Analyzing the Relationships Between Organizational Justice and Job Performance

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Abstract— The current study aimed to investigate the relationship between organizational justice and job performance at selected private businesses in Kurdistan region of Iraq. Using a quantitative search strategy, this study analyzed and measured organizational justice practice and its effect on achieving job performance using a descriptive analytic approach. The effect of organizational justice on workers' productivity was measured with a survey done in the field. Researchers used a questionnaire as their main data collection tool and put it through rigorous testing to make sure it was valid and reliable. Twenty percent of the community study's 120 staff members working in Iraq's Kurdistan region used a simple, random sample. All participants were asked to fill out a questionnaire, and 120 were returned. However, 8 were disqualified from further statistical analysis due to technical flaws, leaving a total of 112 usable questionnaires. The findings revealed that there is a positive and significant relationship between organizational justice and job performance. Moreover, it was found that procedural justice has the strongest relationship with job performance.

Keywords— Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Job Performance.

I. INTRODUCTION

In today's increasingly competitive business landscape, every company is constantly on the lookout for new opportunities to improve and expand. Management is looking to boost output using human resources to get an advantage in a market where competitive advantages can be bought or reproduced. Justice inside an organization is seen as fundamental to its social and psychological functioning. An individual's ability to foresee future treatment from an organization depends on their knowledge of the organization's existing level of justice. They want to feel like they have a place in the company. Having access to justice is a sign that people are valued and respected by those in power (Krishnan et al., 2018). Workers' perceptions of the justice of their employer are the essence of organizational justice. It has three components: procedural justice, which refers to the methods employed in arriving at a verdict; distributive justice, which describes the

individual's position relative to others; and interactive justice, which describes the quality of treatment individuals receive as a result of the procedures being applied to them (Ahmed and Faeq, 2020). The importance of performance in any business cannot be overstated. It is seen as the culmination of the group's efforts on the personal, institutional, and national levels. When employees excel, the company thrives and stays in business longer. In most cases, an employer will care more about employees' performance than the employees themselves do. Performance at whatever level of an organization is a reflection not just of the employees' skills and motivations but also of those of their supervisors. It has been observed that in government agencies, managers and leaders are more concerned with performance than their staff. Pérez-Rodríguez et al. (2019) say that the organization's executives and managers may have to use incentive programs or other forms of coercion to get workers to work

harder so that they can get the results they want from their work.

According to Anwar and Shukur (2015), job performance is the act of carrying out one's duties and responsibilities on a specific task, taking into account such well-known elements as time, speed, and efficiency. According to the job performance theory proposed by Akram et al. (2020), performance is the observable actions of workers that make it possible for an organization to complete a given task. As stated by Chegini et al. (2019), research on the work performance of employees is a highly useful resource for any firm, and this is true across all industries and countries in the business world.

Numerous studies have looked into the link between organizational justice and worker productivity (Anwar, 2016). Several empirical studies in French firms have found that organizational justice acts as a translator of employee behavior and attitudes in the workplace (Faeq, 2022). The concept of organizational justice has been the subject of extensive research in the fields of organizational behavior and social psychology (Vaamonde et al., 2018). Hameed and Anwar (2018) highlight organizational justice as a critical factor influencing employee conduct and output. Workers are encouraged, and the organization benefits when justice is administered fairly (Anwar, 2017).

Sheeraz et al. (2021) social exchange theory shows why a fair workplace is also productive. Also, employees are more likely to provide a hand when needed and support management's choices when they are treated fairly during the social exchange process, whereas those who are treated unfairly are less likely to give their all on the job (Faeq et al., 2020).

The Problem Statement

The study's challenge is to understand the nature of the connection between organizational justice and job performance. Many companies lack a long-term strategy for incorporating organizational justice and job performance into their daily operations, despite the fact that doing so would greatly improve the ability of their employees to come up with novel approaches to completing their tasks. This will undermine these businesses. The issue is with organizational justice and how it affects organizational performance on the job.

II.   LITERATURE REVIEW

It is widely agreed that organizational justice is good for businesses, communities, and people (Anwar and Shukur, 2015). Injustice in the workplace can hasten the occurrence of unfavorable events, particularly in developing nations where various social, political, and economic issues predominate. Organizational justice was also highlighted by

Farid et al. (2019), who emphasized the need to delve deeper into this "soft side of organization" because it is the least understood and used term in developing nations when it comes to generating organizational success. What Pan et al. (2018) called "organizational justice" was the perception of fair treatment among workers. Justice in the workplace is a topic that has "developed around attempts to characterize and explain the role of justice as a concern. According to Anwar and Shukur (2015), organizational justice acts as a glue that brings people together and encourages teamwork, while injustice acts as a corrosive solvent that breaks down social relationships. There are three further facets to organizational justice: distributive justice, procedural justice, and interactional justice. Employees apply the input/output ratio test to determine whether or not they are being treated fairly, and if there is a discrepancy, they may feel that the system is not just (Faeq et al., 2021).

