

Intervention Role of Psychological Capital and Benefit Satisfaction on the Relationship between Organizational Fairness and Employee' Job Performance

^{1,3}Song Yiman, ^{1,2}Alireza Mohammadi, ¹Li Qiaoling, ³Zhou Ting
Feng

¹City Graduate School, City University, Petaling Jaya, Malaysia, ²Faculty of Business and Management, City University, Petaling Jaya, Malaysia, ³Nanchong Professional Technic College, China

Email: 1012482356@qq.com, alireza.mohammadi@city.edu.my, 378575083@qq.com, 2480857718@qq.com

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v14-i8/22409>

DOI:10.6007/IJARBSS/v14-i8/22409

Published Date: 26 August 2024

Abstract

The objective of this study was to explore the significance of the relationship between organizational fairness and employee job performance. Specifically, it examined the mediating role of psychological capital and the moderating effect of benefit satisfaction in this relationship. Using a quantitative research design and Partial Least Squares Structural Equation Modeling (PLS-SEM), the study successfully developed and tested a model. The survey instrument utilized a five-point Likert scale for data collection. The findings indicate that psychological capital acts as a mediator between organizational fairness and job performance among regular employees working in science and technology small and medium-sized enterprises (SMEs) in Sichuan Province. Furthermore, the study confirms the moderating influence of benefit satisfaction on the relationship between organizational fairness and job performance. With 494 valid responses collected from Sichuan SMEs, the research acknowledges its regional scope but provides valuable theoretical and empirical insights for managers aiming to enhance organizational justice and improve job performance.

Keywords: Organizational Fairness, Job Performance, Psychological Capital, Benefit Satisfaction.

Background of the Study

In the realm of enterprise management, organizations strive to foster harmonious and stable work environments. However, to cut costs, they sometimes reduce various employment

commitments, which can lead to employee burnout, decreased productivity, and a diminished sense of accomplishment, all of which have negative repercussions on job performance. When employees perceive unfair treatment, this psychological imbalance can undermine their motivation and creativity, negatively impacting job performance, and severe fairness issues may even prompt employee turnover.

It is essential to study the impact of organizational fairness on job performance in science and technology SMEs. Organizational fairness enhances employee satisfaction and loyalty, promotes innovation, stabilizes the core talent pool, optimizes resource allocation, and improves employee adaptability and flexibility, all of which will ultimately be reflected in improved employee performance, which is critical for science and technology SMEs because job performance is one of the key indicators of business success.

To achieve sustainable growth, improve operational efficiency, and succeed in a competitive market, organizations must enhance employees' perceptions of organizational fairness, foster a stronger sense of belonging and trust, and ultimately improve job performance. From this standpoint, this study examines the crucial link between organizational fairness and employee job performance within science and technology SMEs in Sichuan Province.

In today's highly competitive landscape, organizations seek to enhance their market competitiveness by optimizing human resources and improving performance. Organizational justice is recognized as the foundation of an organization's social and psychological functioning (Faeq & Ismael, 2022). Employees' perceptions of fairness within the workplace are central to organizational justice (Ahmed & Faeq, 2020). Job performance is a critical topic in research due to its significant impact on organizational success. Decision-makers should focus on ensuring equitable distribution of resources, compensation, promotions, and training to improve job performance (Jameel & Ahmad, 2020). According to Carlson (2018), job performance is a dynamic, multidimensional variable characterized by observable behaviors aligned with organizational objectives and goals. Task performance specifically relates to the primary duties assigned.

To maintain a competitive edge, SMEs must enhance distributive, procedural, and interactional justice during policy formulation and implementation. Doing so positively influences pay satisfaction, ethical decision-making, job satisfaction, emotional communication, and employee commitment (Hadi et al., 2020).

Psychological capital, a key personality trait indicator, significantly affects individuals' attitudes toward work, organizational citizenship behavior, and job performance (Newman et al., 2014). In this study, psychological capital serves as a mediating variable. Organizations can motivate employees to work harder through incentive programs or other means to achieve desired outcomes (Sitopu et al., 2021). Giancola (2014), found that benefit satisfaction is not only positively correlated with job performance but also effectively predicts employees' job-related behaviors. Benefit satisfaction is used as a moderating variable in this study.

