



Print ISSN: 1738-3110 / Online ISSN 2093-7717
 JDS website: <http://accesson.kr/jds>
<http://doi.org/10.15722/jds.23.11.202511.139>

Organizational Justice and Performance in Distribution Perspectives : Job Satisfaction, Commitment, and Empowerment among Millennials and Gen Z

Ji-Hye KIM¹

Received: September 15, 2025. Revised: October 31, 2025. Accepted: November 05, 2025.

Abstract

Purpose: This study examines how organizational justice—including distributive, procedural, and interactional dimensions—affects organizational performance through the lens of distribution fairness across generations. It investigates how perceptions of justice and fair distribution influence job satisfaction and organizational commitment as mediators, and how psychological empowerment moderates these distribution-driven relationships among Millennials and Generation Z (MZ) employees. **Research design, data and methodology:** A total of 300 employees from Korea’s manufacturing and service industries participated. Using a five-point Likert scale, data was analyzed via SPSS 27.0 and PROCESS Macro. Validity and reliability were verified (KMO=.955, Bartlett’s $\chi^2=3531.981$, $p<.001$; Cronbach’s $\alpha>.80$). Regression analyses tested the direct and indirect distributional effects of justice variables on performance across MZ and non-MZ cohorts. **Results:** Distributive and procedural justice significantly improved organizational performance for both generations, whereas interactional justice was not significant. The explanatory power of the MZ model (Adj. $R^2=.559$) exceeded that of non-MZ (.454). Distribution-related fairness positively affected satisfaction and commitment, especially for MZ employees, and empowerment amplified these justice–attitude relationships. **Conclusions:** Distribution fairness within organizational justice systems is central to sustaining high performance. Promoting transparent reward distribution, equitable procedures, and empowerment strengthens satisfaction, commitment, and productivity—particularly for MZ workers who value inclusive and participatory distribution structures.

Keywords : Organizational Justice, Distribution Perspectives, Job Satisfaction, Millennials and Gen Z

JEL Classification Code: L21, M29, M31

1. Introduction

The concept of fairness in the workplace is essential for how employees respond, behave, and perform in today’s workforce. As discussed by Lee and Rhee in 2023, there must be fair treatment in decision-making, value allocation and the interpersonal dimension of the human resource

sustainability paradigm which is the basis of the literature on human resource sustainability (Lee & Rhee, 2023). While employees need to be driven and obligated to deliver results, these workers should also be intrinsically motivated to get better at their jobs and become easier to build trust and collaboration in the workplace (Hyder et al., 2022). For these reasons, and for improving performance in

¹ First and Corresponding Author. Lecturer, Department of Business Administration, Korea Nazarene University, The Republic of Korea. Email: jhknexel@gmail.com

© Copyright: The Author(s)
 This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/4.0/>) which permits unrestricted noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

organizational or individual situations, perception balance is seen as a strategic and ethical requirement for modern workplaces.

The global labor force demographic has changed drastically, whereby Millennials and Generation Z (MZ) are becoming the dominant demographic in a variety of industries (Katsaros, 2024). These generations have been described as embracing transparency, inclusion, and empowerment, unlike the older generations, which have mostly sought stability and followed established procedures. It has been revealed that MZ employees base their evaluation on fairness, engagement, and productivity to create a direct connection between injustice and the loss of competitive advantage on behalf of their employers (Jung & Yoon, 2021). Moreover, MZ employees perceive fairness to be associated with empowerment, inclusion in decision-making, and recognition based on a definable criterion (Maisarah et al., 2024). This focus on the fairness MZ employees champion in various workplaces makes it a pivotal aspect of study in organizational behavior and performance. Hence, it is anticipated that in MZ employees, perceived organizational justice will be a primary driver of enhanced performance outcomes due to increased satisfaction and empowerment.

1.1. Problem Statement and Research Gap

Generational differences in the impact of Inter-firm relationships on employee efficiency, satisfaction, and organizational commitment, despite the wealth of literature on the subject (Hyder et al., 2022; Lee & Rhee, 2023), have been less explored. For instance, Andiva and Mugesani (2020) documented the impact of organizational justice on employee commitment and participation in corporate social responsibility, albeit in the justice system of Kenyan listed firms. They, similar to most of the literature, failed to consider the generational cohort impact. Focusing exclusively on the Kenyan context, the authors ignore the social justice system evaluations of younger MZ employees that may differ considerably from those of older generations, suggesting that MZ employees consider the impact of generational differences on the relative weight of distributive, procedural, and interactional forms of justice. Disparity of outcomes predicted by the subjective empowerment system on different age cohorts is similarly unaccounted for (Jabid et al., 2023). The gap in literature suggests a misalignment in the interaction of justice systems and generational gaps and their impact on organizational behavior and performance on the employee side.

