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**Exploring the Impact of Distributive Justice on  
Employees' Work Performance with Mediation  
of Job Satisfaction**

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**Abstract**

The primary objective of this study was to investigate the impact of distributive justice on employees work performance. A stratified random sampling technique was employed to select a sample of 150 employees from the industry. Data collection was conducted using a structured questionnaire, which enabled the gathering of primary data from the respondents. To measure the variables, a five-point Likert scale was utilized. Statistical analysis was implied using SPSS, focusing on correlation and regression analyses. The findings revealed a significant positive relationship between the independent variable, distributive justice, and the dependent variable, employee performance. Distributive justice found positive correlate with mediating variables such as job satisfaction and a supportive workplace environment. On these results, it is recommended that top management and functional managers prioritize the application of distributive justice in their organizational practices. Enhancing employee performance can be achieved by fostering job satisfaction and ensuring a conducive workplace environment. Such strategies may lead to improved overall productivity and employee well-being within the organization.

**Keywords:** Distributive Justice; Job Satisfaction, Good Workplace Environment; Employees' Performance

## **Introduction**

At a current situation, organizations are facing significant challenges in managing employees across various levels of ability, capability, and experience while ensuring equitable treatment. Employees evaluate fairness based on their efforts and outcomes relative to those of their peers, as noted by Adams (1965), and a perception of injustice can lead to heightened dissatisfaction (Walster, Walster, & Traupmann, 1978; Suleman et al, 2021). Distributive justice is critical, as it reflects the responsibility of employees when their performance is assessed in relation to that of others (Rekha, 2011). Furthermore, justice serves as an essential framework for evaluating organizational and individual dynamics both internally and externally (Mehrabi et al., 2012). The interplay between interactional and distributive justice is positively correlated with job performance (Mehrabi et al., 2012). While distributive justice significantly influences job satisfaction (Turgut, Tokmak, & Gucl, 2012; Khattak & Qureshi, 2020). It is regarded as a primary determinant of satisfaction related to compensation and work engagement (Li, 2015). As employees perceive distributive justice as a reflection of equitable outcomes (Rivai, Reza, & Lukito, 2019). Increased distributive justice is linked to higher levels of job satisfaction and overall employee morale (Tyofyan & Tjahjono, 2022). Highlighting its importance over procedural justice in fostering perceived fairness in compensation. Employees expect their rewards to correlate with their inputs, creating a sense of equity among peers. However, disparities in compensation, especially when similar efforts are made by all, can lead to discontent among those who feel overlooked. Previous studies have primarily focused on specific contexts, such as hospitals, indicating a need for further research across diverse organizational settings and employee levels to enhance the understanding of distributive justice in the workplace (Aggarwal, Nobi, & Rastogi, 2022; Roussillon, Soyer Balkin, & Fall, 2022).

## **Problem Statement**

To evaluate the impact of Distributive Justice on the employees 'performance in industries sector.

## **Objectives**

- To measure the prevalent level of the Distributive justice of the employees' performance
- To examine the level of employees' work performance
- To make the relationship between Distributive Justice and employees' performance

## **Research Questions**

- What is the prevalent level of distributive justice of the employees' work performance?

- What is the level of employee' performance?
- What is the relationship between distributive justice and employees 'performance?

### **Significance of the Research**

Industries can achieve their goals effectively and efficiently when they will apply distributive justice inside the organizational setting. Distributive justice leads to (job satisfaction and good workplace environment) that in-turn improves the employees' performance; therefore, this study wants to facilitate the managers and employees with standard of distributive justice.

