

**DOES FAIRNESS AT WORK MATTER? AN EMPIRICAL ANALYSIS OF
ORGANIZATIONAL JUSTICE AND EMPLOYEES' TASK PERFORMANCE
AT GOMAL UNIVERSITY, DERA ISMAIL KHAN**

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Abstract

The study examines how task performance is affected by organizational justice (procedural justice, distributive justice, and interactional justice). According to the study, organizational justice significantly and positively impacts organizational performance. The main aim of this thesis is to investigate the relationship between organizational justice and task performance. Cameron's model, social exchange theory, and Adam's Equity theory are used to explain organizational justice and task performance. A five-point Likert scale and a questionnaire with a sample size of 181 were used

to collect data. Respondents filled out a questionnaire to provide information on the Gomal University area of Dera Ismail Khan, Khyber Pakhtunkhwa. In this investigation, Correlation and regression analysis were used to examine the data. According to the study's results, organizational justice significantly and positively impacts organizational performance. The results of this research will benefit not just academics but also business executives. Employees will be more motivated to perform their tasks in an environment of justice and trust are established in the workplace, improving the organization's effectiveness. Along with organizational performance, future studies may look at turnover intention as a result. It might also be reproduced in other service sectors worldwide and studied cross-nationally to increase generalizability.

Keywords: *Employees' Performance, Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Gomal University.*

INTRODUCTION

A value that directs and validates an individual's actions is known as organisational justice (K. Sherwani, 2018). In particular, judgements made by an organisation that are founded on equality, the law, and fairness are characterised by organisational justice. Organisational fairness always affects workers' attitudes and work. Fairness in the system encourages individuals to perform their tasks, which leads to their acting appropriately at work and advancing the success and profitability of the company. An organization's compensation structure, promotions, awards, and other forms of recognition are all represented by the concept of justice. The researcher has primarily separated organisational justice into three sub-facets, such as distributive justice, procedural justice, and interactional justice.

Each of these has an impact on the organization's growth, profitability, productivity, and employee performance. According to distributive justice, the organization's resources and distribution practices, such as equitable compensation, benefits, and advancement, are fair. It is necessary for the organization's well-being and effective functioning. An organisation does well in terms of distributive justice when its outputs are used evenly. (2019, Khalil). One essential component of an ethical corporate culture is organisational fairness. In the workplace, all employees get fair and

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equitable treatment. Additionally, a good perception of the company is likely to boost employee confidence and a sense of belonging, which will improve job performance. However, attaining justice in all facts is a very difficult task, and organisational justice is a complicated notion (M. et al., 2017).

The organization's results, such as growth, productivity, profitability, and enhanced performance, are significantly impacted by procedural justice, which emphasises justice and fairness in an organization's processing system. Interactional justice is another attribute of justice that affects employee performance and output, in addition to other organizational results. When it comes to efficiently and swiftly distributing information and providing employees with timely information, interactional justice is a type of justice (Khalil, 2019). Scholars and researchers have carried out several studies on work performance. Task performance, in which employees effectively accomplish organisational goals, has historically been the only way to define performance (Insarov, 2004).

QUESTIONS OF RESEARCH

Three primary research questions serve as the framework for our investigation in this paper:

Does Distributive Justice significantly influence Employees' Task Performance?

Is there a measurable impact of Procedural Justice on Employees' Task Performance?

To what extent does Interactional Justice impact the Employees' Task Performance?

OBJECTIVES OF THE STUDY

This study is intended to accomplish the goals beneath:

To examine the influence of Distributive Justice on Employees' Task Performance.

To investigate the effect of Procedural Justice on Employees' Task Performance in the workplace.

To evaluate the relationship between Interactional Justice and Employees' Task Performance.

LITERATURE REVIEW

Employee Task Performance and Distributive Justice

According to Adams' Equity Theory (1965), individuals struggle for fairness in the workplace by comparing their input and output ratio with that of others. When employees perceive an imbalance, they may reduce their performance to restore perceived equity. On the other hand, if they feel fairly rewarded, they may be motivated to increase their performance. Equity theory is supported by several studies that have discovered a relationship between distributive fairness and performance (Nasurdin and Khuan, 2011). Distributive justice plays an important role in predicting employees' performance and work success. Greenberg (1982) emphasizes its importance, and this view is further supported by Khan, Mukhtar, and Abdullah (2010), who found a strong correlation between distributive justice and employees' performance. In a research involving customer service representatives from a Malaysian telecom company, Nasurdin and Khuan (2011) discovered that distributive justice had a stronger relation to work success and contextual performance, which was associated with procedural justice. Distributive justice and employee performance, however, are poorly correlated in several other studies. Distributive justice and task performance are unrelated, according to research (Haynie et al., 2014).