1.2. Purpose and Objectives of the Study

This study aims to analyze the impact of organizational

justice on organizational performance, focusing on Millennials and Generation Z employees, with job satisfaction and organizational commitment functioning as mediating factors, and psychological empowerment as a moderating factor. This study is based on previous works (Andiva & Mugesani, 2020; Lee & Rhee, 2023; Maisarah et al., 2024) and hopes to scientifically contribute to a generationally sensitive understanding of the relationship between perceptions of fairness and behavioral outcomes. More specifically, this research aims to:

1. Determine how much organizational justice affects job satisfaction and commitment across generations.
2. Assess the mediating role of satisfaction and commitment in the justice–performance relationship.
3. Evaluate how psychological empowerment moderates these relationships for MZ versus non-MZ employees.

Therefore, the study addresses a key theoretical and managerial question: How does organizational justice shape performance outcomes differently for younger generations who prioritize empowerment, autonomy, and inclusivity?

2. Literature Review

2.1. Organizational Justice

Distributive, procedural, and interactional organizational justice pertain to the fairness perceptions employees hold within the workplace (Lee & Rhee, 2023; Kang, 2021). Distributive justice pertains to the fairness of the reward and recognition outcomes; procedural justice is concerned with the fairness of decision-making; and interactional justice pertains to the treatment and communication of an individual and of information. Together, these dimensions create justice. Grounded in the Equity Theory of Adams, an employee will perceive justice by assessing their input and outcomes relative to others within their environment. The Social Exchange Theory (Blau) argues that fair treatment in the outcome will elicit a positive response in behavior. Moreover, the Procedural Justice Theory (Thibaut & Walker) will argue that employees will only comply and be satisfied with the outcomes of an organizational structure if they perceive the organizational structure as legitimate.

Studies show that organizational justice has a significant impact on employee attitudes and performance. Based on the dual theory approach, Hyder et al. (2022) found that organizational justice supports trust and emotional commitment, thereby improving in-role performance. This compares to Lee and Rhee (2023), who established that fairness-value perceptions enhance job satisfaction and create loyalty to the organization indirectly through moral alignment. Andiva and Mugesani (2020) focused on Africa and demonstrated that organizational justice is a positive

predictor of employee commitment and engagement in socially responsible corporate activities, which depicts that fairness also encompasses ethical interaction with the group. These results show that an open and fair climate motivates employees to carry out discretionary work. Accordingly, organizational justice is bound to have a positive impact on employee satisfaction, commitment, and performance.

2.2. Job Satisfaction and Organizational Commitment

Organizational commitment and job satisfaction are the two important attitudinal constructs within the justice-performance relationship. Job satisfaction refers to the affective reaction of an employee to the different aspects of his or her job, and organizational commitment refers to the psychological attachment and loyalty that a person has toward an organization (Lee & Rhee, 2023; Kang & Hwang, 2023). Attitudes are heavily influenced by the equity of organizational systems whereby satisfaction and commitment act as mediating factors.

According to Lee and Rhee (2023), fair treatment creates respect and trust that leads to satisfaction that leverages commitment and cooperative behavior. Andiva and Mugesani (2020) observed that justice cultures enhance the sense of commitment, which encourages employees to align their personal values with organizational ethics. This form of alignment is followed by discretionary effort and long-term orientation to the organization's goals. Conversely, Jung and Yoon (2021) showed that flexibility at the workplace, which is a component of procedural and interactional justice, improves satisfaction and engagement, particularly among younger workers within the South Korean hospitality sector. They also recorded a generational difference in the experience of different dimensions of justice; whereby younger employees are more oriented towards autonomy and recognition.

Both satisfaction and commitment can be explained in a better way through the usage of a contextual approach. Katsaros (2024) and Kang (2023) observed the sensitivity of inclusive leadership among Generation Z employees and the role of equity perceptions that lead to adaptive responses and work happiness. This shows a stronger correlation between MZ workers as far as justice, satisfaction, and performance are concerned. MZ workers perceive fairness through the relational and empowerment dimensions, while the more hierarchical consistency is involved. Therefore, satisfaction and commitment to the organization are more likely to be predictors of the justice-performance relationship.