### **Literature Review**

#### **Distributive Justice (DJ)**

Distributive justice significantly impacts job satisfaction, establishing a clear relationship between the two constructs (Usmani & Jamal, 2013). It emphasizes the responsibility of employees when their performance is assessed relative to that of their peers (Rekha, 2011). Interactional and distributive justice are positively associated with job performance (Z. Mehrabi, Firouzbakhsh, & Jafarpour, 2012). While distributive justice serves as a key determinant of compensation satisfaction and work activity (Li, 2015). Justice is an essential factor in evaluating organizational and individual dynamics both internally and externally (Fisher & Gardner, 2012), with significant implications for workplace environments that influence both life satisfaction and job satisfaction (Ibrahim et al., 2012). Compared to procedural justice, distributive justice is a more powerful predictor of pay satisfaction (Akintayo, 2012), as employees perceive fairness based on their inputs and outputs relative to others (Adams, 1965). A lack of perceived justice leads to increased employee disappointment (Walster, Walster, & Berscheid, 1978). And is closely linked to job satisfaction (Kumar & Stohlgren, 2009; Zainalipour, Fini, & Mirkamali, 2010). Distributive justice encapsulates employees' awareness of fair outcomes (Rivai, Reza, & Lukito, 2019). So enhancing both job satisfaction and overall employee morale (Tyofyan & Tjahjono, 2022).

#### **Job Satisfaction (JS)**

Job satisfaction is defined as the mental willingness of employees within the workplace (Robinson et al., 2003; Khattak, Qureshi & Amin, 2021). And organizations that prioritize employee satisfaction tend to show higher productivity. Satisfied employees are likely to demonstrate improved performance and engagement (Mohr et al., 2011). Factors such as pay and job security are crucial for enhancing job satisfaction, as inadequate compensation negatively affects employee performance (George et al., 2008; Yurtseven & Halici, 2012). Pay is indirectly linked to job satisfaction (Judge et al., 2010). With satisfied employees being more likely to engage positively with their organizations (Ali & Baloch, 2008). Organizational support,

positive leadership, and transparent management practices contribute to higher job satisfaction and improved employee performance (Narang & Dwivedi, 2010). Various motivators, including incentives and placement with personal expectations, are essential in fostering job satisfaction, which successively influences performance outcomes (Aftab & Khatoun, 2012; de Bustillo Llorente & Macias, 2005).

### **Good Work Environment (GWE)**

A conducive workplace environment is vital for enhancing productivity and the quality of outcomes (Leblebici, 2012). Factors such as financial support, knowledge sharing, and technical assistance positively influence employee performance (Akintayo, 2012). The overall work environment significantly affects employee behavior and job performance (Srivastava, 2008; Lee & Brand, 2005). A supportive environment raises morale and encourages employees to fulfill their responsibilities effectively (LaSala & Bjarnason, 2010).