Employee job performance is a pivotal factor in organizational success and reputation enhancement (Anesukanjanakul et al., 2019; Haseeb et al., 2019). Over the past few years, the significance of employee job performance has grown and become deeply rooted,

emerging as a critical and rapidly evolving variable in any organization. It now holds the highest priority across all aspects of employment and administrative contexts (Gridwichai et al., 2020).

Job performance is not confined to a single dimension but encompasses a broader concept focused on employees' overall life satisfaction. It highlights the provision of satisfactory and safe environmental conditions in the workplace, which in turn reflect positively on employees and contribute to achieving the organization's strategic goals (Jalagat, 2017). Therefore, organizations must analyze and study these factors and work to enhance them, as job performance is the primary outcome that drives employee productivity. It represents an integrated set of skills, capabilities, motivation, and opportunities supported by the organization's performance (Gridwichai et al., 2020).

Initially, researchers believed that financial incentives were the sole motivator for employees. However, subsequent studies have shown that multiple factors, including motivation, job satisfaction, and fairness, play a significant role in performance (Sherwani, 2018).

This study explores the relationship between organizational fairness and job performance, introducing psychological capital as a mediating variable and benefit satisfaction as a moderating variable. The aim is to understand how these variables influence the relationship between organizational fairness and job performance. The ultimate goal is to assist SMEs in enhancing organizational fairness and improving employee job performance, thereby strengthening the lifecycle and market competitiveness of these enterprises. Additionally, this study provides a theoretical foundation and empirical insights for future research on organizational fairness.

Research Questions

This study contributes to the existing literature by examining the mediating effect of psychological capital and the moderating effect of benefit satisfaction in the context of organizational fairness.

Therefore, this study asks the following questions:

1. Is there a relationship between organizational fairness factors and Job performance?
2. Does Psychological capital effect employee Job performance?
3. Does Benefit satisfaction effect employee Job performance?
4. Does Psychological capital mediate the relationship between organizational fairness factors and Job performance?
5. Does Benefit satisfaction moderate the relationship between organizational fairness factors and Job performance?

Research Objectives

This study aims to determine the relationship between the four factors of organizational fairness perception and job performance of SMEs in Sichuan Province, and fills the resulting gap in empirical evidence, industry, and related theories.

1. To study the relationship between organizational fairness and Job performance.
2. To research the effect of Psychological capital on employee Job performance.
3. To investigate the effect of Benefit satisfaction on employee Job performance.
4. To examine the mediating role of Psychological capital between organizational fairness

and Job performance.

5. To assess the moderating role of Benefit satisfaction between organizational fairness and Job performance.

Scope of the Study

The sample for this study was drawn from a random selection of employees working at science and technology SMEs in Sichuan Province, China. The participants were chosen from those who have been employed by these SMEs for at least one year and have a clear understanding of the company's benefit system. The focus was primarily on frontline employees, as they are currently the backbone of the enterprise and have a significant impact on its sustainable development. Employee job performance was assessed using questionnaires distributed to SMEs in Sichuan Province.

Significance of the Study

Theoretical Significance

Framework Validation: This research applies the principles of fairness theory, psychological capital theory, and the Stimulus-Organism-Response (SOR) model to validate their efficacy in elucidating the relationship between organizational justice and employee job performance.

Theoretical Synthesis: By synthesizing these three theoretical perspectives into a cohesive framework, the study offers novel insights into the mechanisms through which organizational justice influences job performance and contributes to the advancement of knowledge in this domain.

Practical Significance

Management Improvement: The study underscores the significance of fostering a just organizational climate, guiding organizations in recognizing the pivotal role of enhancing organizational justice to boost employee job performance and ensure organizational stability.

Performance Improvement: Through delineating the linkage between organizational justice and job performance, the research provides actionable strategies for organizations to optimize employee performance.

Literature Review

Job Performance

While earlier research tended to concentrate on specific job responsibilities, contemporary studies consider broader factors affecting job performance in more dynamic organizational settings (Faeq et al., 2021). According to Akram (2020), job performance is the observable behavior of employees, reflecting their ability to accomplish organizational tasks. It is the primary outcome of employee contributions to productivity, encompassing a combination of skills, abilities, motivation, and opportunities supported by organizational performance (Novitasari et al., 2020).

