LIGHTHOUSE

The effect of organizational justice and employee satisfaction: A bibliometric analysis of the literature

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ABSTRACT

Organizational justice has a benchmark for a person's feelings from the results of an employee's assessment of an organization, this is related to making organizational decisions to become an important element for the workers by involving decision-making regarding policies and regulations in the organization. This may give an immediate impression of the needs of labor organizations in terms of the roles of workers. The purpose of this research is to provide an assessment of the relationship between organizational justice and employee satisfaction as a related one. The level of employee satisfaction is positively or negatively affected because the perception of organizational justice is felt directly by employees who are treated fairly in the workplace. Job satisfaction is positively motivated by work as such. The concept of organizational justice and satisfaction becomes an important factor when the interests of human resources are taken into account in the business environment. The purpose of this study was to measure the effect of organizational justice on individual employee satisfaction within the organization. The concepts of organizational justice and job satisfaction have important preparations for an organization to achieve them. Articles were taken from the Publish or Perish database, with a total of 200 articles found in the period 2018-2023 that were analyzed. Then the researcher grouped and visualized using the VOS viewer application to be able to identify the data that had been collected. This literature study provides an appropriate meeting point regarding the themes of organizational justice and employee satisfaction at the academic level.

Introduction

Competition in the globalization era requires companies to improve the capabilities that are characteristic of these companies, to be able to survive and be able to compete with other competitors (Hutagalung & Wibawa, 2017). With this, the organization cannot rule out organizational justice for each employee, because it becomes an obstacle for a company to achieve its goals if employees feel unfair in an organization. This then shows that organizational justice can improve performance with employee satisfaction. Therefore justice can increase job satisfaction for individuals. If employees are treated in an organization with equal feelings without favoritism, then employees will achieve satisfaction (Lutfi Altahayneh et al., 2014). Organizational justice plays an important role in employees being treated fairly in the organizations where they work (Unterhitzenberger & Bryde, 2019). The feeling of being treated fairly will have an impact on satisfaction and this will become an employee's perception of fairness in the organization.

One of the factors to increase employee job satisfaction is organizational justice. Organizational justice is an important aspect for companies in understanding and influencing behavior and attitudes such as employee job satisfaction. This study resulted in that job satisfaction can influence organizational justice and employee job satisfaction. Organizational justice is the degree to which employees participate in decision-making (Siregar et al., 2020). Then research from (Crow et al., 2012) that organizational justice can increase work satisfaction for employees and that organizational justice has a relationship with an employee's job satisfaction. This is because the members of the organization feel about the rules and policies that have a relationship with them (Soni & Rifky Prasetyo, 2022).

This leads to the conclusion that employee satisfaction is an encouragement or positive feeling for what is received in return for the employee's performance. The statement is also followed by the results of what was done (Ningkiswari & Wulandari, 2018) job satisfaction that is felt after employees complete their responsibilities is proportional to the rewards that the company gives them.

This study aims to provide a broad picture related to the topic of using organizational justice and employee satisfaction in the period 2018-2023 by using bibliometric analysis techniques. This study has a specific objective, namely to identify organizational justice and employee satisfaction. Subsequent research can add variables, to find the results of matters relating to the themes taken by researchers. This study uses bibliometric analysis techniques by utilizing the VOSviewer application from various types of articles available in article reviews (Bolger & Patterson, 2001) and (van Eck & Waltman, 2010).

Literature review

Organizational Justice

In the last few decades, the importance of how an organization can treat employees well. (Bolger & Patterson, 2001) suggests that an organization must have a function as a person's platform, not just individuals who have functioned as HR within the organization. The notion of organizational justice has a foundation that is applied in the field of treatment organizations (S.-Y. Chen et al., 2015). This concept can be based on Equity Theory. The design of organisational justice as a practice has developed very rapidly over the last 2,000 years (Stamenkovic et al., 2018). Organizational justice has specifications for actions and decisions that are legally fair and relevant to the decisions taken (Donglong et al., 2020). There are three kinds of justice, namely: distributive justice, procedural justice and interactional justice (Lee & Chui, 2019). In addition, concerning the organizational treatment of individuals in the process of deciding on an organization, it has fairness and conformity with existing conditions (Donglong et al., 2020), Including how clear and reliable results are applied.

