behaviour. Though a longitudinal time horizon might improve the validity of the data, the study only produced speedy results by using a cross-sectional time horizon. This aspect would justify the choice of the cross-sectional study for the current research.

(iv) Control variables: Another drawback is the absence of control variables. Introducing control variables would improve internal validity and be critical in ruling out inconsistencies produced by extraneous variables in the study. These factors are kept constant during the study and control the impact of confounding variables, allowing for correct interpretation of the link between independent and dependent variables (Webb, 2017).

Furthermore, in order to make more insightful interpretations, Atinc et al. (2011) stressed the significance of figuring out how the control and dependent variables relate to one another. Responses were gathered for a number of demographic characteristics, even in the current study, but no hypothesis or explanation regarding their relationship to the other research variables is offered.

This study did not incorporate control variables in its analysis. A review of existing literature suggests that control variables—such as age, gender, work experience, and income level—often influence performance and can significantly affect dependent variables. Numerous studies have demonstrated this relationship, emphasizing the importance of accounting for such factors. However, in the present study, control variables were deliberately excluded to preserve the novelty and focus of the research. By doing so, the observed effects on the dependent variables reflect outcomes that are independent of these demographic influences, thereby isolating the core relationships under investigation.

6.3 Implications

The study offers the necessary information to access the moderating influence of organizational norms and motives, which aids organizations in having adequate policies that produce a happy working environment. It also has theoretical and

practical ramifications. Additionally, managers learn about their own shortcomings that negatively impact their subordinates.

(i) Managerial implications

A detailed review of the study could help bridge the gaps in communication, interaction, transparency, and respect between managers and employees. This insight could serve as a foundation for developing targeted interventions and designing practical solutions that effectively address the issues identified in the research. In order to explicitly guide executives and HR Directors the following implications: Leadership implications, HR and policy implications, cultural transformation strategy, technology implications and employee engagement are proposed.

Leadership Implications

- **Model Fairness during Digital Transformation**:

Leaders play a pivotal role in shaping employee's perceptions of fairness, particularly during periods of significant digital transformation. When organizations introduce new technologies, restructure processes, or automate decision making, employees often experience uncertainty, anxiety and apprehension regarding their roles and opportunities for advancement. In such context, leaders must exemplify fairness and transparency, as their actions directly influence trust engagement and organizational commitment.

- ***Transparency in Decision Making****:* Leaders should clearly communicate the rationale behind digital initiatives, including the expected benefits, potential challenges and implications for employees. By openly sharing information about how decisions are made, leaders reduce ambiguity and promote procedural justice, ensuring that employees perceive organizational processes as equitable and unbiased.

- ***Consistent and Equitable Treatment****:* Leaders must ensure that all employees are treated fairly during transitions. This includes providing equal access to training opportunities, resources, and support systems required to adapt to new technologies. Consistency in decision making reinforces the perception of

distributive and procedural justice, which is critical of sustaining morale and motivation.

- ***Encouraging inclusive Participation****:* Employees should be asked to contribute to conversations about changes, offer suggestions for enhancements, and offer their opinions. Employees who participate in decision making feel appreciated, heard and respected in determining the organization's digital dignity.

- **Integrate AI ethics and Justice Training for Middle Management**

- As organizations increasingly adopt AI and advanced digital systems, middle managers occupy a critical position at the intersection of strategic initiatives and employee experience. Their decisions significantly influence how fairness is perceived throughout the organization. To ensure that organizational justice is preserved during digital transformation, AI ethics and justice training for middle management is essential which can be attained in following ways.

- ***Develop Awareness of Ethical AI Principals***: Middle managers should be trained to recognize ethical considerations in AI driven processes, including bias, discrimination, transparency and accountability. Understanding how algorithmic decisions affect employee's opportunities, evaluation and career progression ensure that managers make ethically informed choices.