Employee job performance is crucial in fostering creativity and maintaining competitiveness in a rapidly changing business environment (Gridwichai et al., 2020). It is also a key factor in enhancing organizational performance and reputation (Kim et al., 2021). In recent studies, the importance of employee job performance has become increasingly prominent, making it a top priority for managers across all organizational aspects (Corrêa dos Santos & Maria Beuren, 2021).

Organizational fairness and Job performance

In a fair organizational environment, enhanced organizational commitment can directly or indirectly influence employee job performance (ÇELİKT, 2022). Organizational fairness is considered a crucial characteristic contributing to organizational success, having a positive and significant impact on job performance (Sembiring et al., 2020).

Social exchange theory posits that the perception of being treated fairly explains why perceptions influence employee job performance and organizational citizenship behavior. Perceptions can be translated into employee behaviors that benefit the organization (Roch et al., 2019). Positive perceptions of organizational fairness are important for job satisfaction, which moderates the relationship between employee justice perceptions and organizational performance. The relationship between organizational fairness and job performance is often indirect (Ekingen, 2023).

Factors related to organizational fairness have a strong direct and indirect influence on job performance (Zeb et al., 2019). Employees who perceive fairness in interactions and procedures tend to have higher job satisfaction, which in turn affects their task and contextual performance (Hayati & Caniogo, 2023). Anwar & Abdullah (2021), found that procedural fairness is a more accurate predictor of job performance success compared to distributive fairness.

Therefore, this study proposes the following hypotheses:

H1: Sense of distributive fairness has a significant influence on Job performance in SMEs in Sichuan Province, China

H2: Sense of procedural fairness has a significant affects on Job performance in SMEs in Sichuan Province, China

H3: Sense of interpersonal fairness has a significant effect on Job performance in SMEs in Sichuan Province, China

H4: Sense of information fairness has a significant effect on Job performance in SMEs in Sichuan Province, China

Psychological Capital

Psychological capital refers to an individual's positive mental state during personal growth and development (Goldsmith et al., 1998). Luthans (2004), initially introduced the concept of positive psychological capital. Psychological capital is a state-like construct that influences an individual's positive attitudes and behaviors (Çavuş & Gökçen, 2015).

At the individual level, psychological capital acts as an internal determinant of a specific psychological state and external performance. It affects an individual's positive disposition towards themselves and their surroundings (Yasmeen et al., 2022). The psychological capital of organizational members is positively associated with individual-level job satisfaction and job performance (Doci et al., 2023).

Xue & Woo (2022), investigated the job performance and psychological capital of Chinese employees and found that psychological capital can enhance employee performance and career success. To effectively foster innovation among employees, it is necessary to manage

their transformational leadership and psychological capital to stimulate innovative work behavior (Patnaik et al., 2023). These findings suggest that an employee's mental state significantly influences their behavior at work.

Therefore, this study proposes the following hypotheses:

H5: Benefit satisfaction significantly influences Job performance.

H6: Psychological capital significantly influences Job performance.

H7: Psychological capital Mediates the relationship between distributive fairness and Job performance.

H8: Psychological capital Mediates the relationship between procedural fairness and Job performance.

H9: Psychological capital Mediates the relationship between interpersonal fairness and Job performance.

H10: Psychological capital Mediates the relationship between information fairness and Job performance.

Benefit Satisfaction

The concept of benefit satisfaction was initially introduced by the American scholar Locke (1976), who viewed it as a component of job satisfaction. Miceli & Lane (1990) extended the theoretical model of compensation satisfaction to benefit satisfaction, proposing a two-dimensional structure comprising benefit level satisfaction and benefit system satisfaction. They defined benefit system satisfaction as "the degree to which an employee positively responds to the benefit management system."

In terms of job and organizational satisfaction, benefit satisfaction is considered more important than the sense of distribution fairness (Cordón-Pozo et al., 2023). Employees' work attitudes and work behavior are affected by two major factors: 1) job salary and 2) benefits other than salary. Employees' work attitudes and behaviors are influenced by two key factors: 1) job salary and 2) non-salary benefits (Schlechter et al., 2015). Effective benefits communication can have both direct and indirect positive effects on employees' satisfaction with benefit levels, impacting this satisfaction through their perceived organizational support and the comparative evaluation of their benefits against others (Jolly et al., 2020). According to organizational support theory, when a company offers higher benefits, it becomes more appealing to new employees, based on their exchange ideology (Jolly et al., 2021).

