Hyder, Shabir et al.

Article

Organizational justice and employee in-role performance nexus: a dual theory perspective

Cogent Business & Management

Provided in Cooperation with:
Taylor & Francis Group

Suggested Citation: Hyder, Shabir et al. (2022) : Organizational justice and employee in-role performance nexus: a dual theory perspective, Cogent Business & Management, ISSN 2331-1975, Taylor & Francis, Abingdon, Vol. 9, Iss. 1, pp. 1-13, https://doi.org/10.1080/23311975.2022.2124602

This Version is available at:
https://hdl.handle.net/10419/289262

Cogent Business & Management

ISSN: (Print) (Online) Journal homepage: www.tandfonline.com/journals/oabm20

Organizational justice and employee in-role performance nexus: a dual theory perspective

Shabir Hyder, Muhammad Imran Malik, Saddam Hussain, Memoona Tasneem, Muhammad Kaleem & Adeel Saqib

To cite this article: Shabir Hyder, Muhammad Imran Malik, Saddam Hussain, Memoona Tasneem, Muhammad Kaleem & Adeel Saqib (2022) Organizational justice and employee in-role performance nexus: a dual theory perspective, Cogent Business & Management, 9:1, 2124602, DOI: 10.1080/23311975.2022.2124602

To link to this article: https://doi.org/10.1080/23311975.2022.2124602

Published online: 03 Oct 2022.

Hyder et al., *Cogent Business & Management* (2022), 9: 2124602
https://doi.org/10.1080/23311975.2022.2124602

cogent business & management

MANAGEMENT | RESEARCH ARTICLE

Organizational justice and employee in-role performance nexus: a dual theory perspective

Shabir Hyder[1], Muhammad Imran Malik[1]*, Saddam Hussain[1], Memoona Tasneem[1], Muhammad Kaleem[2] and Adeel Saqib[1]

Received: 24 July 2021
Accepted: 11 September 2022

*Corresponding author: Muhammad Imran Malik, Management Sciences, COMSATS University Islamabad, Attock Campus, Attock, Pakistan
E-mail: im4imranmalik@gmail.com

Reviewing editor:
Kaouther Kooli, Institute of Business Studies, Kohat University of Sciences & Technology, Kohat, Pakistan

Additional information is available at the end of the article

Abstract: The organizational sustainability heavily depends upon employee performance. The aim of the study is to examine the relationship of organizational justice and in-role employee performance. Moreover, the organizational embeddedness and employee advocacy are used as mediator and moderator, respectively. A sample of 402 medical doctors was selected from different hospitals using snowball sampling technique. Their responses were gathered through a closed-ended questionnaire. The data collected were analyzed using partial-least square method. The study shows that organizational justice in the organization increases the employees performance. Organizational embeddedness mediates their relation, whereas advocating the needs of the employees moderates their relation. We have contributed to the existing theoretical model proposed in earlier literature by comprehensively analyzing the organizational justice impact on the in-role performance, i.e. by including the interactional justice impact as well. Furthermore, we also propose to include the role of employees' advocacy in enhancing the in-role performance of the employees. The hospital managers can enhance employees' in-role

ABOUT THE AUTHORS

Shabir Hyder (Ph.D.) is an Assistant Professor in the Department of Management Sciences, COMSATS Universitty Islamabad, Attock Campus, Attock, Pakistan. A PhD qualified with publication interests in economic theory and practice, consumer patterns and so forth. He has supervised several MS Scholars and has achieved "Literati Award" by Emerald Publishing Group. He has around 30,000 views for one of his publications. Email: hydershabir@ciit-attock.edu.pk

Muhammad Imran Malik (Ph.D.) is an Assistant Professor in the Department of Management Sciences, COMSATS Universitty Islamabad, Attock Campus, Attock, Pakistan. Dr. Malik has healthy record of publications in the well-reputed research databases like Taylor & Francis, Emerald insight, Elsevier, Springer. He has publication interests in Organizational studies, Human resource management, and Performance management and research methodologies. Email: im4imranmalik@gmail.com

Saddam Hussain is working as an Associate Professor at Department of Management Sciences, COMSATS University Islamabad, Attock Campus. He has 14 years' experience in the Academia and Industry. Beside this, he has published research articles in the well-known Q1/Q2/3 Star Journals i.e. Journal of Business Research, Internet Research, Baltic Journal of Management, etc. He has expertise in the field of HRM, Research Methodology, Entrepreneurship, Knowledge Management, etc.

Memoona Tasneem was MS - Scholar at the Department of Management Sciences, COMSATS University Islamabad, Attock Campus. Email: memoonatasleem@gmail.com

Muhammad Kaleem is working as an Associate Professor at Institute of Business Studies, Kohat University of Science & Technology, Kohat. He has more than 15 years' experience in the Academia and published research articles in the well-known journals i.e. Emerald Insight, Taylor & Francis, Springer covering various social and managerial issues. He has keen interest to highlight the Leadership and management issues related to the organizations. Email: dr.kaleem@kust.edu.pk

Adeel Saqibis is working as Lecturer at Department of Management Sciences, COMSATS University Islamabad, Attock Campus. He has more than 12 years' experience in the Academia and published research articles in the HEC recognized journals. Email: adeelsaqi@gmail.com

performance by treating them fairly; apply same rules without any bias, while developing open communication with them. These measures can be further improved by providing support. The cross-sectional nature of the study may restrict the generalizability of results.

