

Role of Perceived Organizational Justice on Employee Well-Being at Work Place, Career Satisfaction and Work Passion

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Abstract

Because of the growing volatility and competitiveness of the market, as well as the realisation that it is necessary to establish an atmosphere that enhances the quality of work performed by workers and the level of job satisfaction they experience, organisations in the modern world are paying a great deal of attention to the matter. One of the most important aspects of this is workplace justice, which is a phenomenon that characterises the attitudes of workers towards fairness in their respective work organisations. Perceived organisational justice (POJ) has been discovered as a helpful construct that can assist predict workers' quality of working life and level of happiness in their professions, according to recent research in the field of organisational psychology and management literature. Therefore, one of the essential components of the workers' experience at work that plays a vital influence in their well-being and job satisfaction is perceived organisational justice. This may be regarded as one of the key aspects of the employees' experience at work. People are able to perform their jobs more efficiently in environments that are provided by businesses that preserve justice in their management, procedures, and corporate ideals. Not only is it beneficial for an individual worker in terms of his or her career, but it also considerably increases the efficiency of the organisation as a whole. They play a crucial role in the processes of treatment, decision making, communication, and promotion, all of which contribute to the establishment of a favourable and acceptable image in the workplace.

Keywords

Perceived organizational justice, Well-being. Organizational Justice, Career Satisfaction, Employee well-being at workplace.

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1. Introduction

Due to increasing market turbulence and competitiveness, and understanding the need to create an environment that improves employees' quality of work and job satisfaction, organizations of the contemporary world pay much attention to the issue. Integral to this is workplace justice, a phenomenon that captures employees' attitudes towards fairness in their work organization. Current research in organizational psychology and management literature has identified perceived organizational justice (POJ) to be a useful construct that can help predict workers' quality of working life and level of satisfaction in their jobs (Ghaderi, et al., 2023). Organizational justice deals with the perceived organizational justice, the degree that decisions regarding organizational outcomes and the process used to determine it are seen as fair, which in turn matters in shaping employees' organisational attitudes, behaviors and experiences.

Perceived Organizational Justice Defined

Organizational justice is perceived in several scales, namely, distributive justice, procedural justice, interpersonal justice, and informational justice (Gori, et al., 2020). Distributive justice relates to the equality of the distribution or rewards employees gain while procedural justice has to do with the equality of the procedures used to arrive at those rewards. Interpersonal justice is the perceived fairness of the interactions that people have with supervisors and coworkers While informational justice is the perceived fairness of the information provided to employees about decisions and processes in the workplace (Mert, et al., 2022).

Impact on Employee Well-Being

Workplace health as part of overall health of the employee, and is characterized by physical, psychological and the emotional human health factors that are brought by the place of work (Gori, et al., 2020). Previous knowledge shows a close relationship between perceived organizational justice and positive psychological state. When employees feel that there is equal distribution of rewards (distributive justice), they feel that the decision-making power is fair to them (procedural justice), and they feel that there is good interpersonal communication (interpersonal justice), they tend to be psychologically healthy, satisfied with their jobs, and they cannot stress a lot (Shimamura, et al., 2021). This makes employees have confidence in the management, hence increase in employees' performance, job satisfaction, and organizational commitment.

1.1 Background of the Study

Organizational justice, as a specific element, has attracted considerable amounts of interest since it was initially introduced due to the extent of its influence on the employees. Organizational justice stems from theory and constitutes distributive, procedural and interactional justice, which aims to look into distinct dimension of perceived fairness within the places of employment. Distributive justice, on the other hand, relates to the perceived fairness of the outcomes, and procedural justice to the fairness of the processes through which such outcomes are arrived at and interactional justice to interpersonal treatment (Shimamura, et al., 2021). Since work organizations also begin to appreciate the need to promote justice in the workplace, the relationship between perceived justice and other important organizational outcomes including well-being and satisfaction with career can be very relevant (Hashish, 2020).

The wellness of an employee is therefore a complex concept that may be described in terms of psychological, social, and physical health. Work satisfaction being in a positive light with the organization entails improved productivity, reduced rates of truancy, and staff turnover. Traverse, advancement recognition, job enrichment, and quality employment, all fall under the career satisfaction which is crucial in achieving long-term employee commitment (Hashish, 2020). Besides, knowing how the perception of Organizational Justice is related influences these aspects can offer beneficial information to organizations that seek to improve the satisfaction and the performance of their employees.

1.2 Rationale

This research is conducted to understand the relationship between perceived organisation justice and the general health of the employee as well as their career fulfilment. Due to the growing levels of competition and the changing face of today's economy, it is critical for any organization to promote fairness and support at the workplace so as attract the right talent and ensure high productivity levels. Thus, the information given in the present research regarding how various aspects of organizational justice affect workers' well-being and career satisfaction may be useful in helping organizations improve their systems and be fairer places to work. Knowledge of such relations can help increase the favorable impact on the organisation and the employees, thus benefiting both.

1.3 Research Aim

The core aim of the present study is to determine the effect of perceived organizational justice on inclusion of overall well-being at the workplace and career satisfaction of employees with outline concerning the impact of the broad categories of Organizational justice on the various sectors of the employee life at the workplace.