Organizational justice experienced by employees can affect individual work through deception (Kim et al., 2021). In addition, an individual's understanding of justice in the work environment can create perceptions and identities that ultimately function strongly for commitment (Park et al., 2016). As a comparison, most people owe a lot because they have a sufficient sense of justice and their sense of justice arises in the organization, therefore their dedication to a higher organization (Donglong et al., 2020). Justice agencies anticipate workplace results that positively impact employees (Matteson et al., 2021). When an organization treats fairly, has polite conversations, and makes relevant decisions without favoring a particular group and equitable benefits, it provides balanced information and feedback. Instead, employees will give positive results by completing their work properly.

The perception of organizational justice is an important matter because employee behavior will result in individual behavior in the organization. A sense of justice for the organization will have an impact on how employees receive good and equitable treatment within their organization, if organizational justice can be fulfilled by the company this will have implications for organizational performance and being successful because there is a sense of self-confidence then those who can provide work and the individual himself, creating cooperation and being able to reduce conflicts between superiors and subordinates. Organizational justice is the result of individual subjective attitudes toward the treatment received at work (Imamoglu et al., 2019). Distributive justice is an individual's description of organizational justice which is related to rewards, treatment, and matters that affect employee welfare. Furthermore, procedural justice is an output that can be allocated and made for all parties concerned. Based on the above opinion, it can be concluded that organizational justice is about policies and corporate attitudes toward individuals. This includes the fairness of the rewards received by employees.

The concept of organizational justice is part of academic practice which has developed for more than two thousand years (Stamenkovic et al., 2018). Organizational justice itself is a reference to an action or decision that is taken fairly and is deemed relevant according to the decision to be taken (Donglong et al., 2020). There are three kinds of justice namely: (a). distributive justice, (b). procedural justice, and (c). interactional justice (Ahmad, 2018). In addition, several other researchers have examined a person's perceived fairness and suitability in the decision-making process. Therefore, if an organization makes decisions both in terms of setting rules within the organization and decisions that include division priority scales, as long as the process is ethical and impartial to a group, it will produce a good perception.

In addition, referring to social exchange (Yin, 2018) states that the higher the organizational justice in the organization, this will have impact on the psychological expectations of active work engagement among employees. Thus, employees will be able to show exchange by carrying out duties and responsibilities and high dedication so that they will be involved in their work. Locke (1976) found seven job challenges that are usually related to employee satisfaction, including an environment that has physical challenges, authentic interest in certain jobs, jobs that do not have stressful risks, equal incentives, comfortable working conditions, respect for employees as well as support from management in managing problems, have the availability of healthy salaries and promotions.

Employee Satisfaction

Job satisfaction is the result of an evaluation of a person's attitude, regardless of whether they are satisfied with the organization (Rivai et al., 2019). Job satisfaction is an individual, a person's feelings when he is at work. Because each individual has a different sense of satisfaction from others, such as in the aspects of wages, promotion, work environment, and existing working conditions. The more satisfied the aspects are, the greater the satisfaction felt by the person in the workplace. According to (Ekowati & Amin, 2019) job satisfaction felt by employees can help maximize company profits in four ways, namely: If employees have a more optimal tendency to carry out their responsibilities, satisfied employees will last longer in the organization. Job satisfaction is a form of reaction that is directly expressed through employee behaviour in assessing the work environment and work (Golbasi et al., 2008). Explained that job satisfaction felt by employees can be categorized as feelings of satisfaction, including 1). Salaries; 2). Job promotion; 3). Supervision; 4). Partner in work; and 5). Working conditions. (Partono Prasetio et al., 2017) argued that if employees have a sense of satisfaction, then employees will contribute to the organization. One of the factors that can be done by the management is to be able to provide a sense of job satisfaction by providing support to employees.

According to (Walumbwa et al., 2011) job satisfaction is a person's reaction or cognitive, affective, and evaluative attitudes, and job satisfaction is a person's emotional state, both positive and negative, based on one's experience. According to a study by (Elamin & Alomaim, 2011), there is an influence between organisational justice

and the professional satisfaction of employees. Similarly, (Bakhshi & McVittie, 2009),) suggest that there is a meaningful influence between organizational justice and work satisfaction. (Whisenant & Smucker, 2009) conducted a study on the relationship between organizational justice and job satisfaction, with the results showing that three dimensions have a relationship with employee job satisfaction. (Ambrose & Schminke, 2009) suggest that this has a positive and significant impact on job satisfaction. Organizational justice has a direct effect on employee job satisfaction. If the organization pays attention to organizational justice felt by employees and employee satisfaction with work, the work environment.