2.3. Psychological Empowerment

In reference to the work of Spreitzer, psychological empowerment consists of the dimensions of meaning,

competence, self-determination, and impact. It is made up of the inherent feeling of power and influence by the employees, and when combined with the other dimensions, it increases the reaction to fair and unfair treatment. Powerful employees tend to be more inclined to engage in proactive behaviors and express innovation and dedication towards perceptions of equity.

Recent studies illustrate that the mediating effect of empowerment on the interrelationship between justice and other outcomes can take place. Maisarah et al. (2024) showed that psychological empowerment positively moderates the link between perceived organizational support and career satisfaction for employees in the manufacturing sector. Their results suggest that empowerment enhances more positive workplace attitudes by meeting employees' psychological needs for autonomy and efficacy, satisfaction, and self-efficacy. In the same vein, Jabid et al. (2023) showed that empowering leadership positively affects innovative behavior and knowledge sharing with generational differences in moderation roles. Empowerment resonates more with younger staff, particularly the Millennials and Gen Z, since fairness is more easily translated into creativity and participatory involvement than it is with older staff. This highlights the role of empowerment as a motivator and as a moderator of the justice-performance association.

In the justice paradigm, empowerment will make the effects of the perceived unfairness less significant as employees will feel agency and self-worth (Hyder et al., 2022). Empowered employees disengage, counter-respond, or constructively decrease the impact of the outcomes. This situational psychological response stresses the 'negative silence' empowerment is a foundational condition in elevating the impact of fairness and diminishing the impact of adverse conditions. Psychological empowerment is expected to strengthen the impact of organizational justice on employee attitudes, especially positive shapes among MZ employees.

2.4. Generational Perspectives in Organizational Behavior

It is important to understand the generational dynamics to fully contextualize the relationship between justice and performance. Millennials, born between 1980 and 1995, and Generation Z, born between 1996 and 2012, are the new majority in today's workforce. These groups seem to value autonomy, leadership transparency, the use of technology, and the meaningfulness of work over traditional job security (Katsaros, 2024). These individuals expect fairness, recognition, and psychological empowerment in the workplace.

Jung and Yoon (2021) noted that procedural justice and trust impact workplace flexibility more greatly on

satisfaction and engagement for younger employees than for older ones. Similarly, Jabid et al. (2023) explained that the role of empowering leadership in innovative behavior is significantly stronger for younger workers. This shows how justice and empowerment indeed have different interactions across the generational boundaries. Besides this, Katsaros (2024) also established the relation between inclusive leadership and adaptive performance of Gen Z employees, where fairness and openness, along with emotive inclusive leadership, have a significant effect on the adaptability and engagement of the younger employees.

This evidence suggests that the view of fairness is a critical framework driven by generational identity, and MZ employees perceive justice not as similar treatment but as a sense of participation. Comparatively, procedural stability and predictability are potentially of greater importance to older employees, who can view fairness as related to compliance with rules and hierarchy (Jung & Yoon, 2021). Due to such demographic changes in the workplace, organizations need to work on the gap in expectations of fairness and justice by integrating steady policies that give the younger workers power, and at the same time, stress consistency that the older workers seek.

Building on this understanding, it is likely to be sustained by the impact of justice on satisfaction, commitment, and performance outcomes of employees, which is likely to be generational in nature, especially with MZ employees who demand autonomy and inclusion, enhancing the impact of justice.

2.5. Conceptual Framework Overview

This theoretical framework is a model based on organizational justice, job satisfaction, organizational commitment, psychological empowerment, and employee performance, at various levels. The model, based on the Equity Theory, Social Exchange Theory, and Empowerment Theory, indicates that a sense of fairness leads to satisfaction and commitment, which enhances performance. Psychological empowerment (meaning, competence, self-determination, and impact) is a moderating variable that reinforces or undermines the proposed relationships depending on personal or generational differences.

The organizational justice construct within the framework is the antecedent requirement that the employee's evaluative perceptions of the working environment combine with. Perceived justice has indirect effects on emotional and behavioral consequences of fairness mediated by job satisfaction and organizational commitment. Finally, psychological empowerment variables moderate the relationship between justice and employee attitudes and performance by defining the level at which employees perceive justice and react to it by engaging

in the workplace.