- ***Promote Fair Communication and Transparency***: Managers should learn how to communicate AI-driven decisions effectively and transparently to their teams. Providing clear explanations about the rationale, limitations and criteria of AI-based decisions fosters informational justice and builds trust among employees

- ***Encourage Ethical Leadership Practices***: By integrating ethics and justice into managerial training, organizations cultivate leaders who consistently model fairness, uphold organizational values and act as champions of equitable treatment during technological and structural changes. Such leadership behaviour strengthens employees' perception of organizational integrity and commitment to justice.

HR and Policy Implications

In addition to leadership considerations, the human resource and policy dimensions play a central role in institutionalizing fairness across all levels of organization. The following implications are recommended:

- **Incorporate Fairness Audits into Annual Appraisals**: Organizations should embed fairness audits as a standard component of annual performance appraisals. These audits can assess whether employees perceive performance appraisals, promotions and evaluations as equitable. Regular fairness assessments not only ensures transparency and accountability but also provide actionable insights for improving HR systems and reducing bias.

- **Integrates Fairness Policies Across HR Functions**: Human Resource departments are pivotal in institutionalizing fairness throughout the organization. To promote a consistent and sustainable culture of justice, HR policies must be comprehensive, systematically applied and aligned with organizational values. Integrating fairness across all critical HR functions ensures that employees receive equitable treatment at every stage of their employment journey such as:

Recruitment*:* Fairness should be embedded from the earliest touchpoints, beginning with recruitment, job advertisements, selection criteria and selection tools must be designed to minimize bias. Structured interviews, standardized evaluation rubrics and diverse hiring panels can reinforce procedural and distributive justice by promoting transparency and impartiality.

Training and Development*:* Opportunities for professional growth must be accessible to all employees regardless of roles, tenure or background. Fair training policies ensure that skill development, mentorship programs and promotions are based on merits and equitable criteria, rather than favouritism or subjective judgement. This approach strengthens both perceived and actual fairness, enhancing employee motivation and performance.

Performance Appraisal and Promotion*:* Establish transparent evaluation processes, standardized appraisal forms, and clearly defined promotion criteria to reduce bias and reinforce accountability.

Promote Policy level Accountability: Regular policy reviews and feedback loops help detect disparities and promote continuous improvement in fairness practices. Organizations must create clear policy frameworks that define accountability for maintaining justice within management decisions.

- **Align HR Policies with Organizational Culture**

HR policies are more effective when they reflect and reinforce the organization's overarching cultural values**. Aligning** HR strategies with the culture of fairness, respect and inclusivity ensures that policies are not merely procedural formalities but actively shape employees lived experience. This alignment fosters coherence between organizational intent and everyday practices, making fairness a tangible aspect of the fairness. Policies should mirror cultural priorities, such as equitable treatment, transparency and ethical behaviour, creating consistency across all employees touchpoints. Alignment encourages employees to internalize organizational values, enhancing trust, engagement and commitment.

Cultural Transformation Strategy

A sustainable shift towards fairness requires a deliberate cultural transformation strategy that aligns employees' capabilities, motivations and opportunities with organizational justice values. The AMO framework (Ability, Motivation and Opportunity) provides a practical and theoretically grounded model to guide this transformation.

- **Ability; Building Fairness Literacy**- -Organizations should develop employees' and managers' fairness literacy through training in organizational justice, bias reduction, ethical decision making and inclusive leadership. Enhancing these skills helps individuals recognize and address inequities, promoting a more just and inclusive workplace culture.
- **Motivation; Embedding Justice based Rewards and Recognition Systems** – Organizations should tie motivation to fairness by rewarding not just performance but also ethical behaviour, equity and respect. Recognizing and incentivizing just actions through promotions, bonuses or peer acknowledgement reinforce fairness as a core organizational value.