According to (A. Karem et al., 2019), employee involvement in working conditions and their level of satisfaction. According to (Meel & Vishwakarma, 2020), employee satisfaction has 2 elements, namely movement and cognitive. The emotional element can be reflected by the individual and the current emotional state, while the cognitive element can analyze the current situation and its output to evaluate in the future. Employee satisfaction is also channeled through their positive feelings toward work afterward determining that work meets their needs (Massoudi et al., 2020); (Griffin et al., 2010).

Methods

Bibliometric literature studies using a detailed systematic (Garza-Reyes, 2015), this method uses mapping and has a focus on intelligence (Tranfield et al., 2003). The research uses five stages by taking the findings of Setyaningsih et al. (2018) dan Tranfield et al. (2003), in Figure 1 as follows:
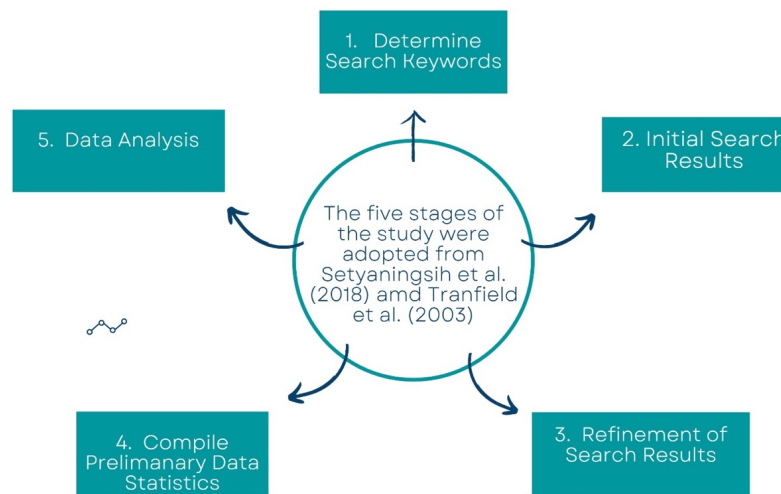

Figure 1. Five SLR level

1. Define Search Keywords
   The keywords used by the author to compile this article are "Organizational Justice" OR "Employee Satisfaction". The search conducted in January 2018 on the Publish or Perish database is equivalent and has quality in the research area (Baas et al., 2020).
2. Initial Search Results
   This research was conducted for "journal" and "proceedings", using the "title" "2018-2023". The number of 200 articles then the results can be compiled into RIS as well as: title, authorship, keywords, and related references.
3. Improved Search Results
   Articles are adjusted to indexes in the Publish or Perish database and can then be changed. Furthermore, each article's data is further processed in an excel file and saved as in a CSV file for processing.
4. Compile Preliminary Data Statistics
   The merged data backs up the CSV form. In the main body of the article in the proceedings: year of publication, volume, number, pages, etc. Analyze this data to determine the year and issue,
5. Data Analysis
   SLB analysis analyzes and visualizes the bibliometric network in this study using the VOSviewer application because it has the power to work more flexibly to prepare interesting visuals, analyses, and investigations (van Eck & Waltman, 2010).

Results

The purpose of this study is to analyze documentary sources related to keywords that have been included as "Organizational Justice" OR "Employee Satisfaction". Literature sources were obtained from the publication of Publish or Perish-indexed journals and proceedings in the period 2018-2023 in English. There are three aspects analyzed