Subjects: Human Resource Management; Strategic Management; Human Resource Management; Administration and Management

Keywords: Organizational justice; distributive justice; procedural justice; interactional justice; employee embeddedness; employee advocacy; social exchange theory; conservation of resources theory

1. Introduction

Managing employees in-role performance still remains a concern for practitioners, policymakers, and researchers (Gregory et al., 2010; Jackson, 2014; Van Wingerden et al., 2017). The organizational competitiveness depends the employee's performance who perform as per the set parameters. Conversely, the absence of adequate role performance results in higher turnover with the negative consequences both for individuals and organizations (Yap et al., 2009). Nesheim et al. (2017) define in-role performance as "a work related behavior that is considered to be the part of the formal job requirement". Therefore, employees' in-role performance is a necessary behavior that directly affects the organizations' technical core, thereby enhancing organizational performance. Organizational justice is ethical and fair conduct of people within the organization (Adeel et al., 2018). Fairness in dealing with the employees increases their in-role performance Cho et al. (2012). Treating the employees fairly in the organization provides the resource to the employees that leads toward the organizational embeddedness and hence increased performance. Employees' advocacy is the act of working for the interests of the employees as well as to show the transparent policy of the organization (Yeh, 2014). Employees' advocacy includes considering the employees complaints, protecting the employee against unfair treatment and harassment and to address the complaints and worries of employees in a rightful manner (Kim, 2009), hence further enhancing the in-role performance.

There are various explanations available in literature as how the justice would affect in-role performance. We draw on the principles of social exchange theory (SET) and conservation of resources (COR) theory (Ghosh et al., 2017). According to SET, in any social exchange, both parties do their cost benefit analysis and exchange in a way that benefits both. This exchange can involve both tangible as well as intangibles. We posit that in an organization, employer and employee act as two parties involved in a social exchange. For example, employer while demanding good performance from employees needs to give employees what they need. We argue that employees while demanding many things from employer, also needs justice at the foremost, i.e. they need to be treated equally and fairly. If they are treated as such, they would develop trust and in exchange would get involve in their work. The more they are involved in the organization, higher they would be embedded. This effect is further enhanced by the employees' advocacy,[1] as employers listen to their complaints and acts in a justified manner. Thus as a whole, organizational justice from employer's side is reciprocated by employees by getting embedded in the organization, and therefore would give better performance.

According to COR theory, it can be argued that an organization wants to conserve the existing resources. One such resource is organizational justice. As employer provides this resource to the employees, which builds trust between them and resultantly employees get embedded in the organization. This effect is further enhanced by the employees advocacy, as employees feel more loyal to the organization. Therefore, it can be argued that both these factors would improve employees' in-role performance (Ghosh et al., 2017). From both these perspectives, we can argue that both explanations are the different sides of the same coin. For example, we can

consider the social exchange between the employer and employee similar to the resources exchange, i.e. employer while providing other resources, also starts giving organizational justice and care for their employees as additional resources to the employees and employees on the other hand reciprocate by getting embedded in the organization and provide better performance, hence further increasing the resources of the organization.

Various studies found employees with higher level of distributive justice face less dissatisfaction (Brotheridge & Lee, 2003; Kim et al., 2009; McFarlin & Sweeney, 1992; Schappe, 1998). Similarly, Lee et al. (2010) argued distributive justice to be important factor in embedding employees as it suppresses the employees' turn over intentions. Negative outcomes arise when the employees find that they are not being treated equally as their co-workers (Burton et al., 2010). Greenberg (2004) argued that employees having higher perception of procedural, distributive and interactional justice are more embedded in their jobs. This performance can be further improved through employees' advocacy.

This study is built on the framework developed by Ghosh et al. (2017) and as suggested by the study further enhances the existing literature mainly by incorporating the effect of employees' advocacy in explaining the relationship among organizational justice, job embeddedness and in-role performance. Albeit, the study proposed by Gosh et al., (2017) highlighted the impact of organizational justice to increase the in-role performance of the employees. However, study considered the relationship to be poorly explained and thus warranted further examination. We propose the relationship can be better explained if that relationship is moderated by employees' advocacy. It is because when the organizations work for the interest of the employees, it strengthen the trust of the employees. The positive perception towards the organization increases in response the overall performance most specifically the in-role performance.

Additionally, Ghosh et al. (2017), considered organizational justice to be comprising of two dimensions namely, distributive justice and procedural justice only, while ignoring the interactional justice. We argue that open communication is important in embedding the employees in the organization. Interactional justice signifies the importance of open communication as well as respectful treatment of employees. The contribution is made to the model by including the interactional justice to signify the importance of open communication and respectful treatment of employees.

2. Literature review

2.1. Organizational justice and in-role performance

The distributive, procedural and interactional justice makes the overall organizational justice (Haines et al., 2018). Gilliland and Paddock (2005) defined distributive justice as the fair distribution of outcomes consistent with the principles of equality and equity. Procedural justice refers to the fairness in the procedures (Siers, 2007). Whereas, interactional justice is defined as the quality of interactions between individuals within organizations (Stamenkovic et al., 2018).

Organizational justice is based on the social exchange theory (Ghosh et al., 2017). Social exchange focuses on the fair treatment of the employees that induces the positive attitude towards the work performance (Haines et al., 2018). Similarly Zhang et al. (2014) stressed when employees perceives the fair treatment, they respond more promptly by contributing toward the organizational and performance goals. Various studies (Colquitt et al., 2012; Nadiri & Tanova, 2010; Sahin, 2007) argued justice to be associated with the satisfaction, commitment and proactive behavior towards in-role as well as the extra role performance. Furthermore Fischer and Smith (2006) predicted justice to be fundamental element that induces the self- reported behavior of the employees, consequently increasing the overall performance. When the employees receive the justice from the organization, they shows more level of trust (Chen et al., 2015) increased cooperation (Chathoth et al., 2007; Hubbell & Chory-Assad, 2005) and organizational citizenship

behavior (Adeel et al., 2018). Obviously working with more level of trust and cooperation will make the employees more motivated towards the workplace therefore their in-role performance increases. Likewise low level of the organizational justice evidently affect counterproductive behavior of the employees, disengagement, retaliation (Cohen-Charash & Spector, 2001; Colquitt et al., 2001) and negative behavior. Thus the study hypothesize that:

H1: Organizational justice positively affects the employees' in-role performance.