1.4 Research Objectives

1. To analyze the link between the extent to which employees perceive interactions and interpersonal as organizational justice in the workplace and their well-being.
2. To examine the relationship between interactional and informational justice, procedural justice and interactional justice on employee's job satisfaction.
3. To evaluate a relationship between the level of Organizational justice with the level of Career satisfaction and professional advancement among Employee.
4. To access the directions that an organization can take in order to increase perceived organisational fairness, employees' quality of life and career happiness.
5. To understand the influence that organizational justice on the work passion of employees.

1.5 Research Questions

1. What is the relationship between perceived interactions and interpersonal justice and well-being among the employees at the workplace.
2. What is the role of procedural interactional and informational justice in organizational perceptions of fairness and organizational well-being of the employees?
3. How is the perceived organizational justice useful for enhancing the employees' career satisfaction levels and their overall professional developments?
4. Which organizational practices can enrich the notion of fairness and contribute to better quality of employees' lives and organizational career success?
5. What is the influence that organizational justice on the work passion of employee?

2. Literature Review

2.1 Workplace Well-being

Whenever the use of the term “welfare or well-being” of the employees during work, this basically means they are just talking about the psychological, social, and physical condition

of the workers. Job satisfaction, quality time for personal and working life, and physical and psychological health are some facets of this broad idea. Based on the analysis of the studies, it is established that improving the state of well-being at the workplace relates to the increase of working productivity the decrease in absent days, and also the decrease of the level of staff turnover in organizations. Job satisfaction of workers can be regarded as the overall level of satisfaction that they experience while exercising their duties and depends on job contents, physical environment, organizational climate, and interpersonal relations in the workplace.

According to Imah, et. al., (2023), a healthy environment that fosters the well-being of people at work bears some similarities to the above characteristics; these are a free and open communication structure, career development prospects, public recognition of the employees' achievements, and appropriate handling of working-life balance. Every organization is entitled to ensure that the health of their employees is subject to change in the level of productivity realization. The rationale for this focus on well-being, which is more than just the absence of stress and burnout, is to align workers' choices with positive preferences that enhance their job satisfaction and productivity. It involves more than merely avoiding, let alone eliminating, stress and burnout altogether.

2.2 Perceived Organizational Justice

According to Imah, et. al., (2023), understanding how justice is perceived in organizations is a major factor when it comes to assessing the health of employees in any workplace setting. At the workplace, justice can be defined as the degree to which employees feel or consider that they are being treated fairly or fairly rewarded and the available resources are fairly allocated while the procedures that go into a decision-making process within a given organisation are fairly followed. Organizational justice may be broken down into three fundamental components: Distributive justice, procedural justice, and interactional justice are the three types of justice which have been identified.

The main concern of distributive justice is in how much the number of outcomes and resources awarded or allocated is perceived to be fair. In an attempt to establish whether or not they are dealing with a fair compensation system, employees evaluate their wages against those of their counterparts (Huong, et. al., 2016). Procedural justice, on the other hand, is the practice by which the decisions and the judgments passed are effectively executed in a manner that is more fairly. The procedures must be clear, there must be procedural accountability regarding decision-making, and people must be allowed to speak out their

concerns or dislikes about something. Social justice also encompasses the way subordinates and peers relate to workers in the organization. The kind of justice that is emphasized in this case focuses on such relationships as being polite, dignified and of such a high standard.

The fairness perceptions that have employees see their employers in one or the other light have an influence on the employee's behaviour. This is the case because when employees feel that justice is being served they are more likely to be content with their jobs and committed to their employers as well as work harder. On the other hand, perceptions of injustice may result in feelings of discontent and possibly a decrease in commitment level and heightened frequency of turnover intentions (Huong, et. al., 2016).

2.3 Career Satisfaction

According to Zainalipour, et. al., (2010), it is the pleasure and sense of accomplishment that workers get due to career advancement and accomplishment received in the line of work that defines career satisfaction. It is important to point out that there is another significant aspect of the employees' professional lives, which is career contentment. It encompasses being satisfied with one's professional performance, having promotional opportunities for the career path, as well as the achievement of professional goals and objectives in harmony with personal ethics and desirable objectives. Satisfied employment has a positive effect on employees' life happiness, work productivity, reduced absenteeism and turnover, and enhanced job satisfaction.

While career happiness cannot be simply defined, it has certain factors that contribute to it. This category comprehends the professional development opportunities, getting paid to do what one is interested in and suited for, motivating and rewarding schemes as well as organisational support in the workplace. It is noted that while employees believe that their jobs are moving in the right direction and support their objectives, they have higher job satisfaction while they are still working for the particular organisation.

Career satisfaction is described as the fulfilment of employment expectations and career satisfaction includes the ability to advance in the career line, achieve work-life balance and have a meaningful career. This concept of having offered a strong system of cooperation between colleagues, providing the possibility of enhancing one's skills and knowledge, as well as a clearly defined career ladder is typical for businesses that care about the job satisfaction of their employees (Oh, 2013).

2.4 The Effect of Organizational Justice on Workplace Well-Being

As Ajala and Bolarinwa, (2015) stated, the relationship between the level of fairness perception within an organisation and any kind of wellness profiles in the working environment has been under investigation by writers on the subject of organisational behaviour. Furthermore, bridging the perceived organisational justice results with the well-being results of workers shows that when workers perceive fairness inside the organisation, they are more likely to experience positive well-being effects. It enhances the organisational justice which in turn fosters trust and respect to foster a conducive work environment.