This model is in line with more recent studies that emphasize fairness in performance, taking into consideration younger age groups. As an illustration, Maisarah et al. (2024) emphasized the role empowerment has in converting perceived support to satisfaction. Jabid et al. (2023) and Katsaros (2024) demonstrated that generationally sensitive leadership positively influences the achievement of fairness, consistent with the principles of equity, inclusion, and autonomy. Thus, the framework suggests that the effect of justice in organizations on satisfaction, commitment, and performance may be more significant in the case of Millennials and Generation Z workers due to the strength of such variables as empowerment and equity in the workplace.

3. Research Design

This study aims to examine the effects of the components of organizational justice—distributive justice, procedural justice, and interactional justice—on organizational performance among MZ generation employees. It also seeks to verify the mediating effects of job satisfaction and organizational commitment on these relationships. Furthermore, the study investigates the moderating effect of psychological empowerment on the relationship between organizational justice, job satisfaction, and organizational commitment, as well as generational differences between MZ and non-MZ employees. Based on these objectives, the following research model was established.

3.2 Research Participants

This study targeted employees working in domestic manufacturing and service industries. To analyze the generational differences in perceptions of organizational justice between MZ and non-MZ generations, participants were selected to represent diverse age groups. To prevent regional bias, the sample included respondents evenly distributed across the Seoul metropolitan area, Chungcheong, Honam, Yeongnam, Gangwon, and Jeju regions. Data was collected through an online survey, and a total of 300 valid responses were used for analysis.

The sample was evenly distributed by gender and age group. Participants were divided into two categories: MZ generation (born between 1980 and 2004) and non-MZ generation (born before 1980), allowing for comparative analysis between generations.

3.3 Measurement Tools

All measurement instruments used in this study were

adapted from validated scales with established reliability and validity in previous studies. Each variable was measured using a five-point Likert scale:

1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree).

3.3.1. Organizational Justice

Organizational justice refers to the extent to which employees perceive fairness in the distribution of outcomes and rewards within the organization. Based on the studies of Rich et al. (2010), Moorman (1991), and Kim and Kim (2013), organizational justice was divided into three sub-dimensions: distributive, procedural, and interactional justice. **Distributive Justice:** Measured with five items derived from Price and Mueller, Moorman, and Kim and Kim, such as “I receive fair rewards for my efforts” and “I am compensated fairly considering the responsibilities assigned to me.” **Procedural Justice:** Based on the studies of Niehoff and Moorman (1993) and Moorman (1991) consisting of five items including “Decision-making procedures are designed to reflect the opinions of all members” and “My supervisor listens to employees’ opinions and concerns before making decisions.” **Interactional Justice:** Measured with five items adapted from Bies, Bies and Moag, and Tyler and Bies, such as “My supervisor considers my position” and “My supervisor treats me kindly and respectfully when making job-related decisions.”

3.3.2. Job Satisfaction

Job satisfaction was operationally defined as an employee’s subjective level of satisfaction with various aspects of their work, including tasks and rewards. Based on the study (Moorman, 1991), it was measured with five items, including “I enjoy my work as if it were a hobby” and “I am satisfied with the level of pay I receive.”

3.3.3. Organizational Commitment

Organizational commitment was defined as the psychological state in which employees feel emotional attachment to the organization’s goals and values, wish to remain as members, and are willing to make voluntary efforts for the organization. Based on the prior studies (Mowday et al., 1979; Allen and Meyer, 1990; Kim & Kim, 2013), five items were used, such as “I am proud to be a member of this organization” and “This organization means a lot to me.”

3.3.4. Psychological Empowerment

Psychological empowerment was defined as a psychological state in which employees perceive autonomy and competence in their work, thereby enhancing intrinsic motivation. Based on the study of Spreitzer (1995), it was

measured through four dimensions—meaning, competence, self-determination, and impact—using four items:

“The work I do is important and personally meaningful to me” (Meaning)

“I am confident in my ability to perform my job effectively” (Competence)

“I have autonomy and independence in making decisions related to my work” (Self-determination)

“I have a significant degree of influence and control within my department” (Impact)

3.3.5. Organizational Performance

Organizational performance was defined as employees’ perception of the overall performance level of their organization, closely related to human resource management practices and encompassing financial, customer, internal process, and learning and growth perspectives. Based on Delaney and Huselid (1996) and Kaplan and Norton (2011), it was measured with five items such as “My work performance has improved” and “Our organization sufficiently achieves its performance goals.”