H₁: Distributive justice positively impacts Task Performance.

PROCEDURAL JUSTICE AND EMPLOYEES' TASK PERFORMANCE

Empirical evidence on the relationship between different forms of justice and task performance remains mixed. For instance, Haynie, Cullen, Lester, Winter, and Svyantek (2014) discovered no significant relationship between procedural justice and employees' task performance. In contrast, Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002) study concerns a northern Indian newspaper organization, revealing that procedural justice significantly influences multiple dimensions of employees' performance, including task performance, interpersonal performance, and organizational commitment. However, their results also indicate that organizational justice significantly affects employees' performance. Further supporting the relevance of procedural justice, Irlane Maia De Oliveira (2017) found that positive correlation between procedural justice and employees' performance. In an industrial context, similarly, Elamin & Alomaim (2011) found that procedural justice is a strong predictor of task performance as compared to other forms of justice. According to Keller-Dansereau (1995) perception of

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procedural justice and employees' performance appraisal are positively correlated. Conversely, Kanfer et al. (1987), in an experimental study, identified a negative association between procedural justice and task performance, suggesting the possibility of contextual factors influencing this dynamic. In Malaysia, Nasurdin and Khuan (2011) reported that while distributive justice had a significant relationship with task performance, procedural justice was more strongly associated with contextual performance, showing no significant link to task-specific outcomes. Similarly, Konovsky and Cropanzano (1991) investigated the role of fairness perceptions in employee drug testing policies and found that procedural justice had a more profound effect on employees' attitudes (e.g., organizational commitment and trust in management) and behaviors (e.g., performance and turnover intentions) than distributive justice. This aligns with the theoretical propositions made by Lind and Tyler (1988), who posited that procedural fairness is critical in shaping organizational outcomes. Haynie et al. (2014) further reinforced this view in their study of a Midwestern manufacturing firm, analyzing data from 90 employees under 27 supervisors. Their findings corroborated the earlier work of Konovsky and Cropanzano (1991), showing that procedural justice positively influences task performance. Interestingly, although distributive justice did not directly impact task performance, it moderated the relationship between leader-member exchange (LMX) differentiation and employee performance outcomes.

H₂: Procedural justice positively impacts employees' Task Performance.

INTERACTIONAL JUSTICE AND EMPLOYEES' TASK PERFORMANCE

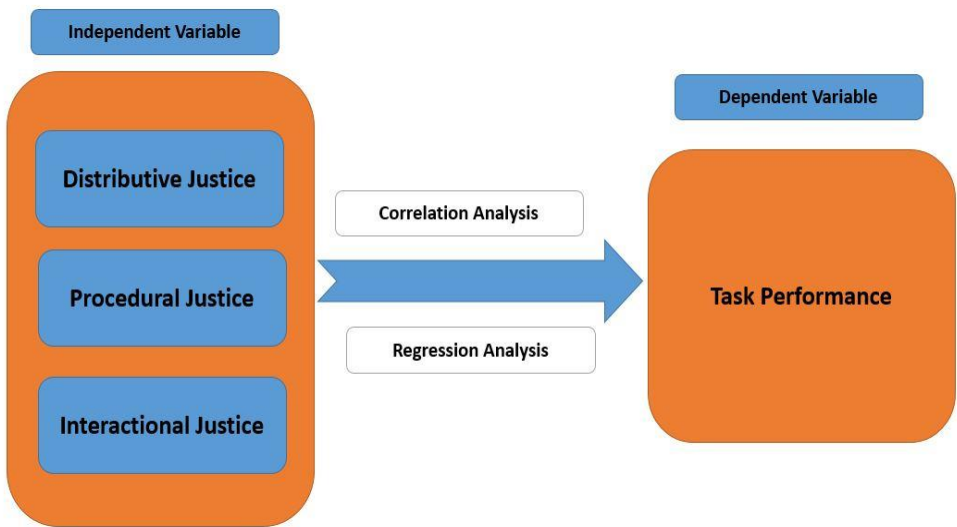
Interactional justice is a component of organizational justice emphasized how respectfully and fairly supervisors treat employees while carrying out organizational policies and decisions. Effective communication and respectful interpersonal exchanges between supervisors and employees foster a sense of acknowledgment and concern for employees' needs. This, in turn, strengthens their perception of fairness within the workplace. According to social exchange theory, employees who experience fair treatment in the workplace are more inclined to respond with constructive