namely: co-authorship, co-occurrence, and citation. Based on bibliometric analysis in this literature study, which was conducted using the VOSviewer software obtained as described in the points below. In each presentation of co-authorship, co-occurrence, and citation metadata, researchers use a minimum occurrence limit of 3, due to the lack of literature sources obtained during the research area using Organizational Justice and Employee Satisfaction. Using the help of the VOSviewer software which is intended to be able to display clusters and powerful visualization carried out by researchers (Hudha et al., 2020; van Eck & Waltman, 2010).
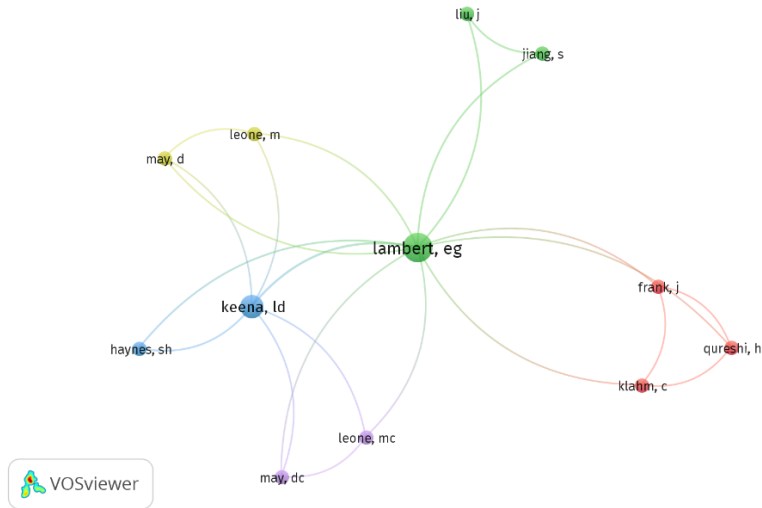
Co-Authorship

Figure 2. Network Visualization of Co-Authorship Metadata (Author Name)

From the image above, one knows that there are two author groups of the research theme. Each author has a continuous equation, meaning that each author has similarities with the themes of organizational justice and employee satisfaction.
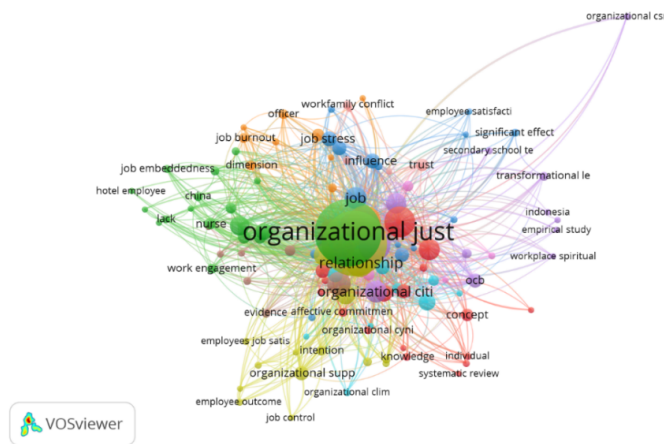
Co-Accurance

Figure 3. Network Visualization of Co-Accurance Metadata (Keywords)

From the image above, it is known that there are two groups of authorship of the search theme. Each author has a continuous equation, meaning that each author has similarities with the themes of organizational justice and employee satisfaction.
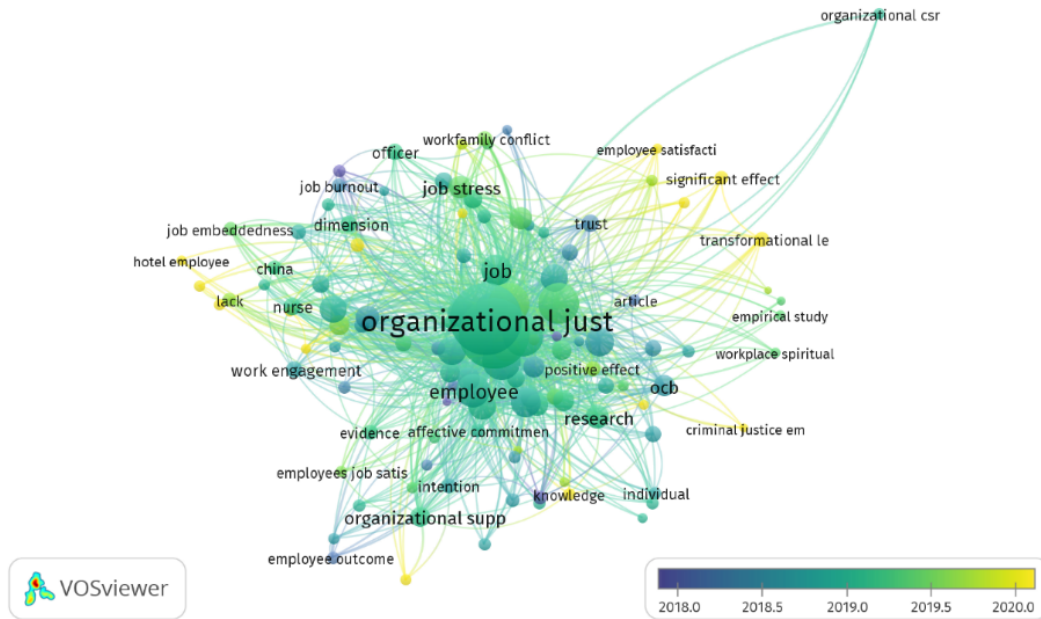
Figure 4. Overlay Visualization of Co-Accurance Metadata (Keywords)