- **Opportunity**: **Ensuring transparent communication and Participation-** Organizations can promote fairness by ensuring transparent communication and employee participation. Open dialogue, access to information and involvement in decisions build trust, inclusion and a strong foundation for fairness and ongoing improvement**.**

The integration of the AMO framework within organizational culture initiatives provides a structured and a evidence-based approach to embedding fairness as a core value across the institution. Rather than treating fairness as an isolated HR function, the AMO model ensures that justice becomes a systematic, lived organizational value reflected in leadership behaviour, people management practices and daily work routines. This alignment transfers fairness from a policy statement into a sustained cultural mindset that promotes long term employee commitment engagement and performance. For the AMO framework to be effective, its principals must be embedded within organizational culture and leadership systems. This includes incorporating fairness criteria into cultural audits, leadership evaluations and employee engagement assessments.

Technology Implementation

As organizations increasingly adopt artificial intelligence (AI) and algorithmic decision-making in HR and management processes, the need to embed fairness principals directly into technological design becomes paramount. This approach ensures that technological innovation aligns with ethical and organizational justice values from the outset

- **Ethical Integration During System Design**: Fairness considerations should be integrated at the earliest stages of AI development---during data selection, algorithm training and model validation. Designers and data scientist must ensure that datasets are representatives and free from historical biases that could perpetuate discrimination in hiring, promotions or performance evaluations.

- **Algorithmic Transparency and Explainability**: AI systems must be transparent are explainable to both HR professionals and employees. Explainability allows users to understand how inputs (such as employee data or performance metrics)

influence decisions and outcomes. Transparent design fosters informational justice by ensuring that employees are aware of the logic, parameters, and limitations behind automated decisions, thereby reducing perceptions of opacity or unfairness.

- **Human Oversight and Accountability**: Fairness-by-design also requires establishing clear human oversight mechanisms. While AI can enhance efficiency, final accountability for decisions should rest with human managers. Embedding human review checkpoints within automated systems preserve procedural justice, ensuring that employees have resources to human evaluation if they perceive algorithm bias or error.

- **Alignment with Organizational Culture and Policy**: Fairness by design must align with the broader organizational culture of justice, transparency and inclusivity. It should be reinforced through policy frameworks, digital governance structures and employee education programs. This alignment ensure4s coherence between technological design and human values, transforming fairness from a technical feature into a cultural norm.

Employee Engagement

Sustaining organizational fairness requires continuous dialogue between employees and management. Employee engagement initiatives serve as critical mechanisms for gauging fairness perceptions, building trust and reinforcing justice driven organizational cultures. Integrating fairness into engagement strategies ensures that employees not only experience justice but also actively participate in its evolution.

- **Develop "Justice Pulse Surveys" within Digital HR Dashboards**: Justice Pulse Surveys are short, recurring assessments designed to capture employees 'real time perceptions of organizational fairness across the dimensions of organizational justice-------distributive, procedural, interactional, and spatial justice. Organizations should incorporate short, periodic Justice pulse surveys into their digital HR analytics systems to assess real time employees' perceptions of fairness across distributive, procedural, interactional and spatial dimensions. These

surveys enable HR leaders to track changes justice perceptions following policy updates, managerial decisions or technological interventions. The data gathered can be visualized within HR dashboards, offering actionable insights into areas where fairness perception may be declining and guiding timely corrective action.

- **Foster Participatory Feedback Loops**: Beyond data collection organizations must establish two-way communication cha nnels that allow employees to see how their feedback informs change. Sharing outcomes and implemented actions on survey findings enhances informational justice and validates employees voice within the system.

Use Data-Driven insights to shape HR strategy: The results of justice pulse survey should be used strategically to refine HR policies, leadership trainings and culture building initiatives. Data analytic tools can identify demographic or departmental patterns in fairness perceptions, enabling targeted interventions that enhance inclusivity and consistency across the organization..

6.4 Future Scope

The study employed statistical analysis within a Quantitative approach and proposed several hypothetical relationships that can be further explored to support more analytical decision-making and enhance generalizability. Additionally, it has identified several noteworthy avenues for future research, which are outlined below.

(i) Multiple Industries: - Currently, the study is limited to the IT industry; however, future research could broaden its scope by applying the framework to various other sectors. Expanding into different industries would yield valuable insights into addressing the diverse needs of different populations. Collaboration between research and a range of industries significantly contributes to economic growth. According to Almeida et al. (2011), firms experience higher levels of innovative output when academic research is integrated with business practices. Moreover, extending the study across different geographic regions would enrich the existing literature and open the door for cross-cultural comparisons and analysis.