Distributive justice ensures that workers get fair returns for their efforts hence increasing their job satisfaction and reducing their level of perceived injustice. Procedural justice, which enhances well-being since it involves the receivers perceiving the decision-making processes as rational and equitable, will strengthen workers' confidence in the organisation and decrease stress and ambiguity. Interactional justice promotes courteous behaviour and positive actions to keep the employees' morale high because they will feel supported by other colleagues at the workplace.

Research has also demonstrated a positive correlation between the outside world and the impression of fairness within an organisation and the population's satisfaction with their employment, willingness to commit to the business and mental health. The self-employed who believe that procedures and outcomes are fair and/or equitable have lower levels of stress, burnout, and intent to leave work. An example of this fact can be shown in the study by Nery, et. al., (2016) where it was highlighted that individuals who assessed the organisation as fairly and non-biased, demonstrated a reduction of psychological distress and an increase in the level of job satisfaction.

Moreover, the perception of fairness concerning the working sphere of an organisation might help to prevent the negative effects of stress at work. Therefore, when the workers feel they are fairly treated instead of experiencing unjust treatment, they are well equipped to deal with the demands and pressure at the workplace hence improving their welfare. In their work, Imah, et. al., (2023) have discussed attempting to advance justice and fairness within the business may be a good way of increasing the level of satisfaction among workers generally.

2.5 The Effect of Organizational Justice on Employee Career Satisfaction

According to Lee and Rhee (2023), perceived organisational justice is an important source of influence on the career satisfaction level of employees. Whenever workers are fully satisfied with the distribution of incentives, opportunities for promotion and development, and decision-making processes, they are likely to feel satisfied with the promotion and prospects of their careers in the future of the organisation.

Distributive justice affects the level of career satisfaction as it ensures that rewards such as promotion, increase in salary or any other type of reward are perceived to be fair across the workforce in regards to merit. This promotes a feeling of value for the worker hence boosting the positive aspect of professional satisfaction among the workers. Procedural justice boosts employees' career satisfaction because the promotion and advancement procedures are well-defined and uniformly practised. This helps to build up the workers' confidence to be promoted in the organisation depending on their qualifications and performance (Imah, et. al., 2023). Interactional justice affects the level of career satisfaction because it ensures that employees receive equal treatment from their managers and subordinates and that they are treated with respect and dignity. Other interpersonal appraisals and social relatedness enhance workers' understanding of feelings of being a part of things, which in turn affect their perception of work satisfaction.

It has also been noted that the level of joy that any person working in an organisation feels in the job depends on the extent to which they have a positive perception of justice within the same organisation. For instance, Ghany, (2022) investigated the relationship between perceived organisational fairness and career satisfaction and organisational commitment, among workers and found those who perceived a high level of fair treatment by their organisations demonstrated higher levels of career satisfaction and organisational commitment. Ideas like organisational commitment, perceived organisational support, and work satisfaction are vital determinants of the connection.

Furthermore, the possibility of influencing the perception of fairness within the organisation might help to raise career satisfaction due to the positive organisational climate. If the workers think that the organisation treats them fairly and objectively, they are willing to invest in their personal development enhancing their performance, connecting with successful professionals and keen on looking for challenging assignments. It also boosts the level of professional satisfaction and promotion as a proactive activity.

2.6 Interactional Justice

Interpersonal Justice

Interpersonal justice is related to how employee is treated through communication with the management or fellow workers. Based on the literature, the more the extent of perceived interpersonal justice the more the job satisfaction, organizational commitment, and lower turnover intention among the employees (Baker et al., 2021). For instance, Epitropaki et al. (2020) showed that when leaders show a fair treatment, it increases the ORC, which helps improve employees' fairness perception and commitment to the organization.

Furthermore, there is evidence that supports interpersonal justice to be positively correlated to increased levels of subjective emotional wellbeing. Self-esteem implies that employees who are accepted by the colleagues and managers will have reduced stress and high job satisfaction (Eisenberger et al., 2021). This connection affirms that relations at the workplace need to be dignified and professional, whereby doing to others as you would like them do to you needs to be upheld.

Informational Justice

Informational justice pertains to accurate and truthful informing of employees about decisions made in an organisation. When the employees get timely and accurate information relating to changes that may be happening within the company or in their jobs, usually they have trust in the employer and feel so secure in their places of work (Shen & Jiang, 2020). In turn, studies prove that the emphasis on informational justice has a positive impact on the feeling of being a part of an organizational community in terms of job satisfaction and level of anxiety (Colquitt et al., 2020).

For instance, Van den Bos et al. (2021) revealed that informational justice significantly and positively predicted OCBs and work engagement of the employees. This relationship shows that there is great need for organizations to engage in a clear communication to ensure that the employees get the best outcomes.

It has been pointed out by many researchers that interactional justice causes positive effects to employees' psychological states. Standards of interactional justice are useful to the emotional and psychological wellbeing of people at the workplace because they prevent a hostile environment from being created. Organizations that claim interpersonal fairness are

overall more effective in aspiring for their employees what might enhance their job satisfaction and reduce burnout levels (Spreitzer & Porath, 2021, p. 1062).

