

Study of the Effect of Procedural Justice on Performance

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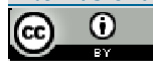
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ABSTRACT

This paper aims to identify research trends on procedural justice on performance globally. The method used in this study is qualitative research with a bibliometric analysis. As for the data found, 122 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. The findings of this research showed that the research trend from 2014 to 2023 Experienced a significant increase in interest and research related to procedural justice on performance. The United States is the country that contributes the most research publications, research trends show an increasing focus throughout this decade. The increasing focus on procedural justice on performance reflects a paradigm shift in understanding and dealing with the challenges and opportunities faced by organizations in applying the principles of procedural justice used in organizations to their employees. The main limitation of this study should be considered - the use of data derived only from the Scopus database. This paper reveals research trends and areas of procedural justice on performance over the past few years. The results can help organisations to quickly understand procedural justice in performance research. This paper also provides an alternative approach in conducting literature reviews with qualitative research analysis tools that were previously widely adopted in various disciplines and are relatively new compared to conventional systematic literature

INTRODUCTION

Procedural justice to performance refers to the fair and equal treatment of individuals in a process or system that impacts their performance (Babagana et al., 2019). It is an important concept in a variety of contexts, including in the workplace, legal system, and other organizations. In the context of the workplace, procedural fairness involves the implementation of consistent and transparent procedures in assessing employee performance (Simmers & McMurray, 2019). It is important to ensure that every employee feels that they are being treated fairly so that they are motivated to give their best (Ali & Anwar, 2021).

Procedural justice in organizations includes a variety of policies and procedures that ensure that management decisions are made honestly and based on appropriate considerations (Thacher, 2019). This could include enforcement of discipline, promotions, or rewards. By implementing Procedural justice, organizations can create an environment where every worker feels valued and treated fairly. This results in improved performance and employee participation (Riyanto et al., 2021).

Procedural justice also plays an important role in maintaining compliance with applicable rules and regulations (Ruder & Woods, 2020). When individuals believe that procedures are being carried out fairly, they are more likely to abide by those rules (Walters & Bolger, 2019). However, if they feel that procedures are unfair or inconsistent, they may tend to break the rules or look for ways to avoid them, which can hurt the overall performance of the organization. By understanding the importance of maintaining procedural justice, organizations can create a more inclusive, transparent, and supportive work environment (Cenkci et al., 2021). This can not only improve individual and team performance but also help create a more positive and sustainable work culture (Roscoe et al., 2019). Therefore, paying attention to procedural justice is a key step in achieving optimal organizational performance.

Several studies have examined procedural justice on performance, the first research was conducted Tran et al., (2021) Contributing to the body of knowledge on performance evaluation and organizational fairness in non-western cultures, this study explores how subjective evaluation affects the perceived dimension of fairness. In theory, as much as in reality, it emphasizes the significance of communication and respect for views of justice. The second study was conducted by Santos et al., (2022) discussing the relationship between fairness and leniency not considering the positive aspects that come from budget gaps such as necessary resources and emergencies. In addition, most of this research focuses on procedural justice and elements of the budgeting process (budget participation), to predict a sense of fairness and the creation of slack. Then the third study conducted by Edosomwan et al., (2023) discusses the positive relationship between perceived employability and sabotage behavior. Perceived Organizational Support (POS) and procedural justice moderate the relationship between perceived employability and sabotage behavior. The results of this study highlight the importance of POS and procedural justice in reducing the influence of perceived employability on sabotage behavior. It is recommended that organizations ensure that employees are respected and recognized for their

contributions, their well-being should be prioritized, and fairness should be seen and upheld within the organization.

Based on the findings of previous studies. Research focuses more on identifying research based on the background explanation above, contributions of specific authors or groups of researchers, and comparisons between emerging research topics. This not only provides a broad picture of current conditions but also points out areas of knowledge that may need to be met with future research. Using bibliometric analysis, this study will produce recommendations and practical guidance to look at procedural justice on performance trends. This approach allows us to detail significant research trends, identify key concepts that predominate, as well as describe the network of cooperation between authors, institutions, and countries in related literature. Therefore, this study aims to analyze bibliometrics on procedural justice on performance.

