



Literature Review: Study of the Effect of Distributive Justice on Employee Performance

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ABSTRAK

This paper aims to identify research trends on distributive justice on employee performance globally. The method used in this study is qualitative research with a bibliometric analysis. As for the data found, 107 documents were obtained and analyzed from 2014-2023. This dataset was converted to CSV format and for Bibliometrix in the analysis using VOSviewer. The study included publication distribution year, country, keywords, and authors. This study shows that the research trend from 2014 to 2023 indexed by Scopus has increased. 2020 and 2022 are the years with the highest number of research publications in the distributive justice and employee performance theme. The United States, with 28 documents, is considered the country that contributes the most to publications in this study. The study focuses on the influence of autonomous motivation on workplace performance, further emphasizing the importance of employee engagement and distributive justice. The results can help scholars quickly understand the distributive justice to employee performance research. The paper also provides an alternative approach to conducting a literature review with computer-aided analysis programs.

INTRODUCTION

Human resources play a role in realizing a quality organization for both government and non-government organizations (Papsiene, 2024). Employee performance is the central human resource management (HRM) issue that needs attention. Employee performance is essential because the employees' performance influences the organization's success (Kasa et al., 2023). Performance is a set of behaviors that are the goals or objectives of the organization where a person works (Tran et al., 2021). Every organization or company will always try to improve employee performance with the hope that the company's goals will be achieved (Haynie et al., 2016).

Some of the ways taken by companies to improve the performance of their employees include education, training, providing appropriate compensation, providing motivation, creating a conducive work environment, and having discipline (Trincado-Munoz et al., 2020). Improving employee performance will bring progress for companies to survive in an unstable competitive business environment (Yu et al., 2020). Therefore, efforts to improve employee performance are the most severe management challenge because the success of achieving goals and the company's survival depends on the quality of human resource performance (Klein & Colauto, 2020).

Performance is all actions that individuals control and contribute to achieving an organization's goals (Kivipõld et al., 2021). Performance is the behavior of employees in the workplace that produces output by the organization's wishes based on quality, quantity, and work time (Talukdar & Mishra, 2022). Performance is work that can be achieved by a person or group of people in an organization by their respective authorities and responsibilities to achieve organizational goals and obey the law by morals and ethics (Koen et al., 2020).

Often used, perceptions of justice are divided into three forms: perceptions of distributive justice, procedural justice, and interactional justice (Waribo et al., 2019). Distributive justice refers to the perceived balance of the distribution of organizational outcomes in salaries, benefits, and bonuses. Distributive justice is justice related to the distribution of resources and the criteria used to decide resource allocation (Setiawati & Ariani, 2020). This type of justice is related to individual perceptions of the fairness of the careers they get (Saad & Elshaer, 2017). Research conducted by (Sulaefi, 2017) shows that distributive justice positively affects nurse performance.

While some research results show that distributive justice has a significant effect on employee performance, the research conducted by Agus (2017) and Wipaosbya (2019) shows the opposite; there is no effect of distributive justice on employee performance. The contrary results indicate a research gap that need to be addressed. This study aims to fill the gap by analysing the trend of the development of studies on the relationship between distributive justice and employee performance.

LITERATURE REVIEW

Distributive Justice Theory

Distributive justice is a person's thoughts or perceptions of individual employees, fairness or wages, and valuable results distributed in the organization (Brata & Juliana, 2014). Distributive justice is the perceived fairness of employee outcomes in receiving and explaining how employees react to the nature and distribution of organizational rewards (Davison et al., 2014).

Distributive justice can lead to job satisfaction among employees. With the same job and the same salary between two people at the same institution, job satisfaction is achieved (Aldaibat et al., 2019). In addition to wages that match sacrifices, policies that can affect their work and career are job satisfaction (Rose) Liu et al., 2022). The issue of distributive injustice at work can cause employees to be dissatisfied with the participation that has been done where employees work (Nandedkar & Brown, 2018). Distributive justice applied to employees will show more positive attitudes and behaviors (Indradevi, 2022). Employees who feel treated fairly in the financial rewards received after participating in work experience feelings of distributive justice (Gaudet et al., 2014).