2.7 Employee work passion

Employee work passion is defined as the level of passion that an employee has in the organization, in terms of enthusiasm, commitment and purpose. Recent studies show that work passion is one of the most influential factors that determine employees' level of engagement, motivation, and satisfaction with their job (Vallerand et al., 2020). Loving employees are usually more creative and innovative in their working, hence help organizations in their achievements.

Most of these studies involved interactional justice and work passion which exhibits a significant correlation. Thus, if the employees are able to feel that the work environment is fairly and rightfully rewarding, they develop the kind of emotional bond, or self-identification with the work (Meyer & Allen 2020). According to research focusing on interactional justice, positive experiences of these can increase the amounts of motivation and work passion amongst employees (Sonnetag et al., 2021). For example, a survey conducted by Gagné and Deci (2020) showed that the employees who have the perception of high amount of interpersonal and informational justice are willing to work for more passion and thus the level of performance in the organization as well as organizational commitment improves.

Interactional justice, and its relation to work passion of employees
Organizational justice is thus an important factor that need to be taken into consideration when designing strategies and measures that helps to develop employees' work passion. The quality that is exercised in interpersonal talk can determine how much emotional attachment an employee has with his work. When supervisors and colleagues are fair and respect others, it gets a point that everyone is part of a team and this is very essential in nurturing passion at the workplaces (Schaufeli et al., 2021).

Furthermore, informational justice provides the employees with justification of such decisions and thus may help to re-ignite the passion for work. If the employees get to know that they are being informed and even get the raw truth of situations and changes occurring, they will continue to remain committed and motivated in their positions (Van den Bos et al., 2021).

3. Research Methodology

The research has used multiple tools, techniques and methods to gain the research outcomes. This includes the interpretivism research design, with secondary data collection and qualitative data analysis.

3.1 Research Design

The interpretivism research design is used in the study. The use of an interpretivism design in this study speaks to an emphasis on research participants' ideas and integration about justice, their psychological state at work, and career satisfaction (Al-Ababneh, 2020). Interpretivism enables one to dig deeper into how the related actors give meaning to their workplace, highlighting the context constituent and distinguishing each analysis and aspect. Qualitative research is especially useful for describing the richness of perceived fairness and its relation to both work and personal life, and thus this is done in the study of role of perceiving the organizational justice on the employee well-being (Pandey and Pandey, 2021).

3.2 Data Collection

The research data collection is done with the secondary data sources, which includes the data collected from the already published journals, articles, and researchers. This data collection makes the research authentic, real, and validated to deliver valuable outcomes (Newman and Gough, 2020). The researcher has considered the core keywords, "organizational justice", "employee well-being", "perceived organization justice on employee well being at work place", and "organizational justice on employee well-being". Thus, in the first phase, the researcher has shortlisted 50 sources. Then, in the second phase, the researcher has refined the selected articles by only using the sources published during 2019 and after it, and thus made a final selection of 34 sources. These 16 secondary sources have made the research viable, unbiased, and authenticated and real as well by taking the latest sources to deliver valuable outcomes (Al-Ababneh, 2020).

3.3 Data Analysis

The research has used the qualitative data analysis, that has used the qualitative approach for the data collected from the final 16 sources. The qualitative research analysis helps in making the valuable insights and outcomes of the research study. This analysis has helped in working on the employee experiences, their well being driven because of the perceived organization to make the valuable insights (Newman and Gough, 2020). The analysis has worked with better focus to interpret the outcomes and better narrative of the study, offering a more

comprehensive view to access the organizational justice role and the implications on the employee well-being, and their level of satisfaction in the work place (Al-Ababneh, 2020).

3.4 Research Ethics

All aspects of the research have been conducted in an ethical manner, adhering to the guidelines outlined in the ethical code of conduct. The research is not conducted with the intention of influencing or hurting the feelings of any individual or group of individuals (Pandey and Pandey, 2021). Instead, the research is centred on the government actions and the role of scientists. The research has only utilised data sources that have been verified, authentic, and actual in order to guarantee the accuracy of the results.

4. Analysis

To further enhance the understanding of the relationship between POJ and employees' well-being and career satisfaction, the present study employed a thematic synthesis of relevant literature. This included analyzing recurrent patterns that have been described in regard to different kinds of studies.

Theme 1: Fairness as a predictor for employee satisfaction

One of the most popular findings highlighted in the aspect that justice in organizational practices helps to predict job satisfaction (Ghaderi, et al., 2023). The perception of distributive, procedural, interpersonal, and informational justice increases the level of job satisfaction among the employees. This theme emphasizes the issues of reasonable rewards, significant and clear organizational procedures, civil attitude, and proper provision of information.

Distributive justice entails perceptions held by recipients regarding the distribution of outcomes within the organizations including rewards such as pay and promotion. Bakotić and Bulog, (2021) Further, reveal that employees that notice these outcomes as being fairly rewarding correlate with an increase in job satisfaction by employees (Bakotić and Bulog, 2021). Aside from satisfying the employees' basic financial requirements, rational wages also involve the acknowledgment of efforts, and help improve the degree of satisfaction that the employees receive from their work.