Companies that elevate the level of benefits offered are particularly attractive to new employees with a high level of communication ideology (Cordón-Pozo, 2023). Previous studies have examined whether employee satisfaction with compensation and benefits directly affects their work outcomes (Torre-Ruiz et al., 2019). However, there is no consensus on the relationship between benefit satisfaction and employee job performance in the theoretical field (Jie et al., 2023).

Therefore, this study proposes the following hypotheses:

H11: Benefit satisfaction Moderates the relationship between the sense of distributive fairness and Job performance.

H12: Benefit satisfaction Moderates the relationship between the sense of procedural fairness and Job performance.

H13: Benefit satisfaction Moderates the relationship between the sense of interpersonal fairness and Job performance.

H14: Benefit satisfaction Moderates the relationship between the sense of information fairness and Job performance.

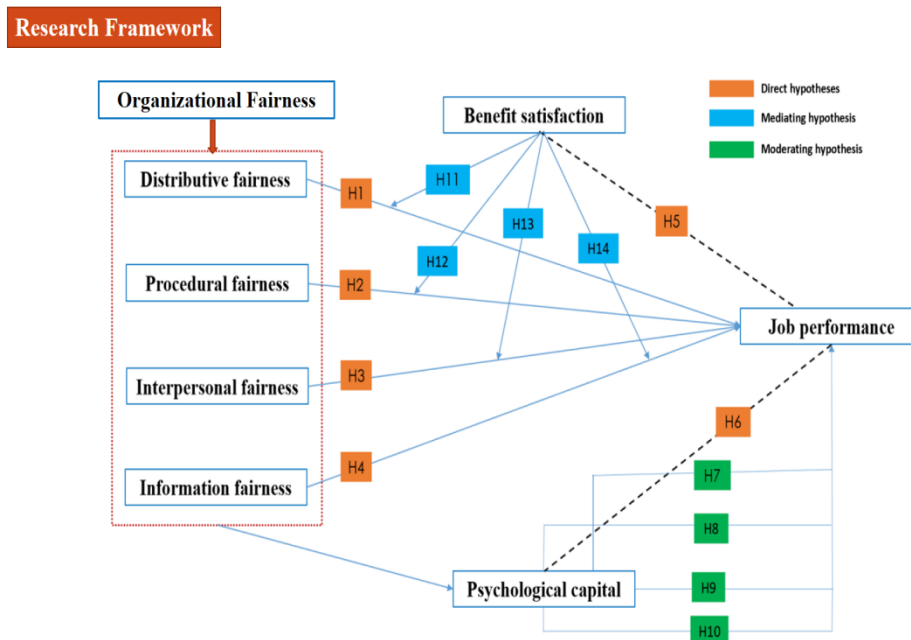


Figure : Research framework

Methodology

Research Paradigm and Research Design

This study aims to examine the relationship between organizational fairness and its dimensions (distributive, procedural, interpersonal, and informational fairness) with employee job performance. The quantitative research approach is used to test and reflect this relationship through data collection from the target population. The research design follows a quantitative cross-sectional study format with two data collection periods within the research timeframe (Mohammadi et al., 2021; Rogers, 2017).

Adhering to the positivist paradigm, the study primarily employs quantitative methods and scientific hypothesis testing to conduct empirical analysis. The variables of interest include distributive fairness, procedural fairness, interpersonal fairness, information fairness, employee job performance, psychological capital, and benefit satisfaction. The design of these variables is tailored to fit the objectives of the study.

Research design is crucial for aligning research objectives, methodology, and results within the constraints of time, available knowledge, and resources (Mohammadi, 2019; Tingfeng et al., 2022). Through a well-designed research plan, we can systematically collect and analyze data, ensuring the research's purpose is met. Any flaws in the design could undermine the reliability of the study's findings. Thus, the research design serves as the foundation of the entire study and facilitates a clearer understanding by other scholars.

Population and Sampling Technique

The sample for this study was drawn from a pool of 18,693 science and technology SMEs in Sichuan Province, China, employing a total of 577,214 individuals. Given that the study focuses on the relationship between perceptions of organizational fairness and employee performance in these SMEs, the respondents must be current employees within the companies.