The distributive justice variable has a significant positive effect on employee job satisfaction. It can be interpreted that the greater the employee's satisfaction in getting justice for the allocation of rewards at work, the happier they will feel about the work they do, and vice versa—perceptions of distributive justice point to an assessment of the fairness of the results received by individuals. When individuals in the organization perceive that the ratio of reward inputs they receive is balanced, they will feel fairness, indicating distributive justice (Martins et al., 2023).

Employee Performance

Generally, employee performance is limited to an employee's success in completing a responsibility (Tjahjono, 2015). The definition of employee performance is the behavior of employees at work that results in the distribution of results desired by the organization (Tjahtjono, 2016). Employee performance is a person's activity in carrying out the tasks and principles assigned to him (Phuong, 2018). Referring to this view, it can be interpreted that a person's performance is related to the routine tasks he does (Hyder et al., 2022). For example, as a nurse, the routine task is nursing care for patients in the hospital. The results achieved optimally from these routine tasks are a nurse's performance (Hyder et al., 2022).

Experts have given many limits regarding the term employee performance. All of them have slightly different visions and missions, but in principle, they agree that employee performance leads to effort to achieve better work performance. Employee performance is a person's success in carrying out a job. This definition explains that employee performance is the result achieved by a person according to the measures applicable to the job in question (Fiaz et al., 2021).

From the theoretical explanation of the definition of employee performance, it can be concluded that employee performance is the output of everything that has been carried out in a company by the responsibilities of the authority that has been entrusted to employees or work groups to achieve company goals by established norms and values.

METHODOLOGY

This research utilizes a bibliometric analysis approach to provide in-depth insights into distributive justice and employee performance. The research design combines relevant theories on distributive justice and employee performance and the concept of bibliometric analysis to understand research trends, relationships between researchers, and strategic implications of academic literature. Bibliometric analysis is an approach to highlight critical insights generated from the scientific literature supplied annually by researchers from different countries around the world (Martinho, 2021). Systematic bibliometric analysis provides a solid basis for evaluating and presenting the literature in a particular academic discipline. Literature reviews become more organized, which allows for a more thorough understanding of how concepts and research evolve (Quindemil Torrijo et al., 2023). Bibliometric analysis can visually map research trends, discover new patterns, and track the evolution of individual themes (Sanga & Aziakpono, 2023). Bibliometric analysis offers several additional advantages, such as identifying foci of knowledge that require further investigation and showing the most popular research topics within a particular field. In conducting research analysis, the author uses the Vosviewer application to assist in analyzing and visualizing the research data.

The data in this study consisted of articles published between 2014 and 2023 (the last ten years) in journals published in the Scopus database. In the process of limiting the data of this study, the authors used the following formula to produce 107 articles from 419 scientific articles with the keywords "Distributive Justice" and "Performance" Data reduction formula searched by Scopus database: (TITLE-ABS-KEY ("Distributive Justice") AND TITLE-ABS-KEY ("Performance")) AND PUBYEAR > 2014 AND PUBYEAR < 2023 AND (LIMIT-TO (LANGUAGE, "English") AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (SUBJAREA, "BUSI")) AND (LIMIT-TO (SRCTYPE, "j")) AND (LIMIT-TO (PUBSTAGE, "final")).