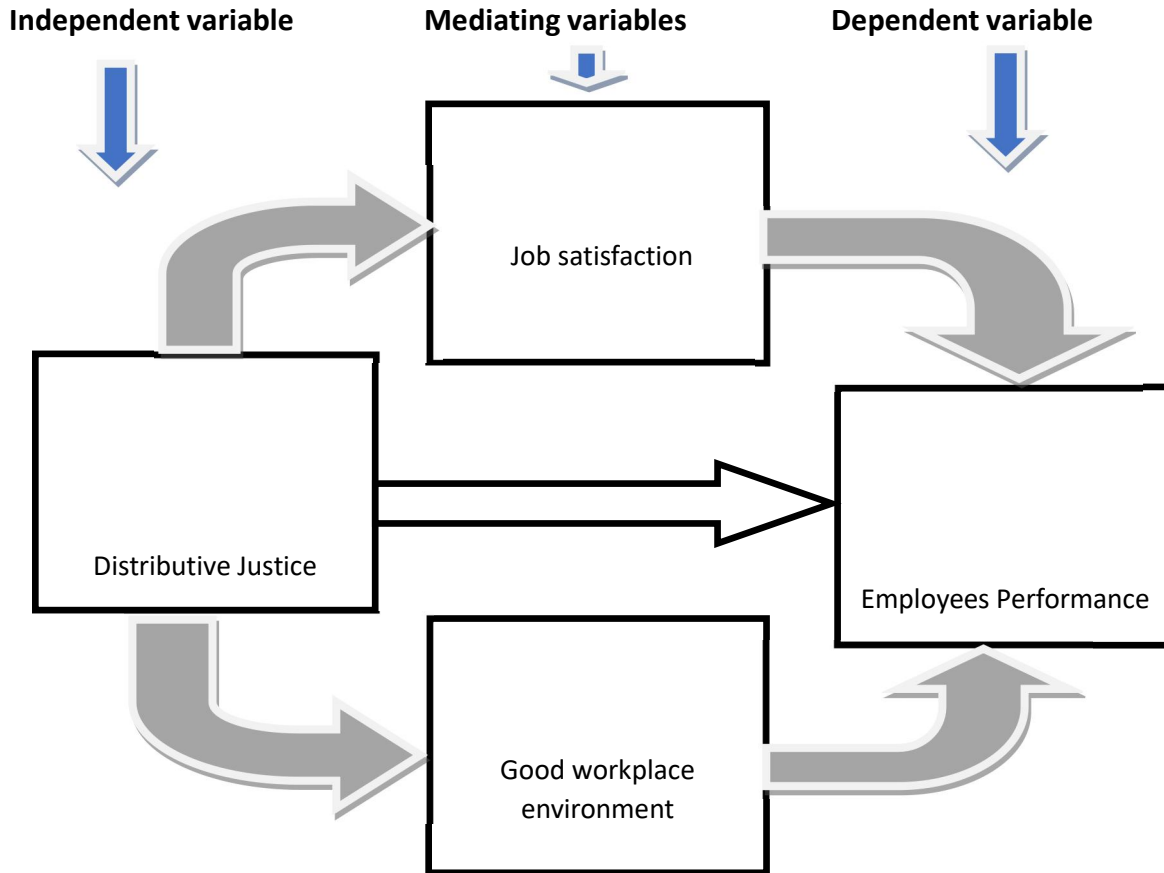
### **Employees' Performance (EP)**

Employee performance comprehends the actions, intentions, and behaviors revealed to fulfill job responsibilities. It requires both mental preparation and physical execution (Sporns et al., 2004). Performance improvement is contingent upon the provision of necessary resources and support from the organization (Hanaysha, 2016). A collaborative and resource-rich environment enables employees to maximize their potential, while job conflict can detract from overall organizational effectiveness (Harrison et al., 2006). Distributive justice, job satisfaction, and a positive workplace environment are important to enhancing employee performance and, ultimately, organizational success.

### **Equity Theory**

This theory was developed by John Stacey Adams in 1963, posits that individuals assess their contributions (inputs) and the rewards they receive (outcomes) in comparison to others within their social environment. The theory is grounded in the idea that perceived fairness, equity or inequity significantly influences motivation and behavior in the workplace. Colquitt et al. (2001) perceptions of equity significantly affect job satisfaction, organizational commitment, and overall performance. Cropanzano and Mohler (2019) highlighted the importance of justice perceptions, including equity, in influencing employee attitudes and behavior.

**Theoretical and Conceptual Framework**



**Figure 2.1** (Model of theoretical and conceptual framework based on Equity Theory (Adam, 1963))

**Hypotheses**

Hypothesis is a recognized speech which indicates the predictable affiliation of dependent and independent variable. (Whittingham, Butler, Quinn, & Cresswell, 2004). A hypothesis is an uncertain clarification of problem of research, the research consequence possibility, or a learned presumption of the result. (Sarantakos, 1991:1993).