3.4. Data Analysis Method

For statistical analysis, SPSS 27.0 and PROCESS Macro 4.3 were used. The detailed procedures are as follows: **Frequency Analysis:** Conducted to identify the demographic characteristics of respondents. **Validity and Reliability Analysis:** Exploratory factor analysis (EFA) was used to verify construct validity, and Cronbach’s α coefficients were calculated for reliability.

Independent t-test: Used to examine differences in key variables between MZ and non-MZ generations. **Levene’s test for equality of variances** was performed before applying the appropriate t-values. **Regression Analysis:** Conducted to test the hypotheses regarding the effects of the three dimensions of organizational justice on organizational performance. **Mediation Analysis:** The mediating effects of job satisfaction and organizational commitment were examined using Hayes’ PROCESS Macro Model 4. **Bootstrapping** with 5,000 resamples was conducted, and mediation was considered significant if the 95% confidence interval did not include zero.

Moderation Analysis: To test the moderating effect of psychological empowerment, PROCESS Macro Model 1 was employed. Analyses were conducted separately for MZ and non-MZ generations, and significant interaction effects were further examined through slope analysis to identify the nature of moderation.

4. Results

4.1. Respondent Characteristics

This study conducted a survey targeting the MZ generation (ages 20–39) and the non-MZ generation (ages 40 and above), obtaining a total of 300 valid responses. Among respondents, the majority held a bachelor’s degree (66.0%), and the most common income level was over 6 million KRW (37.7%). Most participants were employed in private companies (74.3%), with a high proportion working in public administration/social welfare/education (28.3%) and manufacturing (23.0%). In terms of job function, marketing/sales (27.0%) and research/development (24.3%) were the most frequent fields. Regarding job position, employees (27.0%) and department managers or higher (24.0%) represented the largest groups.

4.2. Validation and Reliability of Measurement

4.2.1. Exploratory Factor Analysis

To verify the validity of the measurement tools used in this study, exploration factor analysis (EFA) was conducted (Woo & Kang, 2021). The Kaiser–Meyer–Olkin (KMO) value was 0.955, indicating suitability for factor analysis. Bartlett’s test of sphericity was also significant ($\chi^2=3531.981, p<.001$), confirming that correlations among variables were appropriate for factor analysis. Principal component analysis with Varimax orthogonal rotation was used for the organizational justice variable. The results, presented in Table 1, show that all factor loadings exceeded 0.5, indicating good construct validity.

Table 1: Results of Exploratory Factor Analysis for OJ

Measurements	1	2	3
Interactional Justice 1	.814		
Interactional Justice 5	.809		
Interactional Justice 3	.805		
Interactional Justice 2	.792		
Interactional Justice 4	.787		
Distributive Justice 2		.857	
Distributive Justice 1		.821	
Distributive Justice 3		.744	
Distributive Justice 5		.736	
Distributive Justice 4		.718	
Procedural Justice 1			.757
Procedural Justice 2			.752
Procedural Justice 3			.629
Procedural Justice 5			.617
Procedural Justice 4			.557

4.2.2. Reliability Analysis

Cronbach’s α coefficients were calculated to assess internal consistency reliability. As shown in Table 2, all variables recorded Cronbach’s α values above 0.8, indicating high internal consistency. Therefore, the measurement tools used in this study were found to be both valid and reliable (Ravinder & Saraswathi, 2020).

Table 2: Results of Reliability Analysis

Variable	Cronbach’s α	Item
Distributive Justice	.895	5
Procedural Justice	.905	5
Interactional Justice	.934	5
Job Satisfaction	.834	5
Organizational Commitment	.884	5
Organizational Performance	.890	5
Psychological Empowerment	.832	4

4.3. Differences between MZ and Non-MZ Generations

An independent samples t-test was conducted to examine the differences in key variables between the MZ generation (n=157) and non-MZ generation (n=143). The results, summarized in Table 3, revealed significant generational differences in procedural justice ($t=-2.392, p<.05$), interactional justice ($t=-2.292, p<.05$), overall organizational justice ($t=-2.208, p<.05$), organizational commitment ($t=2.655, p<.01$), and psychological empowerment ($t=3.029, p<.01$). No significant differences were found for distributive justice, job satisfaction, or organizational performance.

These findings indicate that non-MZ employees perceived higher levels of procedural and interactional justice, while MZ employees reported higher levels of organizational commitment and psychological empowerment, confirming generational differences in perception.