LITERATURE REVIEW

An overview of Procedural Justice

Employee perceptions of procedural justice are based on the methods employed by management (Sherf & Liu, 2022). The processes used by leaders to shape the features of their organizations are related to procedural justice (Putra et al., 2023). The research (Dalimunthe et al., 2023) found that performance is affected by procedural justice. Fair processes are important for employees because the procedures implemented by the company will cultivate a respectful mindset toward the choices that have been made.

By involving them in the process, fair procedures confirm employees' place within the organization and show respect for their dignity. Assume that the employee has a high opinion of procedural justice. Under such circumstances, it may motivate staff members to enhance their output, as protocols turn into a means of optimizing individual preferences and principles within the team (Putra et al., 2023).

Table 1. Previous Research on the Procedural Justice on Employee Performance

No	Researchers	Title	Results
1.	Verianto, (2018)	The Effect of Intrinsic Work Motivation and Procedural Fairness on the Organization Citizenship Behavior (OCB) and Employee Performance of KPP Pratama Purwokerto	procedural justice has an influence signifikan Against performance
2.	Dalimunthe et al., (2023)	Employee Performance Model Through Job Satisfaction: Distributive Justice and Procedural Justice at the Padang Sidempuan City Health Office	employee performance is affected by procedural justice,
3.	Santika & Khoiriyah, (2021)	The Effect of Procedural Justice and Perceived Organizational Support (POS) on Teacher Performance in Madrasah Ibtidaiyah Natar South Lampung	procedural justice affects performance

Procedural Justice Theory

Employee impression of the company's processes for allocating resources and results is known as procedural justice (Colquitt, 2001). The sense of fairness in the process of making decisions that influence the result or reward given out is known as procedural justice. Procedural justice refers to employees' perception of fairness in the company towards the rules and procedures that govern the conduct of a process. Impartiality, opportunity to be heard and basis for decisions are principles of procedural justice (Thacher, 2019). Procedural justice is defined as the fairness of the process used by those who have the authority to achieve a particular outcome or decision (Tyler & Allan Lind, 2001). Procedural justice describes employees' perceptions of fairness based on the procedures used by management to determine payroll allocations. Procedural justice is a sign of an organization's ability to treat its workers fairly, which makes it more likely to explain the organization's performance. Better outcomes will be achieved by the organization if all members of the organization can accept the methods used there (Tjahjono, 2011).

The theory of procedural justice deals with the procedures used in an organization by its members. Decision-making about a fair procedure is the subject of procedural justice. Individuals assess both the fairness of the process used to determine the allocation and the allocation itself, according to procedural justice (Tjahjono et al., 2015). Based on this understanding, The concept of procedural justice pertains to how organizations make decisions and disclose those decisions to their members (Putra et al., 2023).

Performance

In general, performance has limits on an employee's success in completing a responsibility. The definition of performance in this study refers to the concept Na-Nan et al., (2018) In other words, performance refers to how workers behave at work so that the organization's desired outcomes are distributed. Mutua, (2022) explains that performance is the action of a person carrying out the responsibilities and values assigned to him. According to this perspective, a person's performance is determined by the regular chores he completes. She regularly provides nursing care for patients in hospitals, for instance, as a nurse. A nurse does these normal tasks to produce the best possible results.

About the phrase performance, experts impose a lot of restrictions. Their goals and objectives may differ slightly, but they all believe that performance motivates efforts to improve performance at work. The ability to complete a task is known as performance. Performed according to the metrics relevant to the job at hand, performance is defined as the outcome attained by an individual. (Uno & Nina Lamatenggo, 2022). From the explanation of the theory of the notion of performance, it can be concluded that performance is the output of everything that has been carried out in a company under the responsibility of the authority that has been entrusted to employees or work groups to achieve company goals under established norms and values.