behaviors, including greater commitment, enhanced performance and loyalty (Rayes Garcia, 2013). Fernandes and Awamleh (2006) highlighted that interactional justice, alongside procedural justice, plays a crucial role in shaping employees' perceptions of fairness, which directly impacts their input-output evaluations and, consequently, their job performance. Their findings suggest that fair interpersonal treatment by supervisors enhances employees' trust in leadership and strengthens their commitment to organizational goals.

According to the study by Wang et al. (2010), an increased perception of fairness within an organization significantly enhances employee motivation, job satisfaction, and overall productivity. Their research underscores the importance of interactional justice as a critical component in fostering a positive work environment. When employees experience respectful and transparent treatment from their supervisors, they are more inclined to feel valued, which in turn promotes greater engagement and stronger task performance.

H3: Interactional justice positively impacts employees' Task Performance.

CONCEPTUAL FRAMEWORK



MATERIAL AND METHODS

The researcher employed a descriptive and quantitative research methodology in this investigation. The data is gathered from a primary data source. This study employed and adapted a questionnaire derived from the previously derived validated instruments. A sample of the intended

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population is used to collect data, and the findings from the sample are then generalized to the full population. The study's population consisted of teachers at Gomal University, Dera Ismail Khan. The official Wikipedia article states that Gomal University Dera Ismail Khan employs 335 academic staff members. Using the sample size from the chart established by Krejcie and Morgan (1970), the sample size for the chosen population is 181. A random sampling technique was used to gather data from a selected sample. Researchers like to collect data using this straightforward approach since it is free of formal limitations.

INSTRUMENTS AND MEASURES

In this research, data were collected using a modified questioner derived from well-established measurement scales. To examine distributive justice, five items were utilized base on the work of Niehoff and Moorman (1993). Procedural justice was measured through six items from the same authors. Likewise interactional justice was evaluated using six items also adapted from Niehoff and Moorman (1993). Task performance was measured using six items adapted from Lin, Lamond, Yang, and Hwang (2014).

RESULTS AND ANALYSIS

The gathered data was examined using many statistical methods, first with reliability analysis and subsequently progressing via descriptive, correlation analysis. To evaluate the proposed model, the reliability coefficient was initially calculated to check the dependability of the scales. Secondly, a descriptive analysis was showed, yielding means and standard deviation data. Thirdly, a correlation matrix was created utilizing the Pearson correlation check to regulate the relationships among research variables. The selection of these statistical methods is dependent on the research questions established. For the analysis, IBM SPSS version 22 was used to analyze the data.

TABLE 1: RELIABILITY ANALYSIS

<i>Variables</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
<i>Distributive</i>		
<i>Justice</i>	.703	5
<i>Procedural</i>		
<i>Justice</i>	.752	6

Interactional

Justice .772 6

TaskPerformance .758 6

The table 1 displays the results of the reliability analysis, which measured the internal consistency of the variables using Cronbach's Alpha. Distributive Justice has a Cronbach's Alpha of 0.703, suggesting acceptable reliability with 5 items. Procedural justice proved a high level of reliability with Cronbach's Alpha of 0.752 based on six items. Interactional justice exhibited the highest reliability among all variables, with a Cronbach's Alpha of 0.772, also based on six items. Task Performance, with a Cronbach's Alpha of 0.758 and 6 items, also demonstrates good internal consistency.

CORRELATION ANALYSIS

		Distributive Justice	Procedural Justice	Interactional Justice	Task Performance
Distributive Justice	Pearson Correlation	1			
	Sig.(2tailed)				
Procedural Justice	Pearson Correlation	.431*	1		
	Sig.(2tailed)	.000			
Interactional Justice	PearsonCorrelation	.532*	.528**	1	
	Sig.(2tailed)	.000	.000		
Task Performance	PearsonCorrelation	.490*	.525**	.605**	1
	Sig.(2tailed)	.000	.000	.000	

The regression analysis was conducted across the three models, where distributive justice, procedural justice, and interactional justice reveal positive and significant relationships with task performance. Distributive justice is positively and significantly correlated with procedural justice (r=0.431), Interactional justice (r=0.532), and Task performance (r=0.490), suggesting that fair resource distribution is associated with fair decision making, interpersonal fairness, and enhanced employees'

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performance. Procedural Justice has strong positive correlations with Interactional Justice ($r = 0.528$) and Task Performance ($r = 0.525$), suggesting that fair processes promote interpersonal fairness and influence performance. Interactional Justice is most strongly correlated with Task Performance ($r = 0.605$), highlighting the crucial role of respectful interpersonal interactions in driving high performance. All dimensions of justice contribute positively to Task Performance, emphasizing the importance of fairness in organizational settings.