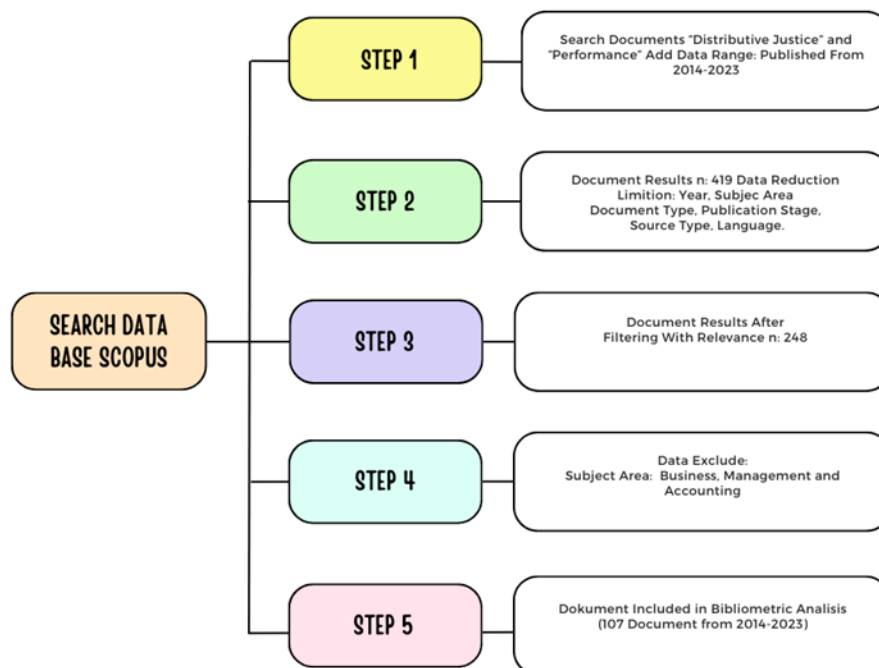


Figure 1. The PRISMA Flow Diagram Identifies, Screens, and Includes Papers for our Bibliometric Review (Source Fig: Processed by Author 2024).

RESEARCH RESULT AND DISCUSSION

General Information and Annual Publication Output

Data search results through the Scopus database with the keywords "Distributive Justice" and "Employee Performance" resulted in 107 scientific articles. The number of publications continues to increase significantly, and in recent years, there has been a sharp increase. This underscores the increasing relevance of the theme of distributive justice on employee performance. The following is a visualization of the development of distributive justice in employee performance studies in the last ten years.

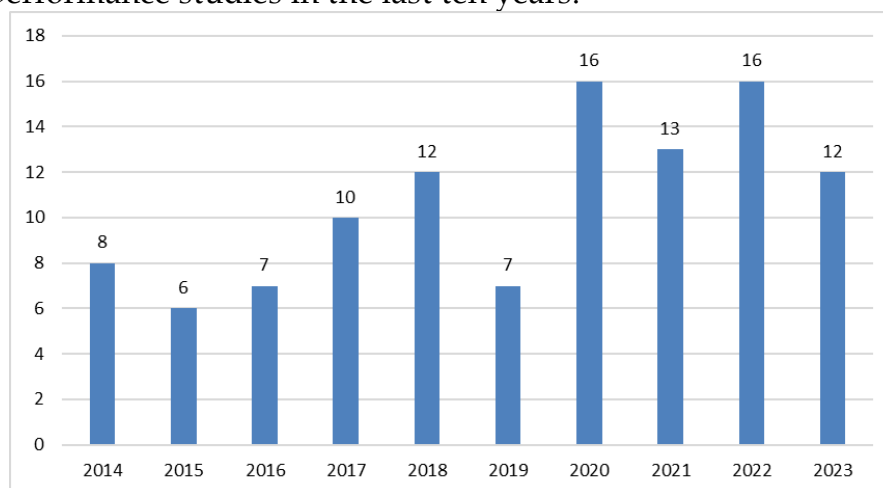


Figure 2. Global Trends in Publications Distributive Justice on Employee Performance From 2014 to 2023.

Figure 2 shows the development of publications from 2014 to 2023. The number of publications shows an overall increase over the period. An increase in the number of publications occurred in 2020 and 2022, indicating an exciting trend in the study, suggesting either a growing interest from researchers or changes in the external context, such as policies or global events affecting the field of research. Many of these studies are viewed from an employee engagement perspective, indicating that researchers are interested in understanding how employee engagement affects various aspects of an organization, such as employee performance, satisfaction, and retention. This shows the importance of employee engagement in achieving organizational goals and provides valuable insights for practitioners and researchers on managing the workforce well. Focusing on employee engagement can provide a deeper understanding of the factors influencing engagement, ways to improve it, and how it affects organizational outcomes. It can also give a broader picture of the dynamics within the organization and how it can impact employee performance and long-term success.