(ii) Managerial Role: - Managers play a crucial role in shaping how employees perceive justice within the organization—across distributive (fairness of

outcomes), procedural (fairness of processes), interactional **(**fairness in interpersonal treatment), and spatial (fairness in physical and resource access) dimensions. When employees perceive fairness in these areas, they are more likely to be motivated, committed, and productive. Managers are the face of organizational practices and policies. Their actions—such as transparent communication, equal opportunity provision, and consistent decision-making—shape how fair employees perceive their work environment to be. Fair treatment by managers builds trust and psychological safety, fostering better engagement. Leaders should demonstrate fairness by making transparent, ethical decisions, which are backed by HR processes that incorporate equality into assessments, audits, and awards. Organisations can make fairness a lived practice by implementing the AMO framework, which focusses on fairness ability, motivation, and opportunity. To ensure equal outcomes, digital transformation should adhere to fairness-by-design and ethical artificial intelligence principles. Continuous feedback, such as Justice Pulse Surveys, helps monitor fairness views, allowing for an adaptable, transparent, and trust-based organisational culture

(iii)Longitudinal Study: -To capture participants' authentic experiences, it is essential to collect data over an extended period. This approach allows for the accurate identification of situations that lead to heightened or diminished emotional responses. The current study could be adapted to a longitudinal format by administering the same set of questions at multiple time points

Longitudinal studies follow the same participants over an extended period, allowing researchers to observe how attitudes, behaviours, or outcomes evolve**.** This helps in identifying causal relationships and patterns, which cross-cultural studies (often snapshot-based) cannot provide. By observing variables across multiple time points, longitudinal research can better determine cause and effect. Since data are collected at multiple stages, participants are less likely to rely **on** memory, which can be flawed.

While both methods have their strengths, longitudinal studies are more effective for capturing change over time and understanding causal relationships, making them particularly useful in behavioural, psychological, or organizational research.

(iv) Change in work culture: -The shift to a work-from-home (WFH) culture has significantly transformed the traditional workplace, leading to several positive outcomes for employees when implemented effectively. Employees have more control over their work schedules and environment. This leads to better time management**,** work-life balance, and increased job satisfaction. They can structure their day to align with personal productivity peaks, often leading to higher output and better quality of work. Flexibility in managing personal and professional life reduces stress and improves overall well-being**.** Eliminating the daily commute saves time, energy, and money. can also reduce burnout and absenteeism since employees have more freedom to manage personal challenges without taking full days off.

When supported by the right infrastructure, communication practices, and leadership, WFH culture can significantly enhance employee outcomes in terms of productivity, satisfaction, retention, and engagement**.**

6.5 Summary

The research has several limitations, including a limited sample size comprising only professionals from multinational corporations (MNCs) within the publishing industry, and data collection confined to the New Delhi region, resulting in geographic constraints. Additionally, the study adopts a cross-sectional time frame and does not incorporate control variables, which may affect the depth of the analysis.

Despite these limitations, the study makes significant contributions to the publishing industry by highlighting the importance of various aspects of supervisory behaviour and their influence on employee outcomes. Expanding the research to other industries in the future could facilitate knowledge exchange between academic research and practical business applications. Therefore, with appropriate modifications, the current study could offer valuable extensions and insights that benefit both the academic literature and industry practitioners.

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APPENDIX A

The questionnaire was structured into four sections: Part A focused on demographic details; Part B addressed organizational justice and its dimensions; Parts C and D collected data on organizational culture and job performance, respectively. In total, the questionnaire originally contained 51 scale items, all measured using a 5-point Likert scale. Respondents rated each item on a scale from 1 (Strongly Disagree) to 5 (Strongly Agree). Following data collection, a pilot test was conducted. Based on the results—specifically, items showing low factor loadings—the number of scale items was reduced from 51 to 41.