Personnel serve in a variety of roles, and their output and effectiveness might vary widely (Cropanzano, 2007). Some workers may have exceptionally high performance but low needs, whereas others may have moderate performance but high needs. Distributive justice means that everyone should get their "just share" of the rewards for their efforts. It also addresses salary parity and tailors benefits to meet the needs of each employee. The problem of poor pay in the library industry is as old as the profession itself. Lower distributional benefits (money) toward their knowledge, abilities, and responsibilities is a concern, as noted by Nazir et al. (2019) in their research of university. The study's library workers expressed serious fear that their work ethic would suffer if they were compensated more fairly. Justice in the decision-making process that leads to a given outcome is what procedural justice is all about (Anwar and Qadir, 2017). It's a condition of employment that everyone be treated equally and without favoritism. According to studies, a fair procedure is essential for maintaining an institution's legitimacy and mitigating the detrimental impact of adverse outcomes on an organization (Reb et al., 2019). It has been shown through studies that distributive justice affects procedural justice (Faeq et al., 2021).

Sarfraz et al. (2018) argued that workers might have a sense of distributive injustice even if they view the process as fair, and that this can go both ways. Anwar and Shukur (2015) argued that low turnover rates in libraries resulted from fair recruiting practices and competitive salaries. Thirdly, Abdullah et al. (2017) initiated interactional justice, which deals with justice of treatment within the social exchange process. It has to do with being sensitive to others and refraining from making hurtful comments. The concepts of interactional justice and informational justice are examined by Singh and Singh (2018) and Aeknarajindawat and Jermsittiparsert (2020), respectively, under the headings of

interpersonal justice and informational justice. Interpersonal justice refers to treating workers fairly and with respect, dignity, and civility, whereas informational justice refers to providing workers with accurate and up-to-date information (Anwar and Abd Zebari, 2015). Leaders are being informationally fair when they explain their decisions in a way that is clear, honest, and reasonable.

Interactional justice is more likely to be seen when leaders treat their staff with respect and decency. Interactional justice has been found to have a favorable effect on leader-member exchange, dedication to supervisors (Faeq et al., 2022), and job outcome (Imamoglu et al., 2019). All three forms of justice in an organization are necessary for a healthy working environment, but the negative effects of injustice can be mitigated by focusing on preserving just one of them, namely interactional justice. Organizations with high

levels of interactional justice are less likely to suffer from the negative effects of procedural and distributive justice, as noted by (Cugueró-Escofet et al., 2019).

The level of transparency and openness in communication between managers and staff members is fundamental to the principles of informational and interactional justice. Furthermore, it is dependent on the leaders' ability to exercise discretion when dealing with their staff. According to Anwar (2017), workers are more concerned with having their bosses treat them fairly and with respect in terms of information and interpersonal treatment than they are with receiving a fair salary. He went on to say that if Chinese workers were given access to sensitive information and were included in the establishment of fair interpersonal relationships with their bosses, the negative effects of fewer rewards could be mitigated. Although procedural and distributive justice are more commonly discussed, Faeq et al. (2022) emphasized the significance of informational and interactional justice as well. Organizational justice has been linked positively to factors like employee satisfaction, loyalty, job performance, commitment, organizational citizenship behavior, and organizational support and negatively to things like employee theft and workplace sabotage. As another body of research has shown, unfair treatment in the workplace can have negative effects on otherwise dedicated employees, even if they are not directly affected. Employees who are underpaid begin to perform at a lower level in order to reduce the input, while those who are overpaid begin to perform at a higher level in order to increase the output (Unterhitzenberger and Bryde, 2019).

This is consistent with the findings of studies on the effects of organizational justice on job performance. In their meta-analysis of organizational justice and job performance, Anwar (2017) found that procedural justice was a more accurate predictor of success than distributive justice. As

addressed by Chen et al. (2020), staff become more engaged in library development when their supervisors lay out the positives and negatives of their jobs in a transparent manner. Purwanto (2020) says that academic librarians in developing countries do not make enough money or get enough perks to be competitive.