2.2. Organizational embeddedness

Organizational embeddedness is defined as, the extent to which the employees are deemed to be embedded and merged within the organization. (Ghosh et al., 2017). Mitchell et al. (2001) first coined the concept of job embeddedness. The construct of job embeddedness consists of two dimensions i.e. organizational and community embeddedness, respectively (Ghosh et al., 2017). Each of these dimension is further related to three respective dimensions i-e (fit, link and sacrifice). In this regard (Mitchell et al., 2001) describes link to be "the connection between the person institutions and the people". These connections can be formal and informal in nature. If the quantity of the links are greater and important then the employee will be more embedded. Fits refers to the "employees' comfort and compatibility within an organization" (M. E. Brown & Treviño, 2006). Finally sacrifice deals with the social, financial and psychological losses which one may bear while exiting. This may include pay, benefits, status etc.

Shahriari (2011) states unbiased and equal application of rules, opportunity to correct errors of judgment and involvement in decision making as the source of procedural justice. In this regard Greenberg (2004) stressed employees' voice in decision making and active involvement in the organizational policies and the procedures make them more embedded in the organizational environment. Furthermore previous literature (Aryee, Budhwar & Chen, 2002; Aryee et al., 2004; Brotheridge & Lee, 2003; Colquitt et al., 2001; O. M. Karatepe & Tekinkus, 2006; McFarlin & Sweeney, 1992; Niehoff & Moorman, 1993) argued presence of fair procedures along with treating the employees with fairness and dignity that leads towards affective commitment with least intentions of turnover, hence making them more engaged in the organization. Thus employees having high perception of distributive, interactional and procedural justice repays the organizations with more embeddedness in the organization. Therefore the following hypotheses are proposed:

H2: Distributive justice has a positive effect on organizational embeddedness.

H3: Procedural justice has a positive effect on organizational embeddedness.

H4: Interactional justice has a positive effect on organizational embeddedness.

Conservation of the resources theory also holds the grounds that work force pursue not only in protecting the prevailing current resources but also strive for gaining the additional resources (Harris et al., 2011). Being embedded in the organization the employees experience the resource abundance in the form of higher link, fit and sacrifice. This resource abundance backed by the justice leads towards the higher in- role performance. Many studies like (Ghosh et al., 2017; Kiazad et al., 2015) argued that organizational embeddedness affects in- role performance. Moreover dealing the employees with justice provides the ground resources for the employees' that strengthens the employees' embeddedness, thus finally leading towards the increased in-role performance. Therefore the study hypothesizes that:

H5: Organizational embeddedness mediates the relationship between organizational justice and in-role performance of the employees.

2.3. Employees advocacy

Advocating is defined as the organizational willingness to act for the best interest of its employees (Yeh, 2014). It is also defined in terms of the employees' perception of the degree to which an organisation normally values the contribution of its employees and the degree of care towards its employees' well-being (Kim, 2009). Employees' advocacy is the further investment in the resources aimed at increasing the employees' productivity.

In the presence of employees' advocacy organization creates win-win situation both for organization and employees by inducing positive feeling (Akgunduz & Sanli, 2017). These efforts of creating the support from the organization is a measure to make the employees embedded in the organizational environment. Moreover (Otaye & Wong, 2014) argued that the job satisfaction of those employees increase who believes their rights, needs and interest are acknowledged. Henceforth they work with more commitment and are less inclined towards quitting the job which ultimately increases organizational embeddedness. Supported employees puts more efforts in their task completion and pursue their efforts for longer time period even when they face impediments (Yeh, 2014) which directly effects the productivity.

Thus this study posit the hypothesis:

H6: Employees advocacy moderates the relationship between organizational embeddedness and in-role performance of employees.

3. Theories in action

The social exchange theory (SET) is a sociological and psychological theory that encompasses the social behavior in the interaction of organization and employees and is used for cost-benefit analysis to create a win-win situation (Ekeh, 1974). Conservation of resources theory (COR) describes the motivation that drives humans to both maintain their current resources and to pursue new resources (Hobfoll & Shirom, 2000).

Organizational justice based on social exchange theory sets the grounds for the existing resources which are when full filled employees conserve the resources to gain the additional resources. Pursuit of having additional resources is based on conservation of resources theory. Resource abundance in the form of higher fit, link and sacrifices fosters more embeddedness. These accumulation of the additional resource induces the behavior of advocacy. Hence, it will lead towards motivating the employees' behavior which in return increase the in-role performance of the employees. The proposed framework is shown in Figure 1.

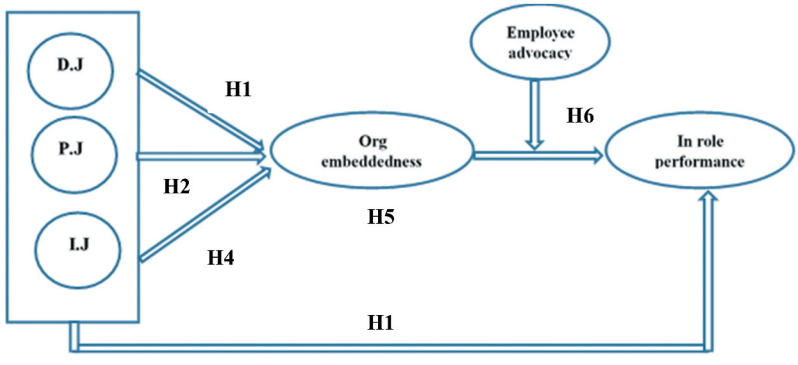

Figure 1. Research framework.