Publication by Country

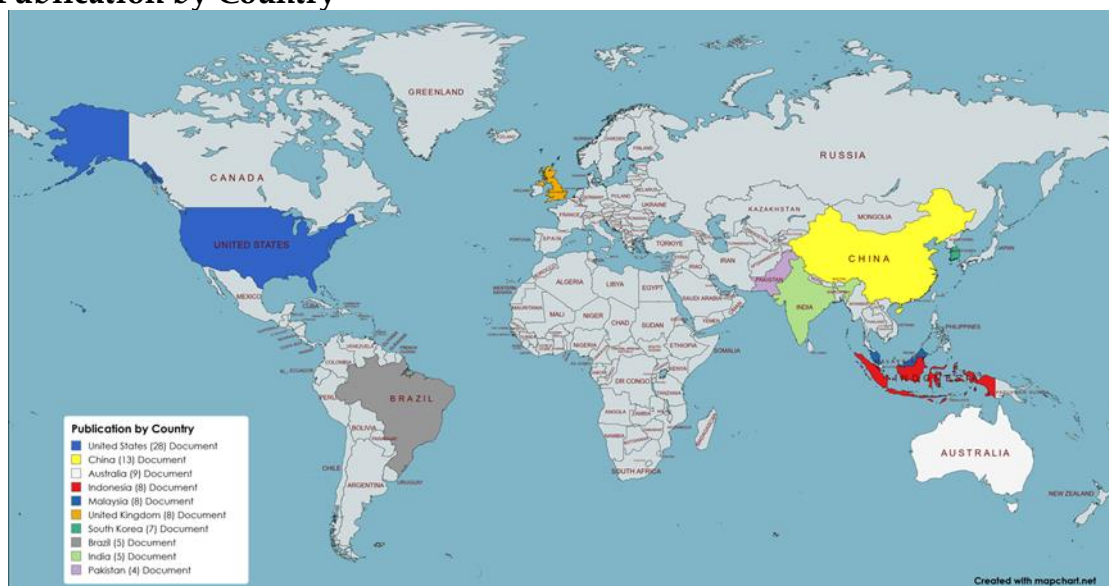


Figure 3. Academic Production by Country, From 2014–2023(Software Mapchart) (<https://www.mapchart.net/world.html>, Accessed On 15 March 2024).

The figure above shows the distribution of publications on distributive justice on employee performance, mainly in the United States. The United States, with 28 documents, has been a leader in improving public understanding of distributive justice and employee performance by emphasizing its distinct views in the relevant academic literature. The study focuses on the influence of autonomous motivation on workplace performance, further stressing the importance of employee engagement and distributive justice. In this regard, the study will investigate how employee performance is influenced by autonomous motivation, which is the internal drive to do something without the help of others. Relationship dynamics also include employee engagement, which consists of the extent to which employees feel

engaged, committed, and passionate about their work, and distributive justice, which determines how employees perceive the fair distribution of rewards or outcomes in the workplace. Therefore, this study explores how the interaction between distributive justice, employee engagement, and autonomous motivation affects employee performance in the work environment.