**H1:** The influence of distributive justice on employee performance is significant.

**H2:** A strong link exists between distributive justice and job satisfaction.

**H3:** Job satisfaction significantly impacts employee performance with its mediating role.

**H4:** Distributive justice plays a crucial role in nurturing a positive workplace environment.

**H5:** A prospering workplace environment plays projected role between distributive justice and employee performances.



### **Research Methodology**

This is a quantitative type of research. Quantitative data is mentioned in numerical shape. It quantifies the opinions and expression of the respondents. It is casual research study which indicates one variable affects the other variable. Here job satisfaction and good workplace environment play role as mediators between independent variable distributive justice and dependent variable employees' performance. Hypothesis are developed and tested for results. Researcher selected the population of kohat Cement Company. The functional managers were deputy managers, assistant managers, supervisors and other employees. The researcher focused of the study on Distributive justice and employees' performance. The researcher used stratified random sampling for the research purpose because there was different level or groups of employees in different categories.

The researcher selected a tool of questionnaire for collecting data from the respondents. It is easy to collect the data from the respondents through questionnaire in a short time. Mostly the respondents are very busy in their duty hours and it was not possible to take face to face interview at different location. This questionnaire was used as appropriate instrument for the research study. Distributive justice was an independent variable which was measured. The researcher received the employees' demographic information in the first section of this questionnaire. The researcher used likert 5 point scale for measuring the demographic differences: gender, designation, and education. 150 questionnaires were divided among employees of kohat Cement Company for getting about distributive justice, job satisfaction, workplace satisfaction and performance.

### **Data Collection and Analysis Techniques**

The researcher personally visited and divided the questionnaires among participants. The researcher explained the questionnaire to all the participants and cleared the doubt and confusion in understanding the questionnaire. The researcher had given them his cell number for helping in time in case of not understanding the meaning of questions. The researcher himself entered the data in the software of statistic SPSS which is mostly used by the different researchers in social sciences research. This SPSS is used by the government and private sectors: health sector, education sector, industrial companies, business companies, survey companies. The researcher completed the analyzing process of data by himself. The SPSS was used for getting result. It was used for demographic, descriptive, correlation and regression analysis.

### **Data Analysis and Results**

The researcher analyzed the impact of Distributive justice on employees' performance. In this research the role of mediation was of Job satisfaction and Good work place.

**Table 1. Gender**

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	150	100.0	100.0	100.0
Male				

The above tables showed that there were 150 male (100 percent) in the given sample.

**Table 2. Education**

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FA/Fsc	75	50.0	50.0	50.0
	BA/BSC/B.com/BBA	53	35.3	35.3	85.3
	MA/MBA/MSc/M Com	22	14.7	14.7	100.0
	Total	150	100.0	100.0	

The above table showed that the educational level of the respondents is: Intermediate level education employees were 75 (50 percent ) Bachelor level education employees were 53 (35 percent) and Master level education employees were 22 (14 percent) of the sample.

**Table 3. Position**

Post/Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managers	20	13.3	13.3	13.3
	Others employees	130	86.7	86.7	100.0
	Total	150	100.0	100.0	

The above table shows the total number of employees to be 150. It shows 20 managers and 130 other or general employees. There were 13.3 percent managers, and 86.7 percent others or general employees.

**Table 4. Reliability of Variable**

	Cronbach's Alpha	N of Items
Distributive Justice	.726	5
Job satisfaction	.801	7
Good Workplace Environment	.757	8
Employees Performance	.761	4

Research reliability test is used to identify the consistency of the result questions when they are used for getting same result in all times (Car mines & Zeller, 1979). In reliability the



attainable results are invariable and constant after using a tool for test (Creswell, 2003). The well-known method for estimating reliability and Cronbach coefficient was internal consistency (McMillan and Schumacher, 2001). .50 alpha coefficient was not considered believable factor, .70 to .90 alpha was very believable factor, and .90 to 1 alpha coefficient factor was extremely believable (Cronbach, 1995).

The above table showed the reliability of four variables. The first variable was Distributive Justice (DJ) had 5 items. The second variable was Job Satisfaction (JS) had 7 items. The third variable was Good Workplace Environment (GWE) had 8 items. The fourth and last variable was Employees' Performance had 4 items (Goldstein et al.). In the above table the first variable DJ value is .72 which is acceptable or very believable. The second variable in the above table is JS value is .801 which is good or very believable. The third variable in the above table is GWE value is .757 which is acceptable or very believable. The fourth variable in the above table is EP value range is 761 which is acceptable or very believable.