4. Methodology

4.1. Sampling and data collection

The data was gathered from the doctors working in the health sector of Pakistan. The main reason behind choosing the doctors as the unit of analysis is because health sector of Pakistan is going through a transition period, as the government is trying to include private sector in the management of public hospitals. There is uncertainty prevailing among doctors about their jobs. The data were collected by distributing the research questionnaire. Snowball sampling was used. Four hundred and two questionnaire were statistically analyzed. The sample included 222 male and 181 females as the participants of the research.

4.2. Instruments used

Organizational justice was measured by using the fifteen item scale of justice validated by Colquitt et al. (2012). A five point Likert scale was used to analyze the respondents' level of agreement. Organizational embeddedness was measured by using the seven items scale adapted from Akgunduz and Sanli (2017). This scale was originally developed by Crossley et al. (2007). Employee's advocacy is adapted from Akgunduz and Sanli (2017). This scale was originally developed by Yeh (2014). In-role performance was adapted from Janssen and Van Yperen (2004).

4.3. Common method bias

To control the common method bias we used different methods. Firstly the anonymity of the respondents was ensured by not asking them about their names and identification numbers augmented with maintaining the confidentiality of their responses. The respondent's consent was obtained before conducting the survey thus reduced social desirability bias was ensured. Secondly, we placed dependent and independent variables in such a manner in the questionnaire that no one can identify the nature of the variable could not provide any ques to the respondents. This helped in not providing a common context that helped in avoiding the potential bias (Podsakoff et al., 2003). Thirdly, the Harman's single factor test was used in the un-rotated solutions that explained only 24.5% of the variance that is acceptable according to the experts, because it is less than 50%. Therefore the risk of common method bias was minimized.

5. Results

The study used PLS-SEM. In the first stage the assessment of the measurement model is done whereas the second stage involves the assessment of the structural model (Fornell et al., 1981).

5.1. Measurement model

Table 1 reports the detailed description of the measurement model. Factor loading for each item are presented. Besides, cronbach alpha values are also presented. In order to gauge convergent validity, the authors evaluated the Average Variance Extracted (AVE) statistics of each dimension, see, Table 1.

Discriminant validity is established if the square root of constructs'/dimensions' AVEs are greater than the inter-correlations of other constructs/dimensions. In this study, the results of the analysis show that the square root of AVE were greater than the correlation between each pair of dimensions as shown in Table 2, thus providing evidence for discriminant validity. Table 2 reports that all the diagonal elements are greater than the off diagonal elements in respective rows and column, see, Table 2.

Overall, the results of the measurement model are satisfactory and suggest it is appropriate to proceed further for the evaluation of the structural model.

5.2. Structural model

Structural model is also known as the inner model which describes the relationship among the latent variables (Hair et al., 2012). Furthermore the structural model depicts the relationship between the exogenous and the endogenous variables. In the present study the structural model is analyzed by

Table 1. Properties of measurement model

Dimensions	Items	Factors loadings	Cronbach's alpha	Composite Reliability	AVE
Organizational justice	DDJ1	0.749		0.804	0.510
	DJ2	0.629	0.674		
	DJ4	0.741			
	IJ1	0.750			
	IJ2	0.827			
	IJ4	0.763			
	PJ3	0.891			
	PJ5	0.708			
	PJ7	0.616			
Organizational embeddedness	OE1	0.746	0.817	0.872	0.576
	OE2	0.755			
	OE3	0.819			
	OE4	0.747			
	OE7	0.725			
Employees Advocacy	EA1	0.703		0.849	0.531
	EA2	0.803			
	EA3	0.755	0.779		
	EA5	0.733			
	EA6	0.639			
In-role performance	IR1	0.796		0.798	0.502
	IR2	0.745	0.657		
	IR3	0.721			
	IR4	0.547			

Source: SmartPLS results

Table 2. Discriminant validity

Variable	EA	OE	IR	OJ
EA	**0.729**			
OE	0.429	**0.759**		
IR	0.333	0.565	**0.708**	
OJ	0.543	0.246	0.240	**0.714**

**Bold number on the diagonal represents the square-root of AVE. whereas the values outside the diagonal represents the inter-construct correlations; whereas, EA stands for employees' advocacy, OE shows organizational embeddedness, IR is in-role performance and OJ is organizational justice.*

the coefficient of determination (R square) and path coefficient. The value of R-square must lies between 0 to1. The value of R-Square for the current study is 0.340. Table 3 represents the standardized parameters. Bootstrapping simulation is done to confirm the t-values and the significance of the hypothesis. All the hypotheses from H1 to H6 were accepted, see, Table 3.

Table 3. Hypotheses testing

	Original Sample (O)	Sample Mean (M)	t-statistics	p-value
OJ-> IR	0.246	0.245	4.648	0.000
DJ->OE	0.020	0.020	2.698	0.007
PJ->OE	0.240	0.239	12.002	0.000
IJ->OE	0.889	0.887	6.675	0.000
OJ->OE->IR	0.542	0.541	11.977	0.000
Mod.EA b/wOE-IR ->IR	0.104	0.100	2.302	0.022

Source: SmartPLS algorithm with boot strapping

6. Discussion & conclusion

This study contributes to the literature by unfolding the mechanism for improving the in-role performance of the employees. First, the current study checked the impact of organizational justice on the in-role performance of the employees. The result was found to be consistent with previous studies (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Haines et al., 2018; Zhang et al., 2014). These studies argued organizational justice as the fundamental element to induce the positive attitude towards the work performance. Employees' responds more effectively, promptly and proactively when they perceive they are being treated fairly. In addition, the study also showed that the employees express more trust, satisfaction and organizational citizenship behavior when they experience distributive, procedural and the interactional justice. Hence, it lead towards increasing the in-role performance of the employees.