Fairness becomes the *most important* factor in Employee Experience (EX)

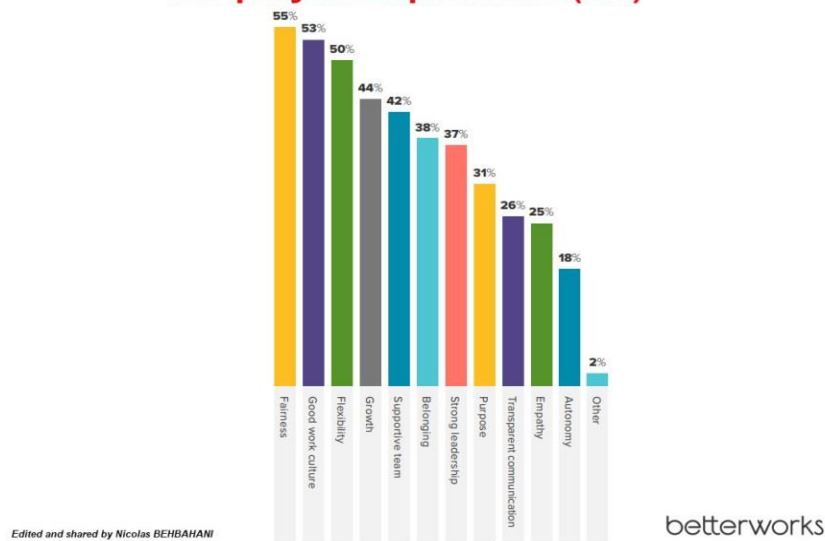


Figure 1: Fairness is the most crucial factor for employee satisfaction

Source: Behbahani, 2023

Relating job satisfaction to procedural justice

Procedural justice relates to the fairness of procedures through they used to arrive at decisions. One approach to following the natural apprehension of understanding is to ensure that the employees get to perceive fairness in their decisions; therefore, organizational decision-making processes need to be transparent and consistent. It was proved by Lambert, et al., (2020) that when people comprehend and accept the mechanisms that result in certain outcomes, they will also be satisfied with their work. This results in reduction of uncertainties and helps develop trust of people in the organization (Lambert, et al., 2020).

Interpersonal and Informational Justice

Interpersonal justice is all about the fairness employees are given by their supervisors while informational justice is about the comprehensiveness and truthfulness of the information provided the employees at work (Murshed, et al., 2021). Courtesy and consideration with patients, Appreciation of the patient's value and honesty, greatly asset job satisfaction. This means that, whenever people in the workforce feel that they are appreciated and they are up to date on the things that are happening in their organization, they will work harder and feel content (Murshed, et al., 2021).

Theme 2: Physical and psychological well-being of employees

Another major topic is about the relationships between organisational justice and psychological as well as physical health (Prasad, et al., 2020). Employment equity has a positive influence on the employees' mental well-being since they work under fair conditions. Also, when the extent of fairness experienced by the employees is high, they may not complain of physical health issues due to stress.

Psychological Well-Being

The perceived fairness at the workplace is significantly linked with one's psychological health. , it was found that employees' organizational justice, particularly in pay, promotions, and decisions affecting them, influenced their stress, anxiety, and depression levels (Prasad, et al., 2020). This is because fairness assists in creating a working environment that is conducive to supporting employee's security in the workplace as well as recognizing their worth. This implies that by minimizing stress and anxiety impacts, one's psychological well-being as well as the quality of life is bound to improve (Obrenovic, et al., 2020).

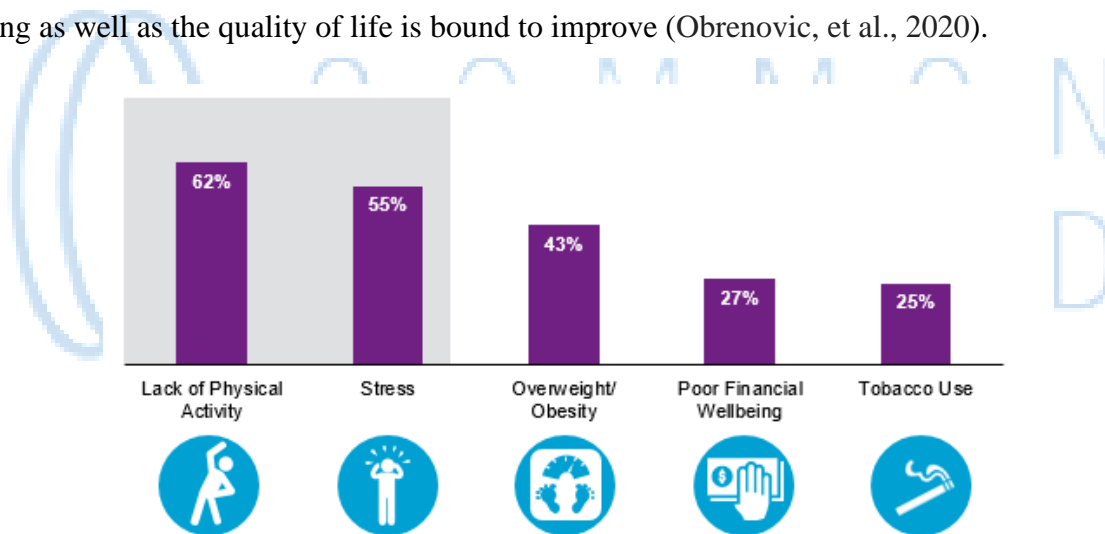


Figure 2: Physical and psychological concerns in employees

Source: Narayan, 2018

Physical Health

Organizational justice is also connected with physical health and this stream of literature is well established. Several authors have pointed at a decrease in the stress related physical health, which includes cardiovascular diseases and musculoskeletal disorders, among employees with a notion of fairness at work (Xiao, et al., 2021). This means that equality in

treatment and promotion of good working environment decreases tension hence decreasing chances of acquiring stress related diseases.