**Table 5. Descriptive Analysis**

Descriptive Statistics					
	N		Minimum	Maximum Mean	St. Deviation
DJ	150			3	4
3	.1				
JS	150			3	4
3	.2				
GWE	150			3	4
3	.4				
EP	150			3	
4	3				
Valid N (list wise) 150					

The above Descriptive statistics table showed that first variable DJ minimum value is 3 maximum value is 4, mean value is 3 and its standard value is .18 The second variable JS minimum value is 3, maximum value is 4, mean value is 3.8500 and its standard value is .22 The third variable GWP minimum value is 3, maximum value is 4., mean value is 3 and its standard value is .44980. The fourth variable EP minimum value is 3, maximum value is 4. Mean value is 3.and its standard value is .26.

**Table 6. Correlation Analysis**

Correlations				
	DJ	GWE	EP	JS

DJ	Pearson Correlation Sig. (2-tailed)	1			
GWE	Pearson Correlation	.563**			
	Sig. (2-tailed)	.000			
EP	Pearson Correlation	.638**	.506**	1	
	Sig. (2-tailed)	.000	.001		
JS	Pearson Correlation	.453**	.706**	.773**	
	Sig. (2-tailed)	.002	.000	.000	1
**. Correlation is significant at the 0.01 level (2-tailed).					

The above table shows five columns. In the first column showed four variables. Distributive justice (DJ) Independent variable, the second variable is Good Work Place (GWE) which is mediator, the third variable is Employees' performance (Goldstein et al.) Which is Independent variable, the last and fourth variable is Job Satisfaction (JS) which is also mediator. In the second column showed DJ variable and its correlation values and significant levels with others variables GWE, EP and JS. In the third column you can see GWE variable and its correlation values and significant levels with EP and JS with others variables which are already shown. In the third Column you can see EP variable and its correlation values and significant levels with JS and with others which are already described or shown.

The first important thing is the relation must be significant between mediating and independent variables. The second important thing is relation must be significant between dependent and independent variables. The third important thing is the relation must be significant between dependent and mediating variables (Baron & Kenny 1986). Therefore, the result is significant. In the first column Distributive Justice has positive correlation with Good Workplace Environment value is .563\*\* and its significant level is .000. Distributive justice has positive correction with Employees' performance. Its positive correlation value is .638\*\* and significant level is .000. Distributive Justice has positive correlation with Job Satisfaction. Its positive correlation value is .453\*\* and its significant level is .002. In the second column Good

Workplace Environment has positive correlation with Employees' performance. Its positive correlation value is .506\*\* and its significant level is .001. Good Workplace Environment has positive correlation with Job Satisfaction. Its positive relation value is .706\*\* and its significant level is .000. In the third column table of EP has positive correlations with JS. Its positive correlation value is .773 and its significant level is .000. EP correlation is positive with Independent DJ variable and mediator' variable GWE, which correlation value and significant level with these variables are already shown in the previous columns. The mediators GWE and JS have positive correlations with independent variable DJ and strengthened it and made DJ relationship strong with EP. In the fourth column Job Satisfaction (JS) is Mediating variable has positive correlation with independent variable Distributive Justice (DJ) and Dependent variable Employees Performance (Goldstein et al.). JS correlation value with DJ .453\*\* and significant level is .002 and its correlation value with EP is .773\*\* and its significant level is .000.

Statistical evaluation makes effort to verify the strength of close relation between dependent and independent variables. R value identifies the regression equation relationship between independent and dependent variables. R-square value indicates how well the model fits the data. R-square value is closer to 1.0 which shows the variability with the variable specified in the model. R-square change value shows that the variability is good predictor for dependent variable.