Trust increases when the employees are being rewarded justifiably on the basis of their performance and the real efforts put in. Therefore to make the employees more embedded there is a strong need to provide the distributive justice to the employees. In this regard past studies (Brotheridge & Lee, 2003; Kim et al., 2009) stressed that employees receiving distributive justice experience lower level of burnout and are more productive.

Procedural justice is ensured if relevant procedures are followed consistently. We found procedural justice to be significantly influencing the in-role performance. It can be argued that employees' feel treated impartially, when organizational procedures are consistently followed. In addition, procedural justice make employees more embedded, as they feel their organization is following the already set procedures without any personal bias. Niehoff and Moorman (1993) argued in presence of fair treatment of employees, based on procedures would lead towards affective commitment with less turnover intentions, hence embedding them in the organization.

This study also specified that the interactional justice is equally important as the distributive and procedural justice. The employees' who experience higher interactional justice and are dealt with dignity and respect develop a sense of loyalty with the organization and feel the organizations' goals as their own. Moreover, the interactional justice develops a feeling of transparency due to open communication. This open communication adds to the confidence of people, by sharing their thoughts and seeking solutions to the problems, while working effectively that creates a sense of embeddedness. Past studies (Aryee et al., 2004; Brotheridge & Lee, 2003) also argued that besides the procedures, the personal treatment also helps, to make the employees embedded. Therefore all those employees who receive treatment on equality basis with open communication, are more engaged and would be less inclined to show turnover intentions and are more productive (Aryee et al., 2002; Cohen-Charash & Spector, 2001; Wei, 2015).

Thirdly, this study confirmed that organizational embeddedness mediates the relationship between the organizational justice and the in-role performance of the employees. The employees feel being more embedded in the organization when they perceive themselves to be the best fit in the organization. Adding to the fairness they receive when they develop a sense of being a part of the organization they tend to be more satisfied and perform better. Therefore in this regard the organizational justice acts as the forerunner supported by the sense of embeddedness by making the employees engaged and be better performers. The previous studies (Ghosh et al., 2017; Kiazad et al., 2015) stressed that the sense of being embedded in the organization prove to be a resource in the form of the stronger link, sacrifice and the fit in the organization. Hence this justice, as a resource, results in increased in-role performance of the employees. In this regard O.M. Karatepe and Shahriari (2014) argued that the employees are found to be more productive as being part of their workplace (embeddedness) when they have favorable perception of distributive, interactional and the procedural justice.

Fourth this study confirmed that the employees' advocacy moderates the relationship between organizational embeddedness and in-role performance. Those organizations which advocate the needs of the embedded employees tend to get better performance with respect to tasks assigned. Such organizations generally have set standards and procedures to address the employee issues. Moreover, the organizational efforts to make the employees more satisfied are also important as a part of employee advocacy, i.e. provision of open and accurate information and application of fair policies across the board. Enabling the employees to share the information about their experience is the most effective approach to advocate the interests of the employees, thus breaking the circle of silence, that further help employees to get engaged in their work with more confidence. Previous studies (Men, 2014; Yeh, 2014) also found employees advocacy as an act of creating the win-win situation which help induce the positive work attitudes. In addition Otaye and Wong (2014) argued that the enhanced job satisfaction due to embeddedness and advocacy increase the in-role performance of employees.

This study makes important theoretical contributions by unfolding the mechanisms which can enhance doctor's embeddedness and increase their in-role performance. The results of this study support the argument developed by the social exchange theory i.e. when the employees get fair response from their organization they tend to be better performers. Fairness in procedures, distribution of resources and relationships maintained result in enhancing higher commitment of job and people try to develop organizational identity. They tend to view their organization positively, in a long term, even if they are currently dissatisfied form the organization (due to low pay or may be imbalance in workloads assigned). Lack of distributional justice may result in snatching the resources and people may incline towards adopting work deviant behaviors. Moreover, as conceived by conservation of resources theory, an organization not only strives to conserve its existing resources, but also tries to enhance them. Organizations by providing justice to the employees enhances one of their resources, this resources is further increased by employees, as they reciprocate by getting embedded in the organization through improved links, fit and sacrifice. While at the same time organization also conserve its resources by making the employees embedded in the organization, thus lowering turnover intentions and getting improved performance.

7. Implications

This study specifically addresses the current lack of research on the doctor's in-role performance as an outcome of organizational embeddedness and unveiled the unexplored role of employees' advocacy in between. There is deficiency of studies about in-role performance especially in health sector, which can validate the relationship of justice, embeddedness, advocacy and in-role performance. This research stands beneficial in terms of its practical contributions and will help the health sector to improve this untapped area.

This research provides the guidelines to the management of the hospitals. It highlighted the areas where the hospitals managers must focus if they want to address the problems of in-role

performance of doctors. In order to retain the good performers the organization must provide the best possible justice in terms of distribution of resources, procedures adopted and relationships. Employees are generally found more committed and engaged where their existing needs are full filled (through organizational justice and employee advocacy). In addition the employees conserve more resources and try to put in more efforts when their basic needs are addressed adequately. As a result the employees consider themselves to be more valued and get further engaged in their work. So, advocating the needs of the employees and working for their best interest is a step towards pooling to the organizational resources that lead to increase in-role performance.