Theme 3: Organizational Growth and Employee Commitment

Perceived fairness leads to increased organizational commitment as well as loyalty among the employees (Susanto, 2022). These perceptions explain why employees of organizations perceived to be just, develop an organizational commitment compared to the others whereby turnover intentions is reduced.

Emotional Attachment

Of all the industrial relations applications, equity increases organisational commitment by making employees feel that they belong to a certain organisation. According to the findings, organizational practices that are perceived as fair are responsible for leading the employees to develop an emotional attachment with the organization (Al Balushi, et al., 2022). This emotion is reflected in enhanced levels of commitment and loyalty to the organisation.

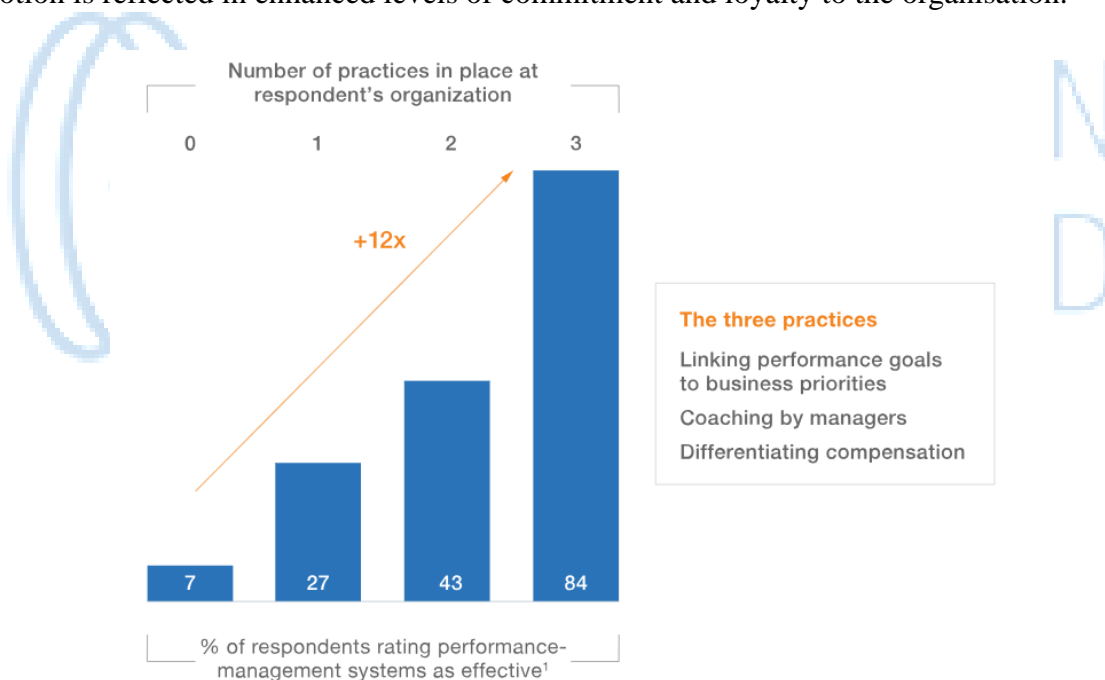


Figure 3: Linking performance goal to justice

Source: Hancock, 2018

Reduced Turnover Intentions

Another important organisational requirement that is impacted by perceived organisational justice is the turnover intentions. It was also found that employee's perception in regard to fairness is a strong factor that contributes to separation from the work place (Al Balushi, et

al., 2022). The organization's internal climate, policies, and relations that are equal for all employees, make employees satisfied with rewards they receive, procedures used, and how they are treated hence reduces turnover because employees feel attached and committed to the organization.

Theme 4: Leadership in organizational justice and employee well-being

The study reveals that the leadership factor plays a significant role in determining one's perception on organizational justice. Research shows that major sources through which leaders can increase employees' perceptions of justice include acting fairly in decision-making and interactions (Oubrich, et al., 2021) . Consequently, the physical and mental health of the employees is enhanced, and thus their levels of job satisfaction increases.

Fair Leadership Practices

This study found that leaders' behavior and communication have a significant impact on how the employees perceive the level of organizational justice in their workplace. The aspects of managerial justice, which include decisional justice, communication justice, justice via interpersonal treatment, and so on play a very crucial role when it comes to proving that there is justice in the organization (Al Halbusi, et al., 2020). People can employ the theoretical concept of fairness by practicing it as a leader they therefore promote employees' welfare, and administrative satisfaction.

Training and Development

It is also suggested that training for leaders necessarily require enhancement of fairness at workplaces and thus leadership training and development should focus on the ideas of fairness when managing employees (Al Halbusi, et al., 2020). Thus, organizations can improve perceptions of justice by providing leaders with tools to make procedural fair decisions and treat subordinates with civil demeanor. This is overly beneficial in creating a healthy organization work environment where employees will be cared for and honored (Oubrich, et al., 2021).