Part A

Demographics

To enhance the contextual understanding of the study and improve the generalizability of its results, demographic information was gathered from respondents. This included key attributes such as gender, years of work experience, job position, and organizational hierarchy. These variables offer important insights into the sample's composition and help explain how different employee groups perceive organizational justice and react to technological changes within the IT sector.

Part B.

ORGANIZATIONAL JUSTICE AND DIMENSIONS

Items before pilot testing

Procedural Justice

PJ1	I feel that procedures followed for employees are same for everyone.
PJ2	I have been able to express my views and feelings on performance Appraisal procedure in my organization.
PJ3	My manager collects accurate and complete information to make job decisions.
PJ4	I feel that procedures followed are ethical.

Distributive justice

DJ1	My outcome reflects the effort I have put into my work.
DJ2	I consider my work load to be quite fair.
DJ3	I feel that the rewards given to me are appropriate for the work I have done.
DJ4	I feel that the raise given to me on my salary was justified based on my performance.

Informational justice

IJ1	My manager has been candid in their communication with me.
IJ2	My manager explains the organizational procedures thoroughly to me.
IJ3	My manager explanations regarding the procedures in the organization were reasonable.
IJ4	My manager communicates details in a timely manner to me.

Spatial Justice

IJ5	My manager has tailored the communication specific to my needs.
SJ 1	Resources like, Printers, scanners, photocopiers are located at a fair amount of distance from my work station.
SJ 2	Facilities like cafeteria washroom etc. are located in my office at a fair amount of distance from my work station.
SJ 3	Resources like laptop and other digital systems are of same version among different branches of the organization based on distance.

Interpersonal Justice

Int J1	My manager treats me with respect and dignity.
Int J2	My manager discusses the implications of the decisions concerning my job with me.

Part C : . **Organizational Culture**

I believe that everyone is involved in the ongoing business planning to some degree.
I feel that cooperation against different parts of the organization is actively encouraged.
I feel people work here like a team.
I feel that work is such organized that each one is able to relate his/her job with the goals of organization.
I feel that authority being delegated, people can act on their own.
I feel that employee talent in my organization are always being invested.
I feel that the ethical code in my organization guides our behaviour and tells us right from wrong.
I feel that new and better ways of working are continually adopted.
I feel that the approach to doing business in my organization is very consistent and predictable.
I feel that employee from different departments in my organization share a common perspective.
I feel that goals are well aligned across levels.
I feel that the way things are done is very flexible and easy to change.
I feel that new and better ways of working are continually adopted.

Part D: Performance Insufficient Sufficient Neutral Good Very good

Task Performance	I managed to plan my work so that it was done on time.
	I was able to separate main issues from side issues at work.
	I was able to perform well with minimal time and effort.
	I rate the quality of my own work in the past three months as
	I rate the quantity of my own work since the last three months as

Contextual performance	I was able to meet my appointments.
	Collaborations with others went well
	Other understand me well when I told them something.
	I understood others when they told me something.
	I took the initiative when there was a problem to be solved.
	I started new tasks myself when old ones were finished.
	I asked for help when needed.

Adaptive Performance	I worked on keeping my job-related knowledge up to date.
	I worked on keeping my skills up to date.
	I have demonstrated flexibility.
	I was able to cope well with difficult situations at work.
	. I recovered fast after difficult situations or setbacks at work.
	I came up with creative solutions to new problems.
	I was able to cope well with uncertain situations at work.
	I easily adjusted to changes in my work.

FINAL LIST OF SCALE ITEMS AFTER PILOT TESTING

Part A

Procedural Justice	
PJ1	I feel that procedures followed for employees are same for everyone.
PJ2	I have been able to express my views and feelings on performance Appraisal procedure in my organization.
PJ3	My manager collects accurate and complete information to make job decisions.
PJ4	I feel that procedures followed are ethical.
Distributive justice	
DJ1	My outcome reflects the effort I have put into my work.
DJ2	I consider my work load to be quite fair.
DJ3	I feel that the rewards given to me are appropriate for the work I have done.
DJ4	I feel that the raise given to me on my salary was justified based on my performance.
Informational justice	
IJ1	My manager has been candid in their communication with me.
IJ2	My manager explains the organizational procedures thoroughly to e.
IJ3	My manager explanations regarding the procedures in the organization were reasonable.
IJ4	My manager communicates details in a timely manner to me.
IJ5	My manager has tailored the communication specific to my needs.