The hospital managers can use justice as a resource that makes them act in a rightful manner, hence performing better. When the employees develop a sense of embeddedness, that is, they feel themselves as parts of the organization that values their opinions, and suggestions make them feel more supported and in return they put in additional efforts to achieve the organizational goals. A sense of support (advocacy) developed by the hospital managers, adds to the strength of being embedded that motivate them to show better performance. Good performance is especially important to overcome the uncertainty prevailing in the transition phase in hospitals. Besides, it may also help in shaping public health policy towards hospitals.

8. Limitation and directions for future research

Like any other research studies, this study also has a few limitations. First, the underlying study is cross-sectional, that may restrict the findings to the only respondents who took part in the study. So it is recommended to conduct the longitudinal study to examine the relationship in the depth and over time.

Second, this research was focused on analyzing the in-role performance of the health sector of the employees. Other sectors like Informational Technology industry, Telecom industry, tourism industry, pharmaceutical industry, manufacturing and other industries can be considered for examining the same framework.

Third, the current research only included the doctors as the unit of analysis. In future studies the responses of other staff like nurses, hospital technicians and paramedics and others specifically related to the health sector for in-depth analysis.

Funding
The authors received no direct funding for this research.

Author details
Shabir Hyder[1]
Muhammad Imran Malik[1]
E-mail: im4imranmalik@gmail.com
ORCID ID: http://orcid.org/0000-0002-5938-8797
Saddam Hussain[1]
ORCID ID: http://orcid.org/0000-0001-5370-3912
Memoona Tasneem[1]
Muhammad Kaleem[2]
Adeel Saqib[1]
[1] Department of Management Sciences, COMSATS University Islamabad, Attock, Pakistan.
[2] Department of Management Sciences, Bournemouth University, Poole UK.

Disclosure statement
No potential conflict of interest was reported by the author(s).

Citation information
Cite this article as: Organizational justice and employee in-role performance nexus: a dual theory perspective, Shabir Hyder, Muhammad Imran Malik, Saddam Hussain, Memoona Tasneem, Muhammad Kaleem & Adeel Saqib, *Cogent Business & Management* (2022), 9: 2124602.

Note

1. Employee advocacy (EA) can be expressed as "the state of being a volunteer on acting in the name of the interests of the employees, and shows the transparency of the employee policy of the organization" (Yeh, 2014).

References

Adeel, M. M., Khan, H. G. A., Zafar, N., & Rizvi, S. T. (2018). Passive leadership and its relationship with organizational justice: Verifying mediating role of affect-based trust. *Journal of Management Development*, *37*(2), 212–223. https://doi.org/10.1108/JMD-05-2017-0187

Akgunduz, Y., & Sanli, S. C. (2017). The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels. *Journal of Hospitality and Tourism Management*, *31*, 118–125. https://doi.org/10.1016/j.jhtm.2016.12.002

Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social

exchange model. *Journal of Organizational Behavior*, *23*(3), 267–285. https://doi.org/10.1002/job.138

Aryee, S., Chen, Z. X., & Budhwar, P. S. (2004). Exchange fairness and employee performance: An examination of the relationship between organizational politics and procedural justice. *Organizational Behavior and Human Decision Processes*, *94*(1), 1–14. https://doi.org/10.1016/j.obhdp.2004.03.002

Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the emotional labor scale. *Journal of Occupational and Organizational Psychology*, *76*(3), 365–379. https://doi.org/10.1348/096317903769647229

Brown, M. E., & Treviño, L. K. (2006). Ethical leadership: A review and future directions. *Leadership Quarterly*, *17*(6), 595–616. https://doi.org/10.1016/j.leaqua.2006.10.004

Burton, J. P., Holtom, B. C., Sablynski, C. J., Mitchell, T. R., & Lee, T. W. (2010). The buffering effects of job embeddedness on negative shocks. *Journal of Vocational Behavior*, *76*(1), 42–51. https://doi.org/10.1016/j.jvb.2009.06.006

Chathoth, P. K., Mak, B., Jauhar, V., & Manaktola, K. (2007). Employees' perceptions of organizational trust and service climate: A structured model combining their effects on employee satisfaction. *Journal of Hospitality and Tourism Research*, *31*(3), 338–357. https://doi.org/10.1177/1096348007299922

Chen, S., Wu, W., Chang, C., Kung, J., Weng, H., Lin, Y., Lee, S., & Lee, S.-I. (2015). Organizational justice, trust, and identification and their effects on organizational commitment in hospital nursing staff. *BMC Health Services Research*, *15*(1), 363–367. https://doi.org/10.1186/s12913-015-1016-8

Cho, T., Faerman, S. R., & Yoon, S. (2012). participative practices and in-role performance in the korean local government : Focusing on an individual ' s perceptions of human resource development practices. *The Korean Journal of Policy Studies*, *27*(2), 43–65. https://doi.org/10.52372/kjps27203

Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, *86*(2), 278–321. https://doi.org/10.1006/obhd.2001.2958

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, *86*(3), 425–445. https://doi.org/10.1037/0021-9010.86.3.425

Colquitt, J. A., LePine, J. A., Piccolo, R. F., Zapata, C. P., & Rich, B. L. (2012). Explaining the justice–performance relationship: Trust as exchange deepener or trust as uncertainty reducer"? *Journal of Applied Psychology*, *97*(1), 1–15. https://doi.org/10.1037/a0025208

Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover. *Journal of Applied Psychology*, *92*(4), 1031–1035. https://doi.org/10.1037/0021-9010.92.4.1031

Ekeh, P. P. (1974). *Social exchange theory: The two traditions*. Heinemann.