Linear Regression Analysis

Model	Sum of Squares	df	Mean Square	F	Sig. (F)	Unstandardized Coefficients (B)	Std. Error (B)	Standardized Coefficients (Beta)	t	Sig. (t)
Model 1 (Distributive Justice)										
Regression	18.730	1	18.730	56.305	0.000	2.071	0.238	0.490	8.688	0.000
Residual	59.212	178	0.333							
Total	77.942	179								
Model 2 (Procedural Justice)										
Regression	21.636	1	21.636	67.939	0.000	2.064	0.219	0.525	8.243	0.000
Residual	57.003	179	0.318							
Total	78.639	180								
Model 3 (Interactional Justice)										
Regression	28.760	1	28.760	103.211	0.000	1.538	0.229	0.605	10.159	0.000
Residual	49.879	179	0.279							
Total	78.639	180								

The regression analysis across three models, distributive justice, procedural justice, and interactional justice, demonstrates significant relationships with task performance. In Model 1, Distributive Justice shows a moderate effect on Task Performance, with an F-value of 56.305 and a Beta of 0.490, indicating its positive contribution. Model 2, focusing on Procedural Justice, also reveals a significant effect ($F = 67.939$, $Beta = 0.525$), suggesting that fair processes improve performance. Model 3, which examines Interactional Justice, has the strongest impact, with an F-value of 103.211 and a Beta of 0.605, highlighting the crucial role of interpersonal fairness. All models indicate that each dimension of justice significantly contributes to enhancing Task Performance, with Interactional Justice having the most substantial effect.

STATUS OF HYPOTHESES

No	Hypothesis	Status
<i>H₁</i>	<i>Distributive justice positively impacts Task Performance.</i>	Accepted
<i>H₂</i>	<i>Procedural justice positively impacts employees' Task Performance.</i>	Accepted
<i>H₃</i>	<i>Interactional justice positively impacts employees' Task Performance.</i>	Accepted

DISCUSSION AND FUTURE RECOMMENDATIONS

The data analysis offers compelling evidence in favour of the premise that task performance in the workplace is significantly impacted by the distributive, procedural, and interactional elements of organisational justice. Findings from the reliability analysis, correlation matrix, and linear regression analysis collectively find the importance of perceived fairness in resource allocation, decision making, and interpersonal treatment. The reliability analysis indicates that the measurement instruments for each justice dimension and Task Performance are internally consistent, ensuring the validity of the constructs being studied.

Task performance and organisational justice characteristics have a strong positive association, according to correlation analysis. Task performance and distributive justice, or the fairness of resource allocation, are strongly correlated, indicating that workers who believe incentives and resources are distributed fairly are more likely to perform well. Task performance is positively correlated with procedural justice, which emphasises the fairness of the processes and procedures used to make judgements. This emphasises how crucial employee participation in decision-making procedures, openness, and consistency are to raising overall performance. On the other hand, Task Performance and Interactional Justice have the greatest association. This suggests that workers are more likely to carry out their jobs well if they feel appreciated and respected in their relationships with coworkers.

The regression analysis further confirms the significance of each dimension of justice in predicting Task Performance. Distributive Justice has a moderate but significant effect on task performance, with an F-value of 56.305 and a Beta of 0.490. Procedural Justice shows a slightly stronger effect, with an F-value of 67.939 and a Beta of 0.525, indicating that fair decision-making processes substantially impact employee performance.

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However, Interactional Justice emerges as the most influential factor, with an F-value of 103.211 and a Beta of 0.605, emphasizing the critical role of respectful interpersonal interactions in driving high performance. The strong influence of Interactional Justice suggests that fostering positive and supportive relationships within the workplace is essential for boosting employee motivation and performance. These findings collectively highlight the importance of fairness in organizational settings and provide practical insights for enhancing employee performance through justice-based interventions.