Spatial Justice

SJ 1 SJ 2 SJ 3	Resources like, Printers, scanners, photocopiers are located at a fair amount of distance from my work station. Facilities like cafeteria washroom etc. are located in my office at a fair amount of distance from my work station. Resources like laptop and other digital systems are of same version among different branches of the organization based on distance.
Interpersonal Justice	
Int J1	My manager treats me with respect and dignity.
Int J2	My manager discusses the implications of the decisions concerning my job with me.

Organizational Culture	
	I feel people work here like a team.
	I feel that work is such organized that each one is able to relate his/her job with the goals of organization.
	I feel that authority being delegated, people can act on their own.
	I feel that employee talent in my organization are always being invested.
	I feel that the ethical code in my organization guides our behaviour and tells us right from wrong.
	I feel that new and better ways of working are continually adopted.
	I feel that the approach to doing business in my organization is very consistent and predictable.

Part C: Performance Insufficient Sufficient Neutral Good Very good

Task Performance	
	I was able to separate main issues from side issues at work.
	I was able to perform well with minimal time and effort.
	I rate the quality of my own work in the past three months as
	I rate the quantity of my own work since the last three months as
Contextual performance	Collaborations with others went well.
	Other understand me well when I told them something.
	I understood others when they told me something.
	I took the initiative when there was a problem to be solved.
	I started new tasks myself when old ones were finished.
	I asked for help when needed.
Adaptive Performance	I worked on keeping my job-related knowledge up to date.
	I was able to cope well with difficult situations at work.
	I recovered fast after difficult situations or setbacks at work.
	I came up with creative solutions to new problems.
	I was able to cope well with uncertain situations at work.
	I easily adjusted to changes in my work.

APPENDIX B

SURVEY COVER LETTER

Dear [Participant's Name / Esteemed Participant],

I hope this message finds you well.

I am conducting a research study on how perceptions of organizational justice influence job performance in modern work environments. The purpose of this study is to better understand how fairness in the workplace — including fair treatment, transparent decision-making, and respectful communication — impacts employee attitudes and performance.

Your insights as a valued professional are extremely important to this research. The survey will take approximately 10–15 minutes to complete. All responses will be kept strictly confidential and **used** solely for academic purposes. Participation is completely voluntary**,** and you may choose to withdraw at any time without consequence. Your feedback will contribute to a deeper understanding of how organizations can foster fair and productive work environments, ultimately improving employee satisfaction and performance.

If you have any questions about the survey or the research, please feel free to contact me at [your email] or [institution contact].

Thank you very much for your time and valuable input.

Sincerely,

Kavita Kanda

ANNEXURE C

Informed Consent

This study examines how workplace culture may shape the relationship between perceptions of fairness in organizations and employee experiences at work. The goal is to better understand how everyday practices, norms, and decision processes relate to outcomes such as satisfaction, engagement, and intent to stay. Participation is voluntary and takes about 8–10 minutes.

Confidentiality and data use

No personally identifying information will be collected unless explicitly requested in optional items. Data will be analysed in aggregate form only. Individual responses will not be shared with employers or third parties. De-identified data may be used for academic publications and presentations.

Voluntary participation and withdrawal

Participation is entirely voluntary. Participants may skip any question or exit the survey at any time before submission, without penalty.

Confidentiality statement

All information provided will be kept confidential and reported only in aggregate. No individual will be identified in any report or publication. Data will be stored securely on password-protected systems, accessible only to the research team, and retained for [X years] in line with institutional policy before secure deletion. Participants may skip any question or stop at any time without penalty.

APPENDIX D

INTERVIEW GUIDE