Fischer, R., & Smith, P. B. (2006). Who cares about justice? The moderating effect of values on the link between organizational justice and work behavior. *Applied Psychology*, *55*(4), 541–562. https://doi.org/10.1111/j.1464-0597.2006.00243.x

Fornell, C., Larcker, D. F., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Multivariate Behavioral Research*, *16*(4), 437–454. https://doi.org/10.1207/s15327906mbr1604_2

Ghosh, D., Sekiguchi, T., & Gurunathan, L. (2017). Organizational embeddedness as a mediator between justice and in-role performance. *Journal of Business Research*, *75*, 130–137. https://doi.org/10.1016/j.jbusres.2017.02.013

Gilliland, S. W., & Paddock, L. (2005). Organizational justice across human resource management decisions. *International Review of Industrial and Organizational Psychology*, *20*, 149–175. https://d1wqtxts1xzle7.cloudfront.net/31161377/International_review_of_industrial_and_organizational_psychology_20_2-with-cover-page-v2.pdf?Expires=1663345794&Signature=V9RESNc1LzaeuGcLeGtiSHWoRuG-gaTvF2O35vNmyvGQ8T9gNOgHUjSfdZlFcbLY0lpB3~xGz1qNq9jqhmNo5rqmDVAae1Lsp01sFAEhCCefPHEDLtcQF4iDIlZoHQxTxCFOQ6V4MENh1Ga7~iOvEhZ~qTzcPOhtzZs6nCzzfmPWiKVKarC0RsR4hTnuWyW4lL5kXkSnynLU-dqApPo7rdGoPCvv6XAANFNxY0pWM1SwHsEmC0ZEF5Da7L8YR1tug3x4AFNEVuArwXS72RmR8z~MiKGOw0vm1m5ATem0i1vplmhJNBSh6hiLmgERkjadEHYyce3HRB4k8DHAdhVYkA__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA#page=160

Greenberg, J. (2004). Stress fairness to fare no stress: Managing workplace stress by promoting organizational justice. *Organizational Dynamics*, *33*(4), 352–365. https://doi.org/10.1016/j.orgdyn.2004.09.003

Gregory, B. T., Albritton, M. D., & Osmonbekov, T. (2010). The mediating role of psychological empowerment on the relationships between p-o fit, job satisfaction, and in-role performance. *Journal of Business and Psychology*, *25*(4), 639–647. https://doi.org/10.1007/s10869-010-9156-7

Haines, V. Y., Patient, D. L., & Marchand, A. (2018). Systemic justice and burnout: A multilevel model. *Human Resource Management Journal*, *28*(1), 92–111. https://doi.org/10.1111/1748-8583.12166

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2012). Partial least squares: The better approach to structural equation modeling"? *Long Range Planning*, *45*(5–6), 312–319. https://doi.org/10.1016/j.lrp.2012.09.011

Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2011). The mediating role of organizational job embeddedness in the LMX-outcomes relationships. *The Leadership Quarterly*, *22*(2), 271–281. https://doi.org/10.1016/j.leaqua.2011.02.003

Hobfoll, S. E., & Shirom, A. (2000). *Conservation of resources theory. appears in handbook of organizational behavior* (pp. 57–80). (R. T. Golembiewski, *ed.*). Marcel Dekker.

Hubbell, A. P., & Chory-Assad, R. M. (2005). Motivating factors: Perceptions of justice and their relationship with managerial and organizational trust. *Communication Studies*, *56*(1), 47–70. https://doi.org/10.1080/0008957042000332241

Jackson, L. J. (2014). The work engagement and job performance relationship: Exploring the mediating effect of trait emotional intelligence. 4467. https://scholarworks.sjsu.edu/cgi/viewcontent.cgi?article=8014&context=etd_theses

Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal*, *47*(3), 368–384. https://repository.ubn.ru.nl/bitstream/handle/2066/64290/64290.pdf?sequence=1

Karatepe, O. M., & Shahriari, S. (2014). Job embeddedness as a moderator of the impact of organizational

justice on turnover intentions in Indonesia. *International Journal of Tourism Research*, *16*(1), 22–32. https://doi.org/10.1002/jtr.1894

Karatepe, O. M., & Tekinkus, M. (2006). The effects of work-family conflict, emotional exhaustion, and intrinsic motivation on job outcomes of front-line employees. *International Journal of Bank Marketing*, *34*(2), 1–10. https://www.emerald.com/insight/content/doi/10.1108/02652320610659021/full/html?fullSc=1&mbSc=1

Kiazad, K., Holtom, B., Hom, P., & Newman, A. (2015). Job embeddedness: A multifocal theoretical extension. *Journal of Applied Psychology*, *3*(3), 641–659. https://doi.org/10.1037/a0038919

Kim, H. S. (2009). Examining the role of informational justice in the wake of downsizing from an organizational relationship management perspective. *Journal of Business Ethics*, *88*(2), 297–312. https://doi.org/10.1007/s10551-008-9964-0

Kim, W., Ok, C., & Lee, M. J. (2009). Antecedents of service employees' organizational citizenship behaviors in full-service restaurants in Korea. *Cornell Hospitality Quarterly*, *50*(2), 180–197. https://doi.org/10.1177/1938965509331922

Lee, H. R., Murrmann, S. K., Murrmann, K. F., & Kim, K. (2010). "Organizational justice as a mediator of the relationships between leader-member exchange and employees" turnover intentions. *Journal of Hospitality Marketing and Management*, *19*(2), 97–114. https://doi.org/10.1080/19368620903455237

McFarlin, D. B., & Sweeney, P. D. (1992). Research notes. Distributive and procedural jus- tice as predictors of satisfaction with personal and organizational outcomes. *Academy of Management Journal*, *35*(3), 626–637. https://journals.aom.org/doi/abs/10.5465/256489

Men, L. R. (2014). Why Leadership matters to internal communication: Linking transformational leadership, symmetrical communication, and employee outcomes. *Journal of Public Relations Research*, *26*(3), 256–279. https://doi.org/10.1080/1062726X.2014.908719