Table 3: Mean Differences between Generation MZ and Non-MZ Generation

Variables	Levene’s Test for Equality of Variances		t-test for Equality of Means		
	F	p	t	df	p
Distributive Justice	.411	.522	-1.162	298	.246
Procedural Justice	4.155	.042	-2.392	294.68	.017
Interactional Justice	2.496	.115	-2.292	298	.023
Job Satisfaction	8.053	.005	.118	291.91	.906
Organizational Commitment	6.507	.011	2.655	295.29	.008
Organizational Performance	15.095	.000	.047	275.95	.962
Psychological Empowerment	12.621	.000	3.029	283.45	.003

4.4. Hypothesis Testing

4.4.1. The Effect of Organizational Justice on Organizational Performance (H1)

Multiple regression analysis was conducted separately for MZ and non-MZ groups to test the effects of organizational justice on organizational performance. The results (Table 4) showed that for the non-MZ generation, distributive justice ($\beta=.353$, $p<.001$) and procedural justice ($\beta=.235$, $p<.05$) had significant positive effects on organizational performance, while interactional justice ($\beta=.193$, $p=.063$) was not significant.

For the MZ generation, distributive justice ($\beta=.453$, $p<.001$) and procedural justice ($\beta=.278$, $p<.01$) also had significant positive effects, whereas interactional justice ($\beta=.093$, $p=.317$) was not significant.

The explanatory power (Adjusted R^2) was higher for the MZ group (55.9%) than for the non-MZ group (45.4%), and the effect sizes of distributive and procedural justice were also greater among MZ employees. Thus, Hypothesis H1 was partially supported.

4.4.2. Mediating Effects of Job Satisfaction and Organizational Commitment (H2)

To examine the mediating effects of job satisfaction and organizational commitment between organizational justice and organizational performance, PROCESS Macro Model 4 with bootstrapping (5,000 resamples) was used. The results (Table 5) showed that most indirect effects had 95% confidence intervals excluding zero, indicating significant mediation effects.

However, for the non-MZ generation, the indirect path from procedural justice \rightarrow job satisfaction \rightarrow organizational performance included zero, indicating a nonsignificant mediating effect.

Overall, mediation effects were stronger for the MZ group, and organizational commitment exhibited a greater mediating influence than job satisfaction. Therefore, Hypothesis H2 was largely supported.

4.4.3. Moderating Effects of Psychological Empowerment (H3)

PROCESS Macro Model 1 was employed to test the moderating effect of psychological empowerment on the relationship between organizational justice, job satisfaction, and organizational commitment. The results (Table 6) revealed that the moderating effect of psychological empowerment was strongest in relation to procedural justice.

For the non-MZ generation, psychological empowerment significantly moderated the relationship between procedural justice and organizational commitment (Coeff = 0.206, $p<.05$), while a marginally significant effect

was found for interactional justice and organizational commitment.

For the MZ generation, the moderating effect was significant between procedural justice and job satisfaction (Coeff = 0.104, $p<.05$) and marginally significant between procedural justice and organizational commitment.

The interaction pattern, visualized in Figure 2, showed that when psychological empowerment was high ($M = 4.22$), the positive effect of procedural justice on job satisfaction was stronger, with a steeper slope compared to low empowerment ($M = 2.54$).

This finding suggests that employees with higher psychological empowerment are more sensitive and responsive to fair procedures. Therefore, Hypothesis H3 was partially supported, with the strongest moderating effects observed in procedural justice.

5. Discussions

5.1. Theoretical Implications

This research adds to the organizational justice theory by introducing a generational angle to the fairness-performance relationship, which views fairness perceptions as being uniform among groups of employees. Although still based on the theories of Equity and Social Exchange, the majority of studies have not demonstrated that generational identities, formed by social values, digital development, and participatory work cultures, play a stronger role in terms of the perceptions of justice than most.

Millennials and Generation Z, who are fond of independence and openness, view distributive and procedural justice within the framework of inclusion and empowerment, whereas older generations view the justice aspects of procedures as being made up of sufficiency and stability (Jung & Yoon, 2021; Katsaros, 2024). Interactional justice is universal, but there are some expectations that are between the older and younger generations with respect to the workplace. Young individuals have been associated with interactional justice using the way of talking and receiving feedback, and the older generation with professionalism and respect. These differences suggest that justice is a dynamic and relative concept that will need to adapt to the transformations of the employment system and cultural demands.

When psychological empowerment is introduced into the justice system, it will transform it and will put a motivational element into the system, making equity relevant to intrinsic psychological involvement. Within the theories of empowerment and self-determination, fairness acts as the psychological basis for meaning, autonomy, and competence, which employees desire in their work

(Maisarah et al., 2024).