The sample size for this study was determined following standard guidelines in academic research, utilizing the sample size calculation model (Krejcie & Morgan, 1970):

$$n = \frac{\chi^2 N p (1 - p)}{e^2 (N - 1) + \chi^2 p (1 - p)}$$

n=sample size, N=population, e=acceptable sampling error, χ^2 =chi-square of freedom 1 and confidence 95%=3.841, p=proportion of population (if unknown, 0.5). The model calculated from the model (Krejcie & Morgan, 1970) yields a sample size of 384.

For this study, a random sampling technique will be employed to investigate the correlations and potential relationships among the independent variables and other variables. Data collection will be conducted using an online survey instrument.

Scale Measurement of Variable

Job performance was measured using the scale developed by (Ingold et al., 2016). A 5-point Likert-type scale was utilized, with the following response options: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree. Ingold et al. (2016) reported an internal consistency coefficient of $\alpha = 0.84$ for the task-based job performance scale and the same coefficient for the German Organizational Citizenship Behavior (OCB) scale.

The four factors of organizational fairness—distributive, procedural, interpersonal, and informational fairness—were assessed using scales consistent with prior research (Colquitt, 2001). The rating criteria for these scales were as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree. The confirmatory factor analysis showed that $\chi^2/df=1.90$, IFI = 0.92, CFI=0.92, RMSEA=0.055 (0.049, 0.060) of the four-factor model.

Psychological capital was measured using the scale developed by Luthans et al. (2008). The language of the scale was adapted to fit the workplace context, assessing state-like individual characteristics. The scale used a 5-point Likert-type format. Respondents indicated their level of agreement with the statements, using the following criteria: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree. Benefit satisfaction was assessed using a 5-point Likert-type scale containing six items, based on the scale by Barber et al. (1992). The same evaluation criteria were applied: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree nor Disagree, 4 = Agree, 5 = Strongly Agree.

Based on the reliability and validity analysis values and the established standards for each scale, it was confirmed that the predictive scales had good reliability and validity, making them suitable for the study's survey samples. Following factor analysis, items with low factor loadings and those causing aggregation dissatisfaction were removed. This process led to the final determination of the test scales for the questionnaire survey.

Data Analysis

This study employed the structural equation modeling (SEM) approach using the Partial Least Squares (PLS) technique, implemented with SmartPLS 4.0.8, for path analysis. Path regression, an extension of multiple regression (Fornell & Bookstein, 1982), was used to evaluate the path coefficients and significance between variables. The assessment of the structural equation model included the following criteria: coefficient of determination (R^2), cross-validation redundancy (Q^2), and path coefficients (Hair Jr et al., 2014). The reporting and analysis of results followed the guidelines suggested by (Joseph et al., 2021; and Mohammadi, 2019). SEM-PLS is particularly suitable for complex path models and can handle smaller sample sizes, making it a robust choice for this study. Additionally, since this study separates interpersonal fairness and information fairness from interaction fairness, which is an exploratory aspect, SEM-PLS is the most appropriate method for this type of research. Resampling techniques will be used to test for possible indirect effects, and existing mediation validation procedures will be applied. This method is well-suited for SEM-PLS and can accommodate small sample analyses..

The collected data will be analyzed using SPSS 22. The analysis will involve verifying the reliability and validity of the scales, assessing the fit between the data and the model, and conducting correlation and regression analyses to determine if the data support the hypotheses (Song et al., 2023). Reliability analysis is crucial for ensuring the stability and consistency of the results when measuring the same variables.

Hypothesis	Technique
H1	Path analysis
H2	
H3	
H4	
H5	
H6	
H7	Resampling Meditation (bootstrapping)
H8	
H9	
H10	
H11	Two-stage
H12	
H13	
H14	

Contributions

Studying the impact of organizational fairness on employee job performance in science and technology SMEs is important and useful for several aspects. For corporate management, the results of the study can help them understand how to improve employee job performance by enhancing organizational fairness, so that they can formulate more effective management policies and measures. For human resource departments, the findings can provide guidance to help them design and implement fair compensation systems, promotion mechanisms, and employee evaluation criteria to enhance employee satisfaction and loyalty. For employees, a fair working environment can enhance their motivation and satisfaction at work and help them realize their personal career development goals. By supporting such research,

governments and policymakers can better understand how to support the development of science and technology SMEs through policy, including the formulation of policies that are conducive to the creation of a fair work environment. For scholars and researchers, such studies can enrich the theoretical framework in the field of organizational behavior and provide empirical evidence for subsequent studies. In conclusion, this study contributes to improving the competitiveness, innovation, talent stability and resource optimization of science and technology SMEs, which is ultimately reflected in the enhancement of employee job performance.