Theme 5: Mediation and Organizational growth

The studies showed that the organizational culture which is considering the aspects of perceived fairness can moderate the relationship between justice perceptions and the employee outcomes. In this paper, fairly good cultures create a favorable organisational

climate in which workers enjoy equal favorable treatment in terms of health and job contentment.

Fair Organizational Culture

This paper will focus on how the dimension of fairness within the organisation has the potential to influence employee outcomes (Obeso, et al., 2020). Fairness is being able to appreciate the positive work environment that is administered based on the organization's values, practices and norms. Workers in such settings get a sense that they are respected and indeed receive respect from their employers and thus granted their basic dignity hence the overall well-being of the employee as well as contentment in their profession is improved (Kordab, et al., 2020).

Impact on Employee Outcomes

A fair perception of organisational justice also enhances the corporate culture and has significant effects on different employees' results. A fair culture on the other hand results to higher job satisfaction, high organizational commitment and low turnover intentions (Kordab, et al., 2020). Through fostering the promotion of fairness, organizations can enhance the conditions that work for the employee's advantage as well as the organization in general.

Theme 6: Perceived Organizational Justice on Career Development

This means that justice is a prominent issue to do with promotion procedures and to the methods of performance assessment that apply in careers. Therefore, the subsequent research of these processes extends knowledge of its influence on satisfaction with the career and the potential for promotion of workers.

Performance Evaluation

Promotional practices and the corresponding performance evaluation by the company should meet the employees' fairness perception requirements as an element of career satisfaction. It can be postulated that only promotional and evaluation practices that have been deemed to be fair by the employees will yield high job satisfaction on the issue of career advancement (Bashir, et al., 2020). Therefore, perceived fairness can be realized by the three features which are; Ensuring that the language used is clear and clear guidelines and means are set, ensuring that the standards are apply fairly and accurately, and not forgetting the creation of awareness of such procedures.

Career Satisfaction

Self-organized Career Progressions are the results of perceived Career growth, and the latter is the most important determinant of career satisfaction. That is, if the employees comprehend that the promotion and demotion in organizations depend on the fair assessments and the organization rewards the deserving candidates, the employees tend to be satisfied regarding the results in their career paths (Novitasari, et al., 2020). This satisfaction is not only capable of enhancing the inspiration and productivity of the people but is also effective in the enhancement of their health conditions.

Theme 7: Impact of Organizational Justice on Employee Work Passion

Organizational justice means a particular employee's perception of fairness in the organization, and was defined as distributive, procedural, and interactional justice. It is particularly important in helping determine employee's attitude, behavior and job satisfaction (Gori, et al., 2020). A significant effect that organizational justice has on its employees is on work passion which is defined as the positive and intense feelings employees have toward their job. When the employees feel that they have been fairly treated in decisions that are being made in the organizations procedural justice and felt that resources and rewards are fairly distributed in the organization distributive justice the employees feel valued and motivated (Al Balushi, et al., 2022). This particular sense of fairness helps people to trust more their leaders and to feel emotionally committed to what they are doing. Thus, people are willing to dedicate efforts at work and achieve higher level of passion concerning work.

Another measure that builds on the employee well-being is interactional justice which relates to courtesy, encouragement, mutual recognition and proper treatment from the management. If employees are given an impression that they are respected and their input is considered then they become emotionally attached to their work (Obeso, et al., 2020). It can therefore be likened to positive reinforcement which results in lasting motivation, dedicated effort and even higher output. Nevertheless, they observed that if organizational justice is missing then frustration, withdrawal and even a decline in interest in the job may result. Injustice in the workplace frustrates employees and makes them leave or disengage from their duties for they are burned out (Murshed, et al., 2021).

Thus, the goal of this study has been to explain the moderated relationship between organizational justice with employee work passion. Through ensuring they practice fairness in their practices, ensure proper communication channels, and make proper remuneration to

employees, an organization such as google promotes strong and positive employee attitude towards their jobs hence improving their performance, innovation and the organization as a whole (Baker and Duffy, 2021).

4.1 Discussions

Reflecting on the concept of perceived organizational justice, one can identify its powerful influence on the state of employee's wellbeing and career contentment. The main study conclusions show that fairness within organizational policies and decisions reduces principals' job satisfaction by escalating distrust stemming from perceived unjust remuneration and hostile behavior (Susanto, 2022). POJ also relates significantly to enhanced psychological and physical health, the alleviation of stress and all related illness. Also, perceived fairness increases organisational commitment and loyalty and thus reduces turnover intention.

Leaders can significantly influence perceptions of Justice because many of them are outlined as fairly and transparent leading to increased employees' satisfaction and well-being. There is moderation by organisational culture that upholds the doctrine of fairness in these relationships creating a healthy workplace (Al Balushi, et al., 2022). Last but not the least, it is crucial to achieve fairness in career development practices which affect the level of satisfaction in one's career as well as recognition of the employees.

Consequently, it is highly essential to integrate fairness in the organizational policies, leadership activities, and organizational culture, as this impacts the employees' outcomes. It also increases the professionalism for personal gratification and secular achievement along with organizational prosperity. Since fostering equity is pertinent to implementing fair work environments where people can fully develop to their potentials to the organization's advantage, it should be seen as a precedence to be followed in organizations.