Hyder et al. (2022) and Jabid et al. (2023) demonstrate that fairness is most powerful when coupled with empowerment, as employees perceive fairness as confident self-efficacy rather than mere compliance. For MZ employees, the nexus of fairness and empowerment encourages flexibility, ingenuity, and perseverance. The balance of evidence suggests a generational change in the emphasis placed on justice frameworks that are rule-based and participation-based, suggesting organizational justice is a dynamic construct that is influenced by generational factors, which are moderated by empowerment and mediated by commitment and satisfaction.

5.2. Managerial Implications

In order to manage effectively, one must comprehend the differences in the meaning given to fairness and inclusion from different generations. Multigenerational companies need fairness-sensitive approaches that accommodate the value differences for Millennials, Generation Z, and older employees. For the younger generations, fairness initiatives must prioritize initiatives that promote transparency, inclusion, and an active role in leadership, as these enhance feelings of equity, recognition, and engagement. Delegating and fostering open communication as part of active leadership and innovation.

Cultures rich in inclusion and open feedback systems strengthen satisfaction and commitment by fostering a sense of voice, equity, and respect. For older generations, the equity principle works better when there are balance, order, and predictability in the aligned system of rules, rewards, and recognition, which in turn reinforces trust and commitment. Transparent and predictable management in system hierarchies is essential to harmonize the expectations of different generations and promote workplace fellowship (Jung & Yoon, 2021).

At the policy level, HR strategy may be fair and empowering. The performance management system's design must involve quantifiable outcomes and participative processes to ensure fairness in the outcomes and the process applied in achieving the outcomes. The focus of the

leadership development programs ought to be on emotional and inclusive communications to enhance interactional justice. Flexible work arrangements are highly valued by younger workers and can serve as one of the options in increasing retention and engagement (Jung & Yoon, 2021). The driver of strategy and innovation should be the main force of fairness and not an ethical imperative. To reduce organizational citizenship behaviors and turnover and to also promote a documented or shared culture of responsibility, institutions should adopt fairness and empowerment (Andiva & Mugesani, 2020). The organizational justice pillar is made up of the performance and ethical aspects of the unified approach.

5.3. Conclusion

This research proves the impact of organizational justice on performance is an important issue among all age groups in the workforce. This was mediated by job satisfaction, formal commitment, and performance, with psychological empowerment acting as a moderator. The findings of the research that have been carried out over generations support the idea that the perception of fairness is not universal or equally spread but depends on the existing generation and cultural values during that period. Fairness to the millennials and Gen Z workers takes the form of integrative empowerment and inclusion and turns the concept of justice into a participatory activity, unlike the previous generations, who preferred the implementation of procedural justice.

The combination of a generational and empowerment approach will theoretically streamline justice models into adaptive mechanisms of equity that adjust to the dynamics of a workforce. Practically, fairness should be operationalized by open systems, proportional pay, and empowering members by appreciating them. This way, it will be possible to foster engagement and innovation among younger generations, whereas older employees will be allowed to maintain their procedural stability. Ultimately, inclusive high-performing organizations in the 21st century will be based on the moral and tactical principles of equity and empowerment.

Table 4: The Impact of OJ on OP

Variables		Unstandardized Coefficients (Non-MZ)		Standardized Coefficients (Non-MZ)	P	Unstandardized Coefficients (MZ)		standardized Coefficients (MZ)	P
Dependent Variable	Independent Variable	B	SE	B		B	SE	B	
Organizational Performance	Distributive Justice	.312	.070	.353	<.000	.511	.086	.453	<.0000
	Procedural Justice	.224	.101	.235	.028	.276	.105	.278	.010
	Interactional Justice	.167	.089	.193	.063	.087	.087	.093	.317

Table 5: Mediating Effects of JS and OC

Variables			Non-MZ				MZ			
Dependent Variable	Independent Variable	Mediator	Effect	Boot SE	95% CI		Effect	Boot SE	95% CI	
					Boot LLCI	Boot ULCI			Boot LLCI	Boot ULCI
Organizational Performance	Distributive Justice	Job Satisfaction	.114	.051	.017	.222	.390	.074	.247	.535
	Procedural Justice		.112	.060	-.003	.234	.331	.058	.218	.443
	Interactional Justice		.096	.048	.006	.196	.294	.047	.202	.387
	Distributive Justice	Organizational commitment	.199	.047	.109	.296	.426	.069	.295	.567
	Procedural Justice		.253	.058	.139	.370	.389	.062	.272	.515
	Interactional Justice		.221	.047	.130	.313	.358	.051	.260	.458