**Table 7. Regression Analysis Distributive Justice Impact on Employees Performance**

Parameter Intercept	Coefficients	Std. Error	T	Sig.
DJ	3.714	.426	8.711	.000
R <sup>2</sup>	0.683	.161	4.294	.000
F- Stat	.466			
F sig	20.222			
	.000***			

Dependent variable: EP

In the above table showed the Independent variable Distributive Justice impact on dependent variable Employees' Performance. The Independent variable has positive impact on the Independent variable. Its R. square value is .466, F- stat is 20,222 and F significant level is .000\*\*\*.

The above table showed that Distributive Justice has significant relationship with Employees' Performance.

**Table 8. Regression Analysis: Distributive justice impact on job satisfaction**

Parameter Intercept	Coefficients	Std. Error	T	Sig.
Intercept	2.681	.368	7.284	.000
DJ	.543	0.171	3.179	.002
R <sup>2</sup>	0.295			
F- Stat	6.443			
F sig	.000***			

Dependent variable: JS

The above table of Distributive Justice Impact on Job satisfaction showed that DJ has positive impact on job satisfaction. Its R-Square value is 0.295, F- Star is 17.897, and F-significant level is .000\*\*\*. This table showed that Distributive justice has positive relationship with Job Satisfaction.

**Table 9. Regression Analysis: Job satisfaction impact on employees' performance**

Parameter	Coefficients	Std. Error	T	Sig.
Intercept	2.667	.956	2.789	.027
Js	.733	.183	4.003	.000
R <sup>2</sup>	.537			
F- Stat	17.897			
F sig	.000***			

**Dependent variable: EP**

In the above table of Job Satisfaction mediator impact on dependable variable Employees' performance showed that JS has positive impact on Employees' performance. It affects the dependable variable or brings changes in it. Its R-square value is .537. Its F- stat value is 17.897. Its F- significant level is .000\*\*\*. This table showed that Job Satisfaction has positive relationship with Employees performance.

**Table 10. Regression Analysis: Distributive Justice Impact on Good workplace Environment**

Parameter	Coefficients	Std. Error	T	Sig.
Intercept	4.100	.768	5.341	.000
DJ	.563	.203	3.772	.001
R <sup>2</sup>	0.317			
F- Stat	17.002			
F sig	.000***			

Dependent variable: GWE

The above table of Distributive justice impact on good Work place showed that independent variable DJ has positive impact on GWE. Its R-square value is 0.317. Its F- stat value is 17.002. Its F- significant level is .000\*\*\*. This table showed the independent variable has positive relationship with mediator GWE.

**Table 11. Regression Analysis Good workplace environment impact on employees' performance**

Parameter Intercept	Coefficients	Std. Error	T	Sig.
Intercept	2.334	.719	3.246	.000
GWP	.506	.130	3.888	.000
R <sup>2</sup>	0.256			
F- Stat	16.980			
F sig	.000***			

Dependent variable: EP

The above table of Good Workplace Environment impact on Employees' Performance showed that GWE has positive impact on Employees' performance. Its effects the dependent variable Employees' performance. Its affect is positive. The mediator GWE R-square value is 0.256. Its F-stat value is 16.980. Its F significant level is .000\*\*\*. So the above table showed that GWE has significant relationship with employees' performance. After collecting data from the respondents, it was tested to support the hypothesis. Good workplace Environment has significant relationship with Employees' performance. Result showed the Good Workplace Environment has positive correlation with Employees' Performance. At the point of .506\*\*, and it has significant relationship at the .000 level. So it has cleared that Good Workplace Environment has positive correlation and significant relationship with Employees' Performance.

**Findings**

The analysis of the collected data revealed a strong positive relationship between distributive justice and employee performance, indicating that when organizations fairly allocate benefits based on employee outputs, individuals are more engaged and motivated in their work. The research showed that employees perform better when they perceive equitable treatment and experience job satisfaction, which in turn enhances their performance. The findings highlighted that a positive workplace environment significantly mediates the relationship between distributive justice and performance, suggesting that beyond just physical resources, comprehensive support, including financial, technical, and guidance is crucial for development employee satisfaction and performance.