Linkage and Clustering of Themes in distributive justice on employee performance

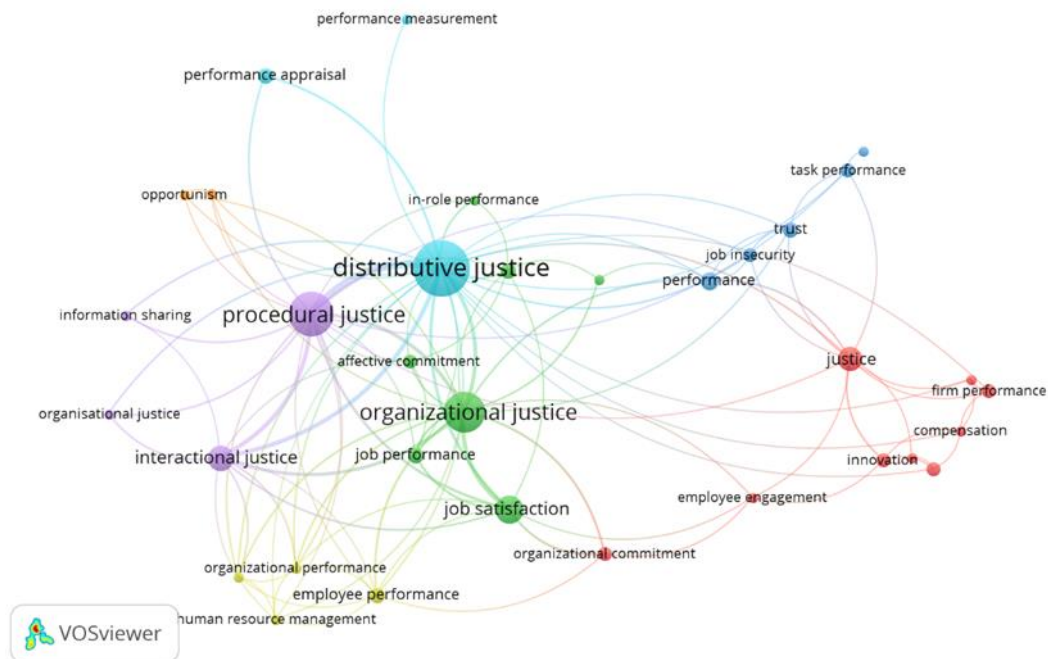


Figure 4. Themes in Distributive Justice on Employee Performance

Figure 4 shows a very complex network diagram or mind map. The figure reflects the interrelated relationship between various concepts related to distributive justice and employee performance. The network or cluster of keywords about distributive justice on employee performance can be seen in organizational justice, procedural justice, interactional justice, job satisfaction, and job insecurity. First, organizational justice refers to how employees feel the organization's policies, procedures, and actions treat them fairly. This perception of fairness can increase employee trust and commitment, leading to better employee performance. Then there is process fairness, or fairness, in the decision-making process at work. Employees are more satisfied and perform better when they believe the process is fair. In addition, interaction justice, which includes the quality of interactions between employees and their managers or supervisors, also affects employee performance. Clear communication, respect, and fair treatment from management can increase employee satisfaction and p employee erformance at work. Job satisfaction, then, is also an essential factor in this relationship. High job satisfaction is often associated with better employee performance, as satisfied employees are more motivated to do better work. Finally, job insecurity can also affect employee

performance. Uncertainty about work and career futures can disrupt employees' focus and motivation, which in turn can negatively impact their employee performance. Therefore, from the point of view of this network or group of keywords, these ideas are interrelated and can significantly impact worker performance and company success.

Linkage and Clustering in a Potret of the Development of Distributive Justice Studies on employee performance