Figure 4 shows that each year, keywords have increased, the yellow the group of keywords, the more up-to-date the search. Likewise, groups with keywords are getting bluer, so the research is known for the length of research that raises this theme. The relevance of this finding can support the direction of academic research in the same field, namely organizational justice and employee satisfaction to obtain broader results following the needs and trends in this era of needs in the field.

Citation

Analysis using the most citations in the research theme using organizational justice and employee satisfaction is to find out which articles have a lot of influence on knowledge in the field being studied. As well, Table 1 lists 25 items.

Table 1. Top 25 Cited Articles

No.	Publication Year	Author	Title	Journal	Cites	Publisher
1	2020	Maartje paais Jozef r. Pattiruhu	Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance	Journal of Asian Finance, Economics, and Business	299	Koreascience.or.kr
2	2019	Tayyaba akram Shen lei Muhammad jamal haider Syed talib hussain	The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing	Journal of Innovation & Knowledge	192	Elsevier
3	2018	Sanjay kumar singh, Ajai pratap singh	The interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy	Management Decision	167	Emerald.com
4	2019	Eric G. lambert linda D. keena matthew leone David may stacy h. Haynes	The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff	The Social Science	139	Taylor Francis
5	2018	Xiaofu pan Mengyan chen Zhichao hao Wenfen bi	The Effects of Organizational Justice on Positive Organizational Behavior: Evidence from a	Frontiers in Psychology	136	Frontiersin.ora

No.	Publication Year	Author	Title	Journal	Cites	Publisher
			Large-Sample Survey and a Situational Experiment			
6	2019	Tahir farid Sadaf iqbal Jianhong ma Sandra castro Amira rhattak Muhammad khalil han	Employees' Perceptions of CSR, Work Engagement, and Organizational Citizenship Behavior: The Mediating Effects of Organizational Justice	International Journal	115	Mdpi.com.
7	2019	Salih zeki imamoglu Birsen atakay	The Effect of Organizational Justice and Organizational Commitment on Knowledge Sharing and Firm Performance	Computer scienceProcedia c	112	Elsevier
8	2017	Elizabeth P. karam, Jinyu Hu, robert B.Davison, Matthew juravich, Jennifer D. nahrgang, Stephen E. humphrey, D. scott derue	Illuminating the 'Face' of Justice: A Meta-Analytic Examination of Leadership and Organizational Justice	Journal of Management Studies	108	Wiley online library
9	2020	Jopinus saragih Ikbar prtama Jumadiah wardati Elba frida silalahi Adrian Tarigan	Can Organizational Justice Dimensions Mediate Between Leader Mindfulness and Leader-Member Exchange Quality: An Empirical Study in Indonesia Pharmaceutical Firms	Systematic Review Pharmacy	102	Researchate. net
10	2018	Muddassar sarfraz Wang qun Muhammad ibrahim abdullah Adnan tariq alvi	Employees' Perception of Corporate Social Responsibility Impact on Employee Outcomes: Mediating Role of Organizational Justice for Small and Medium Enterprises (SMEs)	Sustainability	99	Mdpi.com
11	2019	Sajjad nazir, Amina shafi, Mian muhammad Atif, Wang qun, Syed muhammad abdullah	How organization justice and perceived organizational support facilitate employees' innovative behavior at work	Employee Relations	76	Emerald.com
12	2019	Özgür kökalan	The effect of organizational cynicism on job satisfaction: Testing the mediational role of perceived organizational spirituality	Management Research Review	73	Emerald.com
13	2018	Seok-young oh	Effects of organizational learning on performance: the moderating roles of trust in leaders and organizational justice	Journal of Knowledge Management	86	Emerald.com
14	2020	Taibo chen, Shuaikang hao, Kaifang ding, Xiaodong feng, Gendao li, Xiao liang	The impact of organizational support on employee performance	International journal of contemporary	73	Emerald.com
15	2019	Zahra chegini Ali janati Mohammad asghari-jafarabadi Omid khosravizade	Organizational commitment, job satisfaction, organizational justice, and self-efficacy among nurses	Nursing practice	69	Npt.tums.ac.ir
16	2019	Minjeong kang Minjung sung	To leave or not to leave: the effects of perceptions of organizational justice on employee turnover intention via employee-organization relationship	Journal of Public Relations Research	65	Taylor francis