### **Limitations**

- The researcher selected the cement industrial sector only for his study. The results of which cannot be generalized to the whole industrial sector. .
- The researcher only used the questionnaire as an instrument for collecting data from the respondents because it was difficult to get appointment and visit the individual employee for taking interview or other instruments for data collecting.

### **Originality of the Study**

The originality of this study lies in its exploration of the relationship between distributive justice, employee performance, and the mediating role of workplace environment. While existing literature has established the importance of fairness in resource allocation, this research adds depth by emphasizing how a positive workplace environment integrating emotional and social support and the effects of perceived equity on performance. The study's focus on comprehensive support mechanisms, such as financial assistance, technical resources, and mentorship, broadens the understanding of what constitutes a supportive workplace. Integrating these factors, the research not only contributes to the theoretical framework of organizational behavior but also offers practical insights for managers seeking to enhance employee engagement and productivity through equitable practices. This multidimensional approach differentiates the study from prior research, positioning it as a valuable resource for both academics and practitioners in the field of organizational psychology.

### **Contribution to the Theories**

The analysis of the collected data verified a healthy positive correlation between distributive justice and employee performance. If organizations allocate benefits fairly based on employee contribution, it increases engagement and motivation (Adams, 1965; Cropanzano & Wright, 2001). This research reinforces equity theory by showing that perceptions of fair treatment enhance job satisfaction, which subsequently improves performance (Greenberg, 1990). Moreover, the findings are consistent with the job characteristics model, highlighting that a positive workplace environment, comprehensive support financial, technical, and managerial mediates the link between distributive justice and employee performance (Hackman & Oldham, 1976). Both theories, indicating that organizations should focus not only on fair resource distribution but also on development of employee to achieve better performance outcomes.

### **Conclusions and Recommendations**

The received data from the respondents was analyzed. It presented result that distributive Justice affects positively the employee' performance. It finds that when the organization applies distributive justice with its employees, they improve their performance.



When someone is given benefits according to his outputs he does work with full interest. Employees increase performance with distributive justice but do less work when there is no distributive justice. The researcher collected the data from respondents. The data was tested for finding results that how much relation between distributive justice and job satisfaction. The researcher found that there was close and highly positive relationship between those variables according to the response of respondents. Result showed that distributive justice satisfied the employees. The satisfied employees improve their performance. The respondents' data was analyzed. The result showed that job satisfaction is essential for improving performance of the employees. The findings showed that there was positive relation of job satisfaction with employees' performance. Distributive justice provides good workplace Environment for the employees. Good workplace Environment played an important role as a mediator to strengthen the impact of independent variable. It means that not only providing furnish offices to the employees but also all kinds supports; financial, technical, shared, guidance and other resources which are essential to them at work place.

### **Conclusions**

The researcher developed the conceptual framework for the basic aim of the study is to measure the impact of Distributive Justice on the work performance of the employees of Kohat Cement Company. The researcher examined the role and contribution of the distributive justice through this conceptual framework that provided the significant and positive impact on employees' performance. The mediating variables job satisfaction and good work place environment played positive role also in this study. They strengthened the independent variable in supporting and making relationship strong with the employees' performance. The employees were found satisfied and their work performance improved with applying distributive justice.

### **Recommendations**

- The top management should make sure of the distributive justice in the company and functional managers must implement it properly.  
The future researchers study the Distributive Justice as an independent and mediating variable in others different industries in different areas of Pakistan.
- The organizations must maintain the distributive justice for the job satisfaction of employees which improves employees' performance and for the quality production.  
The future researchers study the same variables in other sectors.
- The top management should provide the good environment to all the employees at the workplace for satisfaction of the employees and work performance. The future
- researcher must use the tools for collecting data from the responded for his/her study in national or in mother language in the conducting research areas that will help the

respondents for easy understanding the required information to the researcher, and also useful for the researcher to collect right data for his/her desired finding

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