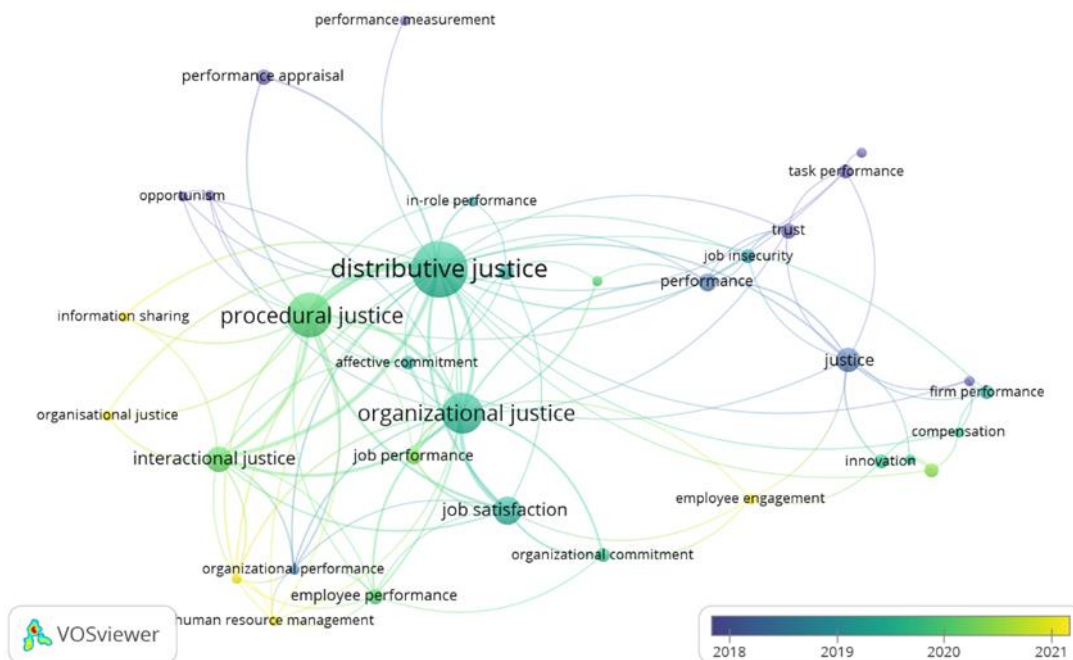


Figure 5. A Snapshot of the Development of Studies in Distributive Justice on Employee Performance

After identifying the mapping and clustering of the information architecture field using network visualization, the next step is to map and cluster information architecture research trends based on historical traces or years of research publication (Zakiyyah et al., 2022). The information obtained from the overlay visualization results in figure 5 above can be used as a reference to identify and detect the state of the art of research in distributive justice towards employee performance from 2018 to 2021. Brighter colors on the map represent research in more recent years. Figure 5 shows 2021 with a light green color representing research themes. This overlay map helps find the main themes covered at various times. The key research themes for 2021, highlighted in light green, include organizational performance, human resource management, organizational justice, information sharing, employee engagement, interactional justice, job performance, and procedural justice. These themes are this year's fundamental research and concept trends relating to distributive justice and employee performance. This research can enhance understanding of the complex relationship between different elements of distributive justice and workplace performance. This research can also help understand how these elements are interrelated and impact overall individual

and organizational performance by considering organizational justice, procedural justice, interaction justice, job satisfaction, and job security. Additionally, this research can enhance our understanding of how distributive justice management can increase employee motivation, engagement, and satisfaction. In turn, this can result in better organizational employee performance and success.

Linkage and Clustering Future Research Study of Distributive Justice on Employee Performance