No.	Publication Year	Author	Title	Journal	Cites	Publisher
			and employee job engagement			
17	2018	Juan diego Vaamonde, alicia Omar, solana Salessia,	From Organizational Justice Perceptions to Turnover Intentions: The Mediating Effects of Burnout and Job Satisfaction	Europe's journal of psychology	62	Ncbi.nlm.nih. gov
18	2019	Natàlia cugueró-EscofetORCID, Pilar ficapal-cusí, Joan torrent-sellens	Sustainable Human Resource Management: How to Create a Knowledge Sharing Behavior through Organizational Justice, Organizational Support, Satisfaction and Commitment	Sustainability	61	Mdpi.com
19	2019	Christine unterhitzenberger c.unterhitzenberger, David james brydeView	Organizational Justice, Project Performance, and the Mediating Effects of Key Success Factors	Project Management	60	Journals.sage pub.com
20	2019	Vanessa pérez-rodríguez, Marina beléndez	Organizational justice and work stress: The mediating role of negative, but not positive, emotions	Personality and individual	58	Elsevier
21	2018	Dong, Le nguyen thanh, Phuong Nguyen ngoc duy	Organizational Justice, Job Satisfaction and Organizational Citizenship Behavior in Higher Education Institutions: A Research Proposition in Vietnam	The Journal of Asian Finance, Economics and Business	57	Koreascience. or.kr
22	2020	Missaye mulatie mengstie	Perceived organizational justice and turnover intention among hospital healthcare workers	BMC Psychology	56	Bmcpsycholo gy.biomedce ntral.com
23	2018	Hawkar rashid arab, tarik atan	Organizational justice and work outcomes in the Kurdistan Region of Iraq	Management Decision	54	Emerald.com
24	2019	Ebtsam aly abou hashish	Nurses' perception of organizational justice and its relationship to their workplace deviance	Nursing ethics	52	Journal.sage pub.com
25	2018	Su jin kima eun, Kyoung chung	The effect of organizational justice as perceived by occupational drivers on traffic accidents: Mediating effects of job satisfaction	Journal of Safety Research	49	elsevier

Based on Table 1, it can be seen that the top 30 cited articles ranked above have relevance to implementation in the field, the first (PAAIS & PATTIRUHU, 2020), from the University of Pattimura, Indonesia. Articles published as of January 2020 have a total of 299 citations discussing the influence of employees on performance, one of which is the factor of job satisfaction. This research illustrates that if you want to improve the performance of employees, the company must fulfill several aspects, one of which is the fulfillment of job satisfaction for each individual.

Then the second most citations (Akram et al., 2020), are from Donghua University, Shanghai, China. This article has a total of 192 citations that examine the impact of organizational justice on employee work behavior. This means that if employees get justice within the organization it will provide output on the employee's work behavior. The highest number of citations are the three articles written by (Singh & Singh, 2019), coming from Veer Bahadur Singh Purvanchal University, Jaunpur, India, having 167 citations which discuss how to encourage employees to display voluntary work behavior and maintain job satisfaction they. The fourth most citations (Lambert et al., 2020), with a total of 162 citations from social science journals from various universities: The University of Nevada Reno, The University of Mississippi USA. In his research, he explained that employee satisfaction is related to organizational distribution and procedures.

The next sequence was written by (Pan et al., 2018) with 136 citations, this article comes from the Department of Sociology, Wuhan University, Wuhan, China. The author discusses the conceptual structure within the organization, organizational justice is considered a universal predictor of employee and organizational outcomes. The next sequence was written by (Farid et al., 2019) with 119 citations. This article comes from various departments, one of which is the Department of Applied Psychology & Behavioral Science, at Zhejiang University. Discuss work involvement and mediation mechanisms for distributive and procedural justice within the organization. The next article was

written by (Imamoglu et al., 2019) with a total of 112 citations, this article comes from the scientific committee of the 3rd World Conference on Technology, Innovation, and Entrepreneurship, discussing systems within corporate organizations with justice. Employees' perception of organizational justice determines their positive or negative attitude toward the organization. The next article was written by (Karam et al., 2019) with a total of 108 citations. This article comes from the Assistant Professor of Management Rawls College of Business Texas Tech University, this article discusses organizational justice, namely how leader behavior gives perceptions of organizational justice (procedural, distributive, interpersonal, and informational).