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using organizational embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44, 1102–1121. https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.318.8054&rep=rep1&type=pdf

Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, *29*(1), 33–41. https://doi.org/10.1016/j.ijhm.2009.05.001

Nesheim, T., Olsen, K. M., & Sandvik, A. M. (2017). Never walk alone: Achieving work performance through networking ability and autonomy. *Employee Relations*, *39*(2), 240–253. https://doi.org/10.1108/ER-09-2016-0185

Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods monitoring and organizational citizenship behavior. *Academy of Management Journal*, *36*, 527–556. https://d1wqtxts1xzle7.cloudfront.net/30401996/justice_as_mediator-with-cover-page-v2.pdf?Expires=1663346929&Signature=EMuHtB4VjX13xW5XYUi05NrgkHXyjkRGcxp0fLQq0zOgx1ZhVDSxasygexfIdGR6ruGt3455c~cCFsbEeHHYT6gmcTzlYa8QeRoXeR-PJxzAGicO7to2WH1rmiqJCZWpU-zdcOjgJmvrtNoT14yjGZRaH7fHYBtbNneVNixeTgjeXfzATQjO~T-IUSlMc6gHPFi~0smI27ONo03FF1ZUn4v7ArPB15V40u2iua3b7weoSySUVVrEaZ7VDq3mcE2k-BJMMtKrU~Rq2CI5HZvjT~TFLVaeVSLtdIwxDD8QihdDB93QhbViXN8nHY2OeMtffz-G4feLz~IaHsLebN210A__&Key-Pair-Id=APKAJLOHF5GGSLRBV4ZA

Otaye, L., & Wong, W. (2014). Mapping the contours of fairness - the ımpact of unfairness and leadership (in) action on job satisfaction, turnover ıntention and employer advocacy. *Journal of Organizational Effectiveness: People and Performance*, *1*(2), 191–204. https://doi.org/10.1108/JOEPP-02-2014-0010

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879–903. https://doi.org/10.1037/0021-9010.88.5.879

Sahin, D. (2007). *Organizational justice and culture: Managerial – organizational behavior in cultural context*. Turkish Psychological Association Press.

Schappe, S. P. (1998). The influence of job satisfaction, organizational commitment, and fairness perceptions on organizational citizenship behavior. *The Journal of Psychology*, *132*(3), 277–290. https://doi.org/10.1080/00223989809599167

Shahriari, S. (2011). *Organizational justice, job embeddedness, and job outcomes: A study of hotel employees in Iran*. Doctoral dissertation, Eastern Mediterranean University (EMU).

Siers, B. (2007). Relationships among organisational justice perceptions, adjustment, and turnover of United States-based expatriates. *Applied Psychology*, *56*(3), 437–459. https://doi.org/10.1111/j.1464-0597.2007.00269.x

Stamenkovic, S., Ratkovic Njegovan, B., & Vukadinovic, M. S. (2018). Intra-national diversity. *Cross Cultural & Strategic Management*, *25*(3), 425–442. https://doi.org/10.1108/CCSM-05-2017-0061

Van Wingerden, J., Poell, R. F., Xu, Y., Long, Q., Yang, J., & Yuan, J. (2017). Employees' perceived opportunities to craft and in-role performance: The mediating role of job crafting and work engagement. *Frontiers in Psychology*, *8*(9), 1–9. https://doi.org/10.3389/fpsyg.2017.00001

Wei, Y. C. (2015). Do employees high in general human capital tend to have higher turnover intention? The moderating role of high-performance HR practices and PO fit. *Personnel Review*, *1*(2), 1–10. https://www.emerald.com/insight/content/doi/10.1108/PR-07-2013-0137/full/html?casa_token=_ZRIaJotykMAAAAA:qBFz0z0AVW9WLxKkXjX-AkzIAr95KuWomAhGHWTozH_PbWBUsIlx4cj6JIhd-kq5m0fHDqpYXZfw8V5rsg2VxFmfeJaUczNtmV69Y14OeL7u7BM6ifA

Yap, J. E., Bove, L. L., Beverland, M. B., & Lindgreen, A. (2009). Exploring the effects of different reward programs on in-role and extra-role performance of retail sales associates. *Qualitative Market Research*, *12*(3), 279–294. https://doi.org/10.1108/13522750910963809

Yeh, Y. P. (2014). Exploring the impacts of employee advocacy on job satisfaction and organizational commitment: Case of Taiwanese airlines. *Journal of Air Transport Management*, *36*, 94–100. https://doi.org/10.1016/j.jairtraman.2014.01.002

Yen, W. S., & Ok, C. (2011), "Effects of person-job fit and person-organization fit on work attitudes and organizational citizenship behaviors of foodservice employees in continuing care retirement communities", Kansas State University.

Zhang, Y., LePine, J. A., Buckman, B. R., & Wei, F. (2014). It's not fair … or is it? The role of justice and leadership in explaining work stressor–job performance relationships. *Academy of Management Journal*, *57*(3), 675–697. https://doi.org/10.5465/amj.2011.1110

Cogent Business & Management **(ISSN: 2331-1975) is published by Cogent OA, part of Taylor & Francis Group.**

Publishing with Cogent OA ensures:

- Immediate, universal access to your article on publication
- High visibility and discoverability via the Cogent OA website as well as Taylor & Francis Online
- Download and citation statistics for your article
- Rapid online publication
- Input from, and dialog with, expert editors and editorial boards
- Retention of full copyright of your article
- Guaranteed legacy preservation of your article
- Discounts and waivers for authors in developing regions

Submit your manuscript to a Cogent OA journal at www.CogentOA.com