Conclusion & Future Study Recommendation

Employee job performance is a critical concern in enterprise management, impacting not only profitability but also the long-term sustainability of organizations. This research addresses the industry context, practical issues, and challenges faced by the sector. The research questions and objectives are centered around exploring the relationship between organizational fairness and job performance in science and technology SMEs in Sichuan Province, China. The study introduces psychological capital as a mediator and benefit satisfaction as a moderator in the relationship between organizational fairness and employee job performance.

The scope of the study is defined, and the significance of the research is clarified through an analysis of the industry overview, practical problems, and industry challenges. By examining the mediating mechanism of the impact of organizational fairness on job performance from the perspective of individual psychological states, this study offers a fresh focus. Existing research has typically concentrated on specific psychological states that influence job performance. This study proposes a mediating hypothesis for the role of psychological capital in the relationship between organizational fairness and job performance and hypothesizes the moderating effect of benefit satisfaction on the relationship between organizational fairness and employee job performance.

Given that SMEs account for over 80% of the market, it is essential to study the relationship between perceptions of organizational fairness and employee job performance. This research aims to help managers better understand the underlying mechanisms connecting these two constructs. The findings can also assist business leaders in comprehending and explaining the relationship between perceptions of organizational fairness and employee job performance, guiding future managerial practices and interventions.

References

- Ahmed, Y. A., & Faeq, D. K. (2020). An economic Evaluation of training and its Effect on employee performance in Building Construction Directory of Sulaimani province–Kurdistan region. *Qalaai Zanist Journal*, 5(2), 1048–1068.
- Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2020). The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing. *Journal of Innovation & Knowledge*, 5(2), 117–129.
- Anesukanjanakul, J., Banpot, K., & Jermstittiparsert, K. (2019). Factors that influence job performance of agricultural workers. *International Journal of Innovation, Creativity and Change*, 7(2), 71–86.
- Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International Journal of Engineering, Business and Management (IJEEM)*, 5.
- Barber, A. E., Dunham, R. B., & Formisano, R. A. (1992). The impact of flexible benefits on employee satisfaction: A field study. *Personnel Psychology*, 45(1), 55–74.
- Carlson, D. S., Thompson, M. J., Crawford, W. S., Boswell, W. R., & Whitten, D. (2018). Your job is messing with mine! The impact of mobile device use for work during family time on the spouse's work life. *Journal of Occupational Health Psychology*, 23(4), 471.
- Cavuş, M. F., & Gökçen, A. (2015). Psychological capital: Definition, components and effects. *British Journal of Education, Society and Behavioural Science*, 5(3), 244–255.
- CELİKT, I. E. (2022). The Impact of Organizational Justice and Commitment on Employee Performance: A Foundation University Case. *Business Management Dynamics*, 11.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386.
- Cordon-Pozo, E., Vidal-Salazar, M. D., de la Torre-Ruiz, J. M., & Gomez-Haro, S. (2023). Benefit communication and its effects on employees' benefit level satisfaction: the multiple mediating effects of POS and benefit comparison. *International Journal of Business Communication*, 60(1), 331–350.
- Correa dos Santos, A., & Maria Beuren, I. (2021). The effects of behavioral factors on the task performance of forensic accounting experts. *Revista de Educação e Pesquisa Em Contabilidade*, 15(2).
- Torre-Ruiz, J. M., Vidal-Salazar, M. D., & Cordon-Pozo, E. (2017). Benefit flexibility and benefit satisfaction: does employee's personality matter? *Personnel Review*.
- Torre-Ruiz, J. M., Vidal-Salazar, M. D., & Cordon-Pozo, E. (2019). Employees are satisfied with their benefits, but so what? The consequences of benefit satisfaction on employees' organizational commitment and turnover intentions. *The International Journal of Human Resource Management*, 30(13), 2097–2120.
- Doci, E., Knappert, L., Nijs, S., & Hofmans, J. (2023). Unpacking psychological inequalities in organisations: Psychological capital reconsidered. *Applied Psychology*, 72(1), 44–63.
- Ekingen, E. (2023). The effect of organizational justice on job performance and the mediating role of job satisfaction: A study on nurses. *Hospital Topics*, 101(2), 103–112.
- Faeq, D. K., Garanti, Z., & Sadq, Z. M. (2021). The Effect of Total Quality Management on Organizational Performance: Empirical Evidence from the Construction Sector in Sulaymaniyah City, Kurdistan Region–Iraq. *UKH Journal of Social Sciences*, 5(1), 29–41.
- Faeq, D. K., & Ismael, Z. N. (2022). Analyzing the Relationships Between Organizational Justice and Job Performance. *International Journal of Engineering, Business and Management*, 6(5).