The next article was written by (Saragih et al., 2020), with a total of 102 citations, this article comes from A multifaceted review journal in the field of pharmacy which was studied by two countries, namely: Indonesia and Malaysia. Discusses the direct impact of the attention of a leader who is aware of his members. Next, the article was written by (Nazir et al., 2019), with a total of 76 citations. Discussing organizational justice can also be measured by the availability of facilities from the organization, and support from colleagues and superiors. Next is an article written by (Kökalan, 2019) with a total of 73 citations, this article comes from the Department of Business Administration, Istanbul Sabahattin Zaim University, Istanbul, Turkey. Discussing the element of spirituality in the organization has an impact on employee satisfaction because there is gratitude and there are values that they consider. Next is an article written by (Oh, 2019) with a total of 86 citations, this article comes from the Assistant Professor at the Department of Education, Yonsei University, Seoul, Republic of Korea. Discusses how the influence of organizational learning processes is felt on organizational performance and examines the moderating role of organizational justice and trust in managers within it. Next is an article with an author (T. Chen et al., 2020) with a total of 71 citations, this article comes from the International Innovation Team of Philosophy and Social. Discussing performance indicators, there are four indicators: continuous learning, teamwork, problem-solving and active work. This is also influenced by organizational support and the important role between colleagues and superiors. Next is an article written by (Chegini et al., 2019) with a total of 69 citations, this article comes from the Tehran University of Medical Sciences, Tehran, Iran. Discusses that hospital managers can promote nurses' organizational commitment through the use of strategies to be able to increase their perceptions of organizational fairness and thus, increase their job satisfaction. The next article was written by (Kang & Sung, 2019) with a total of 65 citations, this article comes from Advertising & Public Relations, Chung-Ang University. Discussing perceptions of organizational justice high perceptions of organizational justice are also influenced by work involvement because this will directly mediate employees' perceptions of justice. The next article was written by (Vaamonde et al., 2018) with a total of 62 citations, this article comes from Europe's Journal of Psychology are provided here courtesy. Discusses the perception of fairness which has a positive relationship with job satisfaction, because it will have implications for retaining valuable employees for the organization

Next is an article written by (Cugueró-Escofet et al., 2019) with a total of 61 citations, this article comes from the Faculty of Economics and Business Studies, Universitat Oberta de Catalunya (Spain). Discussing employees who work in multinational companies in Spain, this study examines organizational justice and organizational commitment which have a positive relationship. The second is organizational support that is felt by individuals, satisfaction has a mediating role in organizational justice. The following is an article written by (Unterhitzenberger & Bryde, 2019) which has a total of 60 citations, this article comes from Christine Unterhitzenberger, Lancaster University Management School, Bailrigg, Lancaster, UK. Discussing the concept of organizational justice as a characteristic, the success of working here is influenced by the performance of the project team, therefore it is hoped that the allocation of resources can be carried out fairly in a manner that is characterized by respect, decency, and dignity. The presence of organizational justice enhances project performance which has valuable nuances in a team relationship. Next is an article written by (Pérez-Rodríguez et al., 2019) with 58 citations, this article comes from the National Distance Education University (UNED), Department of Social and Organizational Psychology, Madrid, Spain. Discussing organizational justice involves employees' perceptions of fairness with the amount of resource allocation in the organization. The negative impact of the perception of justice will affect organizational effectiveness. Next is an article written by (Dong & Phuong, 2018), with a total of 57 citations, this article comes from The Journal of Asian Finance, Economics, and Business. Discusses the performance of a company that has an impact on national human resources. In this case, the conceptual framework provides suggestions for studying the determinants for establishing organizational justice by presenting job satisfaction as a mediator. The next research was written by (Mengstie, 2020), with a total of 56 citations, this article comes from the Department of Psychology, University of Gondar, P.O.Box: 196, Gondar, Ethiopia. Discuss employees who feel fair in the organization are happier and have no indication of leaving the organization. This research is to prove that the perception of organizational justice for health workers shifts to Amhara.