5. Conclusion

Uncovering the effects and perceptions of Perceived Organizational Justice with the focus on well-being and career satisfaction provide the essential understanding of the role of fairness as an organizational practice's key factor that defines the employee's opportunities. The present paper has systematically reviewed existing research work in order to conceptualize that Perceived Organizational Justice is a complex construct which influences various aspects of both the employee and the organization.

Among all the prominent findings, one of the most important is the analysis of the fairness' impact on job satisfaction. In this research study it has been found that the higher level of perceived distributive, procedural, interpersonal and informational justice in the perception of the employees, the higher level of job satisfaction with the employees. Two of these aspects relate to pay and promotional opportunities, while maintaining an openness when making decisions is another aspect that is part of this justice perspective. This satisfaction is not just an feelings or tendencies they found within the organizations, but value and respect that employees have within them.

Moreover, the relationship between organisational justice and organisational outcomes, including organisational members' well-being, is also significant. All-inclusive rights at the workplaces decrease stress and improve mental health in a very big way. Fairness treatment at workplace lowers employees' chance of developing anxiety, depression, and other mental illness. Additionally, the quantifiable decrease in stress mean that illness is also reduced since stress bring about sicknesses. This shows that fairness does not only remain relevant in ethics or moral issues but as a culture that should be practiced in the society in order to reduce the prevalence of health-related issues among employees.

Perceived fairness on its part is followed by or is a major route to organizational commitment and loyalty. According to the literature, it is believed that employees have a positive emotional attachment to their organizations when they feel that their organisation is fair. This attachment weakens the positive attitude toward turnover and minimizes their desire to quit the firm. Lower turnover rates and higher ideas of organizational commitment are favorable to the organization because stability and continuity contribute to more efficient and effective worker presence in the organization.

Perceived organisational justice is greatly determined by the leaders of the organisation. Management and board of director's accountability in decision-making process and interpersonal treatment of the employees has a considerable role on organizational justice as perceived by the employees. Scholars argued that while effective leadership approaches are able to predict employees' job satisfaction and well-being due to perceived fairness, which leads to organisational incentives, employee encouragement, and meaningful work. This highlights the need for leadership development initiatives that meet the criteria of leadership training focusing on the concepts of fairness and justice.

This paper further shows that the organisational culture that fosters the consideration of fairness moderates the justice perceptions to employees' outcomes relationship. The

enhancement of fairness culture leads to a better work environment that makes the employees happy with what they are receiving. Such cultural values enrich the employees' lives and careers because the employer has earned their trust through workplace respect. Employers that nurture a fair environment for the employees are likely to keep their good performers in the organization besides experiencing increased staff morale.

Another important component of POJ is "fairness" in career development practices. Employees who rate various aspects of promotion, appraisal or any other practices regarding career advancement as being fair are more satisfied with their career advancement. Such satisfaction is based on perceptions that one's work and productivity is valued in the organization. There is a need that organizations report career development practice to gain and maintain talented workforce to enhance employees' organisational commitment.

Therefore, perceived organizational justice could be defined as one of the key aspects of the employees' experience at work that plays an important role in their well-being and job satisfaction. Companies that uphold fairness in the systems, management, and corporate beliefs offer spaces where people can work effectively. It is not only advantageous for an individual employee for his or her career but also significantly improves organizational efficiency. In treatment, decision making, communication, and promotion procedures they are fundamental in creating a positive and appropriate image in the workplace.

Therefore, the interactional justice, which comprises of both interpersonal and informational justice strongly support employee well-being and work passion. Interpersonal justice relates to fairness dealing with the quality of words and actions personnel feel they are given from managers and co-workers. Studies show that perceived interpersonal justice has an upward relationship with job satisfaction, organizational commitment and a decrease in turnover intent. This implies that when leaders treat employees fairly, the bonding that is established as well as the positive impact on the wellbeing of the subjects in the workplace will definitely create a healthy environment.

On the other hand, the informational justice is concerned with the timely and accurate provision of information that is related to the organization's decisions. When employees get accurate information that enhances their understanding of the organization, they are more secured and appreciated making them trust their employers. This trust increases feelings of community and decreases anxiety which in return contribute to improved job satisfaction.

Altogether, these forms of interactional justice contribute to the creation of the fellow feeling and passion among the people at work encouraging their motivation and inspiration. In this

context, it is possible to mention that the organizations, which demonstrate fairly treating subordinates and presenting adequate information to them, inspire employees and help create a committed staff. Therefore, interactional justice should be considered a priority and investment for the benefit of the employees and the organizations, as it contributes to the overall well-being and the success of both.

5.1 Future Direction of the study

The future studies should discuss the relationship between perceived organizational justice with various organizational factors like, remote working, technology and globalization. Perhaps, longitudinal research could shed further light on whether sustained perceptions of fairness affect positively employees' health and career paths in the long run. Besides, exploring the relationship of organizational justice in different industries and culture could provide an ample follow-up of the usage both universally and in certain contexts. Including qualitative methods could also reveal subtle signs of employee relations and conditions to supplement the numbers and conjecture with self-accounts and descriptions.

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