- Fornell, C., & Bookstein, F. L. (1982). Two structural equation models: LISREL and PLS applied to consumer exit-voice theory. *Journal of Marketing Research*, 19(4), 440–452.
- Giancola, F. L. (2014). What the research says about the effects of open pay policies on employees' pay satisfaction and job performance. *Compensation & Benefits Review*, 46(3), 161–168.
- Goldsmith, A. H., Darity Jr, W., & Veum, J. R. (1998). Race, cognitive skills, psychological capital and wages. *The Review of Black Political Economy*, 26(2), 9–21.
- Goldsmith, A. H., Veum, J. R., & Darity Jr, W. (1997). The impact of psychological and human capital on wages. *Economic Inquiry*, 35(4), 815–829.
- Gridwichai, P., Kulwanich, A., Piromkam, B., & Kwanmuangvanich, P. (2020). Role of personality traits on employees job performance in pharmaceutical industry in Thailand. *Systematic Reviews in Pharmacy*, 11(3), 185–194.
- Hadi, S., Tjahjono, H. K., & Palupi, M. (2020). Study of organizational justice in smes and positive consequences: Systematic review. *International Journal of Advanced Science and Technology*, 29(03), 4717–4730.
- Haseeb, M., Hussain, H. I., Kot, S., Androniceanu, A., & Jermsittiparsert, K. (2019). Role of social and technological challenges in achieving a sustainable competitive advantage and sustainable business performance. *Sustainability*, 11(14), 3811.
- Hayati, K., & Caniogo, I. (2023). Organizational Justice: How Does It Affect Performance and Job Satisfaction? *International Conference of Economics, Business, and Entrepreneur (ICEBE 2022)*, 378–391.
- Ingold, P. V., Kleinmann, M., Konig, C. J., & Melchers, K. G. (2016). Transparency of Assessment Centers: Lower Criterion-related Validity but Greater Opportunity to Perform? *Personnel Psychology*, 69(2), 467–497.
- Jalagat, R. (2017). Determinants of job stress and its relationship on employee job performance. *American Journal of Management Science and Engineering*, 2(1), 1–10.
- Jameel, A. S., & Ahmad, A. R. (2020). The mediating role of job satisfaction between leadership style and performance of academic staff. *International Journal of Psychosocial Rehabilitation*, 24(04), 2399–2414.
- Jie, J., Mohammadi, A., Hamzah, A., S.B, G., & He, S. (2023). The Moderating Influence of Big Data Analytics Capabilities on the Relationship between Organizational Culture and Management Effectiveness at Higher Education Institutions in Sichuan , China Overview of Big Data and Higher Education Institutions in China. 1–11.
- Jolly, P. M., McDowell, C., Dawson, M., & Abbott, J. (2021). Pay and benefit satisfaction, perceived organizational support, and turnover intentions: The moderating role of job variety. *International Journal of Hospitality Management*, 95, 102921.
- Jolly, P. M., Self, T. T., & Gordon, S. E. (2020). Attracting hospitality recruits: The benefit of benefits. *Journal of Human Resources in Hospitality & Tourism*, 19(1), 1–22.
- Joseph F., H. Jr., G. Tomas, M. H., Christian M., R., & Marko, S. (2021). *Primer on Partial Least Squares Structural Equation Modeling*.
- Kim, T., Mullins, L. B., & Yoon, T. (2021). Supervision of telework: A key to organizational performance. *The American Review of Public Administration*, 51(4), 263–277.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610.
- Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of Industrial and Organizational Psychology*.

- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60(3), 541–572.
- Luthans, F., & Youssef, C. M. (2004). Human, social, and now positive psychological capital management: Investing in people for competitive advantage.
- Miceli, M. P., & Lane, M. C. (1990). Antecedents of pay satisfaction: A review and extension. College of Business, Ohio State University.
- Mohammadi, A. (2019). Intervening role of loyalty reward programs and E-word-of-mouth on smartphone brand loyalty in Malaysia [Universiti Putra Malaysia]. <https://doi.org/10.13140/RG.2.2.11783.16801>
- Mohammadi, A., Saeedikondori, A., Nezakati, H., Sabermajidi, N., & Jantan, A. H. (2021). An investigation on cloud computing adoption within information technology companies. *Handbook of Research on Future Opportunities for Technology Management Education*, 266–287. <https://doi.org/10.4018/978-1-7998-8327-2.ch016>
- Newman, A., Ucbasaran, D., Zhu, F. E. I., & Hirst, G. (2014). Psychological capital: A review and synthesis. *Journal of Organizational Behavior*, 35(S1), S120–S138.
- Novitasari, D., Siswanto, E., Purwanto, A., & Fahmi, K. (2020). Authentic leadership and innovation: what is the role of psychological capital? *International Journal of Social and Management Studies*, 1(1), 1–21.
- Patnaik, S., Mishra, U. S., & Mishra, B. B. (2023). Perceived Organizational Support and Performance: Moderated Mediation Model of Psychological Capital and Organizational Justice—Evidence from India. *Management and Organization Review*, 1–28.
- Roch, S. G., Shannon, C. E., Martin, J. J., Swiderski, D., Agosta, J. P., & Shanock, L. R. (2019). Role of employee felt obligation and endorsement of the just world hypothesis: A social exchange theory investigation in an organizational justice context. *Journal of Applied Social Psychology*, 49(4), 213–225.
- Rogers, J. L. (2017). Social Media Content and Brand Loyalty : A Quantitative Study of the Determinants of Engagement for Gen X Females Dissertation Manuscript Submitted to Northcentral University School of Business and Technology Management in Partial Fulfillment of the Requi. ProQuest Dissertations & Theses Global, May. <https://proxy.cecylibrary.com/login?url=https://search-proquest-com.proxy.cecylibrary.com/docview/1964383161?accountid=26967>
- Schlechter, A., Thompson, N. C., & Bussin, M. (2015). Attractiveness of non-financial rewards for prospective knowledge workers: An experimental investigation. *Employee Relations*.
- Sembiring, N., Nimran, U., Astuti, E. S., & Utami, H. N. (2020). The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance. *International Journal of Organizational Analysis*, 28(5), 1113–1130.
- Sherwani, K. H. (2018). Impact of the academician's perception of organizational justice on contextual performance:(the case of academicians of two private universities in erbil city). *Int. J. Pure Appl. Math*, 118(20), 4861–4873.
- Sitopu, Y. B., Sijinjak, K. A., & Marpaung, F. K. (2021). The influence of motivation, work discipline, and compensation on employee performance. *Golden Ratio of Human Resource Management*, 1(2), 72–83.
- Song, S., Ahmad, B., Meng, N., & Mohammadi, A. (2023). Role of Value Co-Creation between Information Interaction Capabilities and Competitive Advantage in SMEs, Henan

- Province, China. *Journal of International Business and Management*.
<https://doi.org/10.37227/jibm-2023-05-5991>
- Tingfeng, Z., Mohammadi, A., Jantan, A. H., Nezakati, H., & Irfan, M. (2022). The Intervening Role of Communication Satisfaction and Trust in Leader on the relationship between Leadership Communication and Employee Turnover Intention in Sichuan, China. *Journal of International Business and Management*, 5(12), 1–20.
<https://doi.org/10.37227/jibm-2022-11-5588>
- Xue, R., & Woo, H. R. (2022). Influences of Boundary-Spanning Leadership on Job Performance: A Moderated Mediating Role of Job Crafting and Positive Psychological Capital. *International Journal of Environmental Research and Public Health*, 19(19), 12725.
- Yasmeen, R., Yasmeen, I., & Zahra, A. (2022). Impact of psychological capital, perceived organizational support and perceived supervisor support on employee psychological well-being. *Journal of Business Management Studies-JBMS*, 1(02), 18–34.
- Zeb, A., Abdullah, N. H., Othayman, M. Bin, & Ali, M. (2019). THE ROLE OF LMX IN EXPLAINING RELATIONSHIPS BETWEEN ORGANIZATIONAL JUSTICE AND JOB PERFORMANCE. *Journal of Competitiveness*, 11(2).