IMPLICATIONS FOR PRACTICE

The study's conclusions have important implications for organizational practice, especially when it comes to treating employees fairly and improving their performance. Organizations can improve Task Performance by focusing on the three key dimensions of justice: distributive, procedural, and Interactional. First, ensuring fairness in the distribution of rewards and resources (Distributive Justice) is essential. Employers should strive to create transparent compensation structures and reward systems to promote perceptions of fairness among employees. This can be achieved through clear communication, equitable pay structures, and ensuring that rewards are based on measurable and justifiable criteria.

Second, procedural justice, which emphasizes fairness in decision-making processes, should be prioritized. Organizations can enhance procedural fairness by involving employees in decision-making, ensuring that processes are consistent, transparent, and unbiased. Fairness in procedures contributes to a sense of trust in leadership and organizational processes, which can positively impact employee engagement and performance. Finally, interactional justice, which emphasizes the value of interpersonal interactions, is the most influential factor in enhancing performance. Organizations should train managers and leaders to interact with employees respectfully, valuing their input and providing constructive feedback. Cultivating a supportive, respectful work environment can boost morale, motivation, and overall productivity, leading to improved performance.

IMPLICATIONS FOR THEORY

From a theoretical perspective, this study reinforces the importance of the organizational justice framework in explaining employee behavior, particularly regarding performance. The research supports existing theories that propose that perceived fairness is a critical factor in motivating employees and improving their task performance. The findings contribute to the comprehensive frame of knowledge on organizational justice by demonstrating the relative importance of the three dimensions of justice in different organizational frameworks. Specifically, the stronger influence of Interactional Justice on Task Performance suggests new perceptions into the role of interpersonal relationships in the workplace, which has often been underexplored compared to Distributive and Procedural Justice.

Furthermore, the study highlights the need for a wide-ranging method to organizational justice. Previous studies have often treated the dimensions of justice as separate constructs, but the significant correlations between them suggest that they are interconnected and collectively contribute to employee performance. This holistic view can inform future theoretical models that integrate these dimensions more cohesively, providing a more nuanced understanding of how fairness affects employee behavior. Researchers could also explore the mediating or moderating factors that influence the relationship between justice dimensions and performance, such as organizational culture, leadership styles, or individual characteristics, to further enrich the theoretical framework of organizational justice.

LIMITATIONS AND FUTURE RESEARCH

There are several constraints to take into account, even though this study offers insightful information about how organisational fairness affects worker task performance. The research's cross-sectional design is one drawback, which makes it more difficult to determine the causes of the variations. It is challenging to ascertain if organisational justice improves task performance or whether strong performance results in views of fairness because the data was gathered all at once. Longitudinal designs may be useful in future studies to better explore the directional relationships between performance results and feelings of fairness.

The use of self-reported data, which might be biased, is another drawback. The results could have been skewed by employees giving socially acceptable answers. To present a more thorough picture of employee performance, this

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constraint may be overcome by combining data from other sources, such as objective performance measures or supervisor assessments. Furthermore, even though the study focuses on the banking industry, it's possible that the results won't apply to other sectors or organisational contexts. The organisational cultures or dynamics of various businesses may differ, which might have an impact on how performance is affected by justice aspects. The external validity of the findings might be improved by repeating the study in several industries.

FUTURE RESEARCH

Future studies should use experimental or longitudinal approaches to investigate the causal links between task performance and organisational fairness. This would assist in determining if strong achievers are more likely to perceive justice in the workplace or whether perceptions of fairness result in better performance. Researchers could also look into factors like job satisfaction, employee motivation, or leadership trust that may act as moderators or mediators in the relationship between justice and performance. Gaining insight into these intermediary factors may help us better understand how perceptions of justice are translated into observable performance outcomes.

Future research could also build on this influence by investigating how various aspects of Interactional Justice which are informational justice, interpersonal justice specifically affect employee performance in various contexts, as well as the role of leadership in advancing justice within the organisation and how different leadership styles (e.g., transformational and transactional) may influence the relationship between task performance and organisational justice. This is because Interactional Justice had a particularly strong effect on task performance in this study. These studies could also provide important insights for managerial practices. Finally, it would be beneficial to look at how organisational justice affects different cultural and geographical contexts. Cross-cultural research might clarify if the links shown in this study hold in other organisational contexts or regions, as cultural values greatly influence how justice is viewed. This would offer a more comprehensive viewpoint on how justice influences worker conduct and output.



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