METHODOLOGY

This research is a type of qualitative research that uses a literature study approach. The literature study method is a data collection technique based on written findings, such as notes, books, papers, articles, and journals (Subekti, 2022). Keywords used in this study procedural justice on performance (TITLE-ABS-KEY ("procedural") AND TITLE-ABS-KEY (justice) AND TITLE-ABS-KEY (performance)) AND PUBYEAR > 2014 AND PUBYEAR < 2023 AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (OA, "all")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (SRCTYPE, "j")). The study found research related to procedural justice on performance from 2014 to 2023 using the Scopus search engine. There are 122 publications on procedural justice performance from 2014 to 2023. The Scopus database has developed into the main resource used by students to evaluate scientific research. One of the biggest data centers in the world, Scopus, can accurately index scientific literature and offer details about the publishing data, abstracts, references, and other metadata of each scientific paper (Darmawan et al., 2023). Figure 1 shows the steps taken to collect and analyze data collected from the Scopus database.

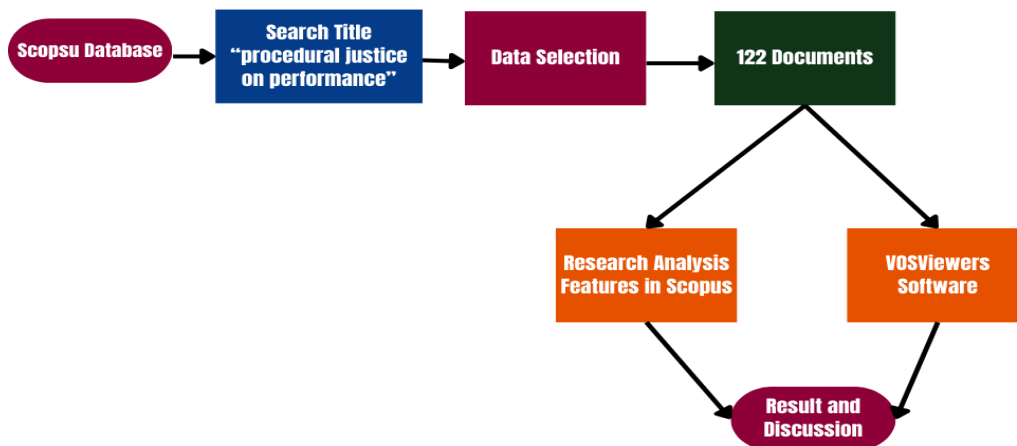


Figure 1. The PRISMA Flow Diagram is Used to Identify, Screen, and Include Papers for Our Bibliometric Review (Source Fig: Processed by Author 2024)

RESULT

Figure 2 displays the annual number of publications for the first set of 122 publications from 2014 to 2023. The number of publications continues to increase significantly, with a sharp rate of increase in recent years. This underscores the growing relevance of the theme of procedural justice on performance. The following is a visualization of the development of procedural justice in performance studies in the last ten years.

General Information and Annual Publication Output



Figure 2. Global Trends in Publications Procedural Justice on Performance from 2014 to 2023

Based on the data above, it shows that there are ups and downs in research related to procedural justice on performance, it can be seen that 2020 and 2023 are years when scholars study a lot about procedural justice on performance. The concern is how leaders seek to create a culture that positively encourages the development of trust, fairness, and high-quality leader-follower relationships, because these conditions collectively allow the impact of sustainable livelihoods to be passed on to the outcomes desired by followers, employees have a significant influence on employee performance in an organization.