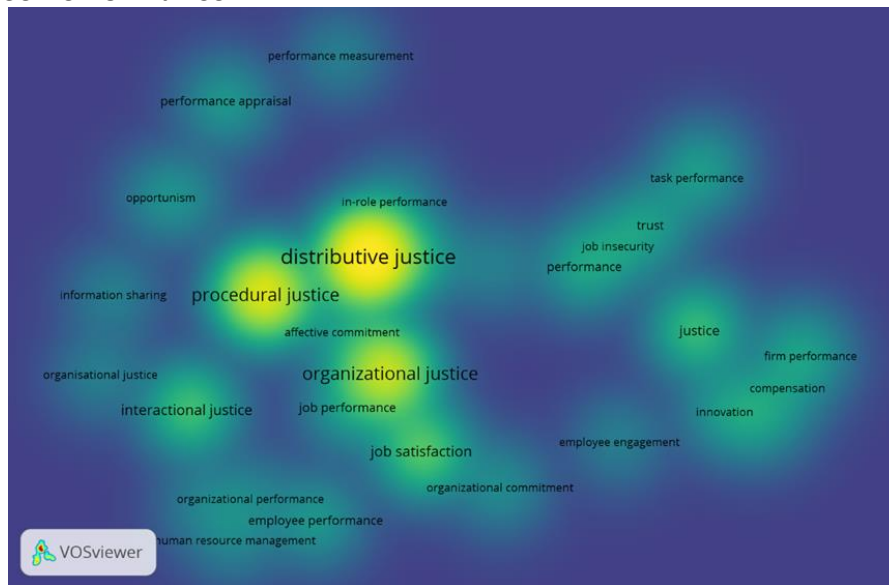


Figure 6. Research Agenda and Future Research in Distributive Justice on Employee Performance

The density visualization representation presents the terms related to distributive justice and employee performance in detail. In the lighter areas, indicate terms that are more widely used. This shows that the terms there appear more frequently or are closer to each other (Akerlof et al., 2022). The color movement from blue to green and yellow indicates the density of term occurrence; yellow indicates the most vital relationship or density of terms, while green is an under-researched topic, which could be the following research finding (Abbas et al., 2022; Feng et al., 2020). Terms such as distributive justice, procedural justice, organizational justice, job satisfaction, job performance, and interactional justice occupy a tight space and have a high density, indicating that these terms are often combined or discussed in the literature under analysis.

Meanwhile, terms such as employee engagement, organizational performance, employee performance, human resource management, organizational commitment, and information sharing tend to be more partial, indicating that these terms appear less frequently or are unrelated to the primary term. In other words, the terms mentioned are still areas of research that could use additional investigation. The large amount of information and strong relationships between these ideas suggest that there is still much room to study further and understand how these elements interact and impact

employee performance in the work environment. Therefore, these terms allow for further in-depth research to learn how they influence organizational success. This study explains that the relationship between research on distributional justice and employee performance has become significant in human resource management and industrial-organizational psychology. This research provides a better understanding of how employees' perceptions of the fairness of the distribution of rewards or outcomes in their workplace can affect their performance. This study has emphasized the complexity and importance of distributive justice in the work environment by analyzing organizational justice, procedural justice, interaction justice, job satisfaction, and job security. The results show that employees who feel their pay and task distribution systems are fair are more motivated, more satisfied with their jobs, and ultimately achieve better employee performance. Distributive justice is essential in creating a balanced and motivating work environment for employees and organizations. Organizations should consider and manage these elements of distributive justice in their human resource policies, as they can directly impact productivity, employee retention, and organizational success. Further research in this area can also provide deeper insights into how managing distributive justice can improve individual and organizational performance. This suggests that distributive justice is still an important and relevant area of research and can significantly contribute to our understanding and future practice of human resource management.

CONCLUSIONS AND RECOMMENDATIONS

Some exciting findings exist based on the bibliometric research on distributive justice and employee performance. The data shows that research in distributive justice and employee performance has 107 scientific publications from 2014 to 2023; this phenomenon indicates that this topic is essential and exciting for researchers and can increase our understanding of workplace dynamics. The United States is the most significant contributor, with 28 documents that discuss research from various perspectives, including its focus on the influence of autonomous motivation on employee performance, which emphasizes the importance of employee engagement and distributive justice. The visualization mapping shows that topics such as organizational performance, human resource management, organisational justice, information sharing, employee engagement, interactional justice, job performance, and procedural justice are the main focus of distributive justice and employee performance research. However, topics such as employee engagement, employee performance, human resource management, organizational commitment, and information sharing are still open for further research. Research trends show that studying the relationship between these elements and the concept of distributive justice and employee performance is still interesting. Examine how these components are interconnected and affect individual and organizational performance. Further research in this area remains exciting and relevant to developing management theory and practice. Further integration of these studies can provide deeper insights into the complex dynamics and their practical

consequences for human resource management and efforts to improve organizational success and productivity.

ADVANCED RESEARCH

This research still has limitations so it is necessary to carry out further research related to the topic "Literature Review: Study of the Effect of Distributive Justice on Employee Performance" to improve this research, as well as increase insight for readers.

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