Furthermore, the article was written by (Arab & Atan, 2018), with a total of 54 citations, this article comes from the Department of Business Administration, Cyprus International University, Nicosia, Cyprus. Discussing employees who work in the Iraqi Kurdistan region who have a high level of education, shows that perceptions of distributive, procedural, and interactional justice influence employee job satisfaction. Furthermore, articles written by (Hashish, 2020) with a total of 63 citations, this article come from the Faculty of Nursing, Alexandria University, Egypt; King Saud bin Abdul-Aziz University for Health Sciences, Jeddah, Saudi Arabia. Discussing Health organizations have challenges to be able to maintain their jobs by increasing the dedication and loyalty of their organizational nurses. This aims to investigate nurses' perceptions of organizational fairness in the places where they work. Furthermore, articles written by (Kim & Chung, 2019) with a total of 49 citations, this research comes from the Department of Psychology, 1 Kangwondaehak-Gil, Chuncheon 24341, Republic of Korea. Discusses driving work employed by taxi and bus companies in South Korea using police records on 23 organizational accident participants, then organizational justice felt by driver workers that influence driving safety with employee satisfaction.

Discussion

Organizational justice is a parameter of a measure in organizations and it has a focus on insightful aspects of social interaction justice (Mehmood et al., 2021). Employee satisfaction influences the effectiveness of the individual's work. Satisfaction with balanced organizational justice has objectivity towards employee work patterns. With high job satisfaction, employees will be more loyal to work to achieve organizational goals. The goals pursued by researchers aim to evaluate between the variety of job satisfaction and equity within an organization. Organizational justice has a correlation between employee perceptions of treatment at work which is significantly related to job satisfaction. Based on the findings of the literature review, it shows that procedural, distributive and procedural justice directly impacts employee satisfaction in the workplace. These findings are similar in that researchers dedicate more of their efforts into the organization. Job satisfaction is influenced by several factors, including justice in the organization which refer to individual perceptions of organizational justice (Chegini et al., 2019).

Literature review studies are carried out to get to know more deeply and to study, research and interaction evidence from the variables that researchers take. Based on the literature review, it was found that job satisfaction has an influence on employees' work performance. Therefore, it is the organization's responsibility to achieve organizational justice in the workers' environment, in particular in order to be able to increase employee job satisfaction. These results are therefore accurate and reliable. Furthermore, this study has the uniqueness of understanding organizational justice and organizational interests so that it can be carried out to achieve organizational justice without ignoring the interests of workers.

The document review highlights a number of problems with the organisation of justice. First, justice organizations arise when employees perceive positively or negatively in the company, they must understand justice issues that are aligned with each individual. Second, managers also understand the context of justice for each employee, but also need to understand the level of organizational climate. In addition, managers are mindful of how colleagues perceive experiences that last over time, if negative perceptions are found, they must improve their behavior by providing a positive stimulus

Conclusion

Research using bibliometric analysis techniques with 200 articles published in journals or proceedings with the Publish or Perish index in 2018-2023 reflects on the themes of organizational justice and employee satisfaction in organizations. Analysis of review literature sources related to the keywords "organizational justice" OR "employee satisfaction" provides direction for academics and researchers to be able to conduct research with related themes.

This research can investigate employee perceptions of organizational justice, namely: distributive justice, procedural justice, interactional justice, this is done to verify whether employee perceptions have a correlation with individual characteristics and have a relationship to one's job satisfaction. The results of this literature review show that individuals cannot predict job satisfaction through legal agencies. The two variables, namely organizational justice and employee satisfaction have a relationship to the individual characteristics themselves, there is a relationship between age and the perception of each employee towards organizational justice. This finding demonstrates that justice agencies have a benchmark against which employees are satisfied. The study has limitations that researchers should specify.

The limitations of this first study were taken from some data from Publish or Perish so that and personal analysis was carried out, there might be a general method bias. Second, the benchmark for organizational justice, in measuring the three justice organizations, whether items from several dimensions have fulfilled the assessment of fairness. When focusing on the three dimensions of justice, distributive, procedural and interactive justice, researchers have the idea that employees take into consideration the fairness of the people themselves. Future studies are expected to be able to assess the possible consequences of these two variables, this study provides suggestions for further research to study the effect of organizational justice on other variables. With that in mind, the following recommendations can be applied to findings that are generalizable to the entire population in various countries regarding the measurement of organizational justice and job satisfaction in various occupational fields. This paper presents a series of organizational justice variables on employee satisfaction. The implications of these findings provide an assessment and can develop how to manage employee relations with superiors by giving attention to subordinates, treating subordinates well at work, and providing support to employees.

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