Publication by Country

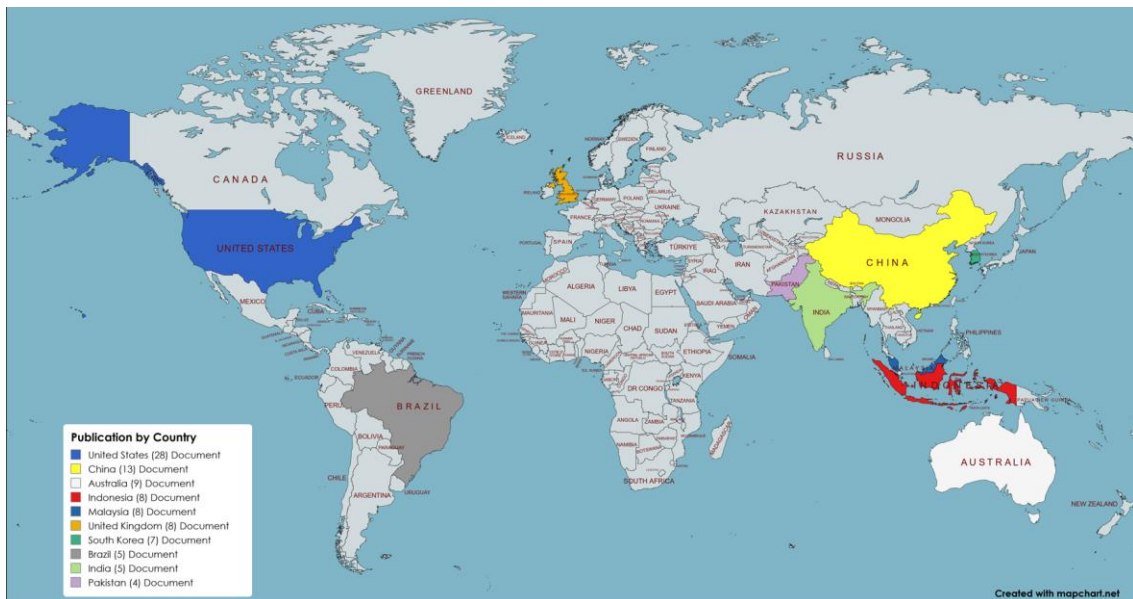


Figure 3. Academic Production by Country, from 2014–2023

Source: Software Mapchart, <https://www.mapchart.net/world.html>, Accessed on 15 March 2024

The data above shows several countries that responded to procedural justice on performance including the United States which managed to contribute as many as 28 documents, followed by China with 13 documents, then Australia with 9 documents, then Indonesia, Malaysia, and United Kindong with 8 documents each, Korean Sount also took part by contributing 7 documents, followed by Brazil and India which managed to contribute 5 documents, and the last one Pakistan who managed to contribute 4 documents. This shows that studies related to procedural justice on performance have become a conversation in many countries.

Linkage and Clustering of Themes in Procedural Justice on Performance

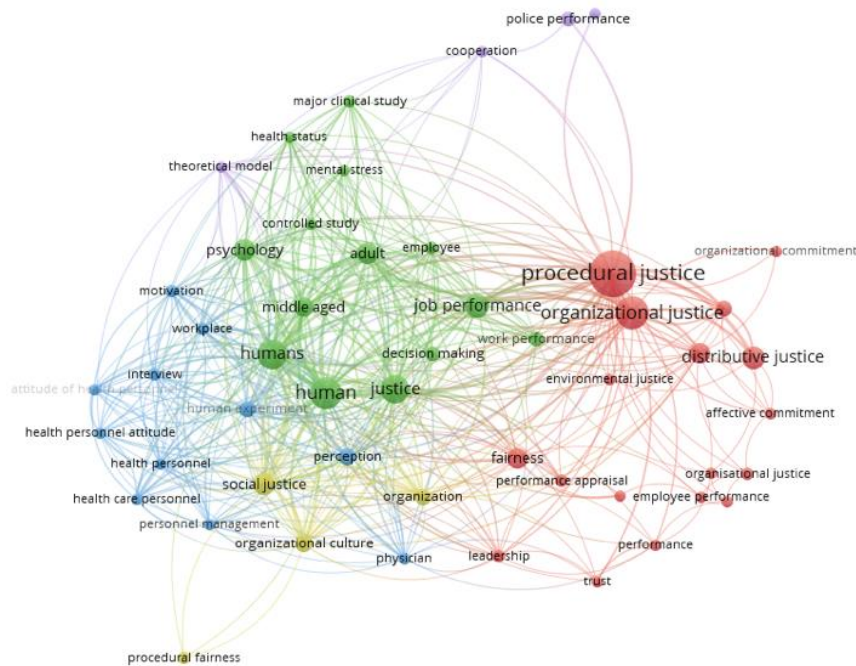


Figure 4. Themes in Procedural Justice on Performance

The figure above shows a concept map of distributive fairness to the performance of frequently appearing keywords or terms, also showing the largest keywords showing the larger the keyword nodes, the greater the frequency of the keyword, the wider the links, the more. The great relationship between the two keywords (Liu et al., 2015; Wang & Chai, 2018). According to Figure 5, distributive justice on performance represents a large node or keyword. This is a major subject of discussion and is highly regarded in research on distributive justice on performance. Keywords that have relevance related to distributive justice on performance are organization justice, performance management system, and decision-making. The color differences in the connecting lines in the figure above show how each cluster relates to the theme of procedural justice based on performance.