Table 6: Moderating Effects of Psychological Empowerment

Variables			Non-MZ				MZ			
Dependent Variable	Independent Variable	Moderator	Coeff	se	t	p	Coeff	se	t	p
Job Satisfaction	Distributive Justice	Psychological Empowerment	.114	.088	.077	1.145	.253	.077	.055	1.392
	Procedural Justice		.112	.144	.097	1.478	.141	.104	.046	2.239
	Interactional Justice		.096	.062	.095	.657	.512	.075	.052	1.432
Organizational Commitment	Distributive Justice	Psychological Empowerment	.199	.024	.077	.321	.748	.093	.058	1.615
	Procedural Justice		.253	.206	.086	2.383	.018	.093	.047	1.973
	Interactional Justice		.221	.164	.084	1.940	.054	.038	.051	.749

References

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18.

Andiva, Z. K., & Mugesani, P. A. (2020). Influence of organizational justice on corporate social responsibility activities and employees' commitment in firms listed at Nairobi Stock Exchange, Kenya. *The Strategic Journal of Business & Change Management*, 7(1), 911-926.

Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39(4), 949-969.

Hyder, S., Malik, M. I., Hussain, S., Tasneem, M., Kaleem, M., & Saqib, A. (2022). Organizational justice and employee in-role performance nexus: a dual theory perspective. *Cogent Business & Management*, 9(1), 2124602.

Jabid, A. W., Abdurrahman, A. Y., & Amarullah, D. (2023). Empowering leadership and innovative behaviour in the context of the hotel industry: Knowledge sharing as mediator and generational differences as moderator. *Cogent Business & Management*, 10(3), 2281707.

Jung, H.-S., & Yoon, H.-H. (2021). Generational effects of workplace flexibility on work engagement, satisfaction, and commitment in South Korean deluxe hotels. *Sustainability*, 13(16), 9143.

Kang, E. (2023). Literature evaluation: the focus on the difference between job-based pay and skill-based pay scheme. *The Journal of Industrial Distribution & Business*, 14(7), 1-7.

Kang, E. (2021). Qualitative content approach: Impact of organizational climate on employee capability. *East Asian Journal of Business Economics (EAJBE)*, 9(4), 57-67.

Kang, E., & Hwang, H. J. (2023). How to enhance an employee's organizational citizenship behavior (OCB) as a corporate strategy. *The Journal of Industrial Distribution & Business*, 14(1), 29-37.

Kaplan, R. S., & Norton, D. P. (2001). Transforming the balanced scorecard from performance measurement to strategic management: Part I. *Accounting Horizons*, 15(1), 87-104.

Katsaros, K. K. (2024). Gen Z employee adaptive performance: The role of inclusive leadership and workplace happiness. *Administrative Sciences*, 14(8), 163.

Kim, H. G., & Kim, J. I. (2013). Exploring the relationships among organizational justice, organizational commitment, and organizational citizenship behavior in U.S. NPOs: A cross-level analysis. *Korean Public Administration Review*, 47(2), 161-187.

Lee, H.-W., & Rhee, D.-Y. (2023). Effects of organizational justice on employee satisfaction: Integrating the exchange and the value-based perspectives. *Sustainability*, 15(7), 5993.

Maisarah, N., Wahab, A., Shaari, R., Sarip, A., & Suriani, L. (2024). The effect of psychological empowerment on the relationship between perceived organizational support and career satisfaction at manufacturing sector in Johor. *SAGE Open*, 14(1), 1-16.

Moorman, R. H. (1991). The Relationship between Organizational Justice and Organizational Citizenship Behavior: Do Fairness Perceptions Influence Employee Citizenship? *Journal of Applied Psychology*, 76: 845-855.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), 224-247.

Ravinder, E. B., & Saraswathi, A. B. (2020). Literature review of Cronbach alpha coefficient (A) and Mcdonald's omega coefficient (Ω). *European Journal of Molecular & Clinical*

Medicine, 7(6), 2943-2949.

- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of management journal*, 53(3), 617-635.
- Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of management Journal*, 38(5), 1442-1465.
- Woo, E. J., & Kang, E. (2021). Employee environmental capability and its relationship with corporate culture. *Sustainability*, 13(16), 8684.