DISCUSSION

Procedural justice is about how rules and processes are applied fairly and equally for everyone. In terms of performance, this means that the process used to assess or measure a person's performance must be fair and transparent. For example, the system used to evaluate performance in the workplace must be clear and applied consistently to each worker, without putting anyone first. This study explains why it's interesting to observe the annual pattern of publicizing performance research and why procedural justice is a very common issue. The most publicized year in the last ten years is even 2020. This indicates the increased attention of researchers and academics on the effects of procedural justice on performance.

In addition, a scientific study indexed by Scopus on justice on performance in 2014–2023 found that countries have a considerable contribution to justice on performance. When it comes to scientific research papers on the topic of procedural justice on performance, the United States is among the nations that contribute the most, according to Scopus. This is reinforced by research (Abd Razak & Ismail, 2018) that explains that the effect of remuneration-based performance management on job satisfaction is indirectly influenced by procedural justice in the organization studied. This research provides empirical evidence of the importance of procedural justice in managing remuneration-based performances. This is an important input to increase employee job satisfaction in the organization.

Additionally, it has been demonstrated that shared event analysis may be used to follow the advancement of science and research programs by displaying visualization networks based on keywords to identify popular themes and research directions (Gao et al., 2017). Five distinct colored clusters were included in this investigation. While groups are indicated by colors, keywords or terms that appear frequently are indicated by image labels. According to S. Liu et al. (2018), clustering is utilized to improve our understanding of bibliometric networks. Accordingly, this study discovered a substantial correlation between procedural justice, organizational justice, and organizational culture in scientific research articles on the issue of justice on performance that were indexed by Scopus from 2014 to 2023.

The degree of density or quantity of problems examined in a subject of study can be seen using Vosviewer. Enhanced comprehension of patterns, emphasis, and connections among ideas and study subjects can be obtained from this density depiction. Increased research on the issue is indicated by more yellow nodes. In contrast, less research is done on a topic the greener or knottier it is. This study also clarifies why topics like dispersed justice, police performance, performance, and attitudes of health professionals still have a great chance to be researched in the future about the theme of justice on performance.

This research explains that justice on performance has an important role in doing procedural justice to performance that can ensure that every individual has an equal chance of success based on their performance, not irrelevant factors such as personal relationships or subjective preferences. By maintaining procedural justice, companies can create an inclusive and equitable work environment, where

every employee feels valued and supported. Overall, procedural justice performance is an important foundation for creating a healthy and productive work environment. By implementing a fair and transparent evaluation process, companies can ensure that employees feel valued and motivated to achieve their best results. It also helps prevent dissatisfaction and conflict in the workplace, which in turn can improve the productivity and overall well-being of the organization. Thus, research on procedural justice on performance in contexts such as police performance, distributed justice, performance, and health personnel attitude is not only relevant but also important to be studied significantly in future research.

CONCLUSION AND RECOMENDATION

In the last ten years, procedural justice in performance research has been very developed and dynamic. With 122 scientific publications on procedural justice performance from 2014 to 2023, there has been a significant increase in interest and research on the subject. The positive trend in the number of publications shows a good response to the understanding related to procedural justice on performance. The United States made the largest contribution with 28 documents addressing various aspects of procedural justice on performance. Visual mapping shows topics such as procedural justice, organizational justice, human, and organizational culture but there are still some topics such as police performance, distributed justice, performance, and health personnel attitude. The results of this study provide a broad insight into the path and development of research on fairness in performance as well as the potential to conduct further research on various aspects of this topic. The conclusions of this study may help direct future research and improve our understanding of fairness in performance.

The development map of research on "procedural justice on performance" was successfully explained by this study, despite its limitations regarding the data sources used. The study only used data from the Scopus database, without using data from the Web of Science. Therefore, further analysis of the development of the research should be done using the Web of Science or comparing it with data from the Scopus database. It should also be supported by the composition of Vosviewer, another program that was not used in the study.

FUTHER STUDY

This research still has limitations so further research needs to be carried out on the topic Study of the Effect of Procedural Justice on Performance in order to perfect this research and increase insight for readers.

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