Organizational Justice

Distributive justice, procedural justice, and Interactional justice are the three most-cited foundations of organizational justice (Faeq et al., 2022). The term "distributive justice" is used to describe the equitable distribution of benefits among workers (Anwar, 2016). Instead, the concept of procedural justice reflects an individual's evaluation of the justice of the method through which decisions on result allocations are arrived at (Anwar, 2017). Specifically, procedural justice refers to an individual's sense that outcome allocation decisions have been made fairly in accordance with the organization's formal procedures and from the treatments given by the organization's authorities in enforcing those policies (Wolfe et al., 2018). Previous studies have found that both types of justice have an impact on workers' actions on the job (Karam et al., 2019).

Distributive Justice

Justice in the distribution of resources is known as distributive justice (Faeq, 2022). As its name implies, it is a measure of how fairly the major benefits (such as pay) resulting from coordinated organizational activities are shared among workers. The equity theory proposed by Anwar and Surarchith (2015) may account for the observed positive correlation between distributive justice and performance. Human motivation, according to this idea, is influenced by how one's outputs relate to one's efforts and how one's efforts stack up against those of one's peers. If workers perceive bias in their treatment, they may respond by acting less productively or more positively than usual in order to level the playing field. In other words, when people feel like they aren't getting their fair share of the rewards for their efforts, they may start putting in less effort overall. According to Mohammad et al. (2018) theory of economic exchange, fair distribution of resources could lead to more obvious demonstrations of role-appropriate conduct. However, contextual performance may be seen as a suitable response to distributive justice when employees view their workplace interactions as social in nature.

Procedural Justice

Decision-makers' perceptions of how fair the procedure for allocating outcomes was is what's meant by the term "procedural justice" (Sadq et al., 2020). An individual's sense of procedural justice is a reflection of how confident they feel in the organization's formal procedures and the

treatment they've received from the organization's authorities in enforcing those procedures, as they relate to the organization's ability to fairly allocate outcomes. As Faeq et al. (2020) point out, people place equal weight on process issues whenever allocations are made, suggesting that procedural justice may have a significant impact on workers' productivity.

Perceived procedural justice, according to Laith et al. (2019), transform an employee's connection with the company from an economic to a social one. In social exchange interactions, when one party feels they have been treated fairly, the other party is more likely to go above and beyond the call of duty. Performing well in a certain situation is related to these actions outside of one's normal role. The distribution of results is believed to be more likely to be fair if fair procedures and fair treatment are implemented. Fair procedures include things like giving workers a say in the decision-making process and giving workers information to explain why they received the outcome they did (Ismail et al., 2018). Consequently, workers will be more inclined to feel content and to carry out their responsibilities in accordance with their job specifications. Procedural justice evaluations have been shown to correlate positively with task performance in a number of studies. The positive effects of procedural justice on contextual performance are supported by the research of others as well (Sadq et al., 2021). Based on what has been said and found, it seems that an employee's sense of procedural justice may lead to a rise in performance.

Interactional justice

The term "interactional justice" is used to describe the treatment of individuals throughout the resolution of a conflict, whether that be with kindness and consideration or with disrespect (Faeq, 2022). In addition to being truthful and offering an explanation , being polite, friendly, sensitive, interested, honest, showing empathy and assurance, being direct and concerned, and making an effort are all factors that have been linked to interactional justice in previous research (Anwar and Ghafoor, 2017). Accepting responsibility (Hsu et al., 2019) and apologizing to the customer are other crucial elements in resolving a complaint. Consumers' post-complaint behavior is especially pertinent to the concept of interactional justice due to the centrality of communication in the resolution of complaints. Research into interactional justice in a business setting is scant. Satisfaction with service encounters, higher ratings of service quality, higher ratings of overall complaint handling, and more positive repurchase intentions have all been linked to fair interpersonal treatment (Anwar, 2017).

Job Performance

Over the past few decades, there has been a shift in how organizational behavior scholars define "job performance." The idea that work performance can be reduced to a single number has been challenged. While researchers used to concentrate on specific job duties, they now consider a broader range of factors within a more fluid organizational setting (Faeq et al., 2021). Historically, people's performance was measured by how well they fulfilled the responsibilities assigned to them (Novitasari et al., 2020). Preceding academics have conceptualized in a similar fashion to what we have here. These authors argue that in order for a group to function, its individuals must be able to reliably perform their assigned roles. Actions expected of employees in specific roles are reflective of how well those roles complete their assigned tasks. As stated by Anwar and Climis (2017), two sorts of actions make up successful task performance. The first category includes processes that directly change raw materials into finished products or services. The second class includes things like servicing and maintaining the actual technological infrastructure. That is to say, task performance occurs when workers apply their technical expertise and knowledge to the creation of products and services through the organization's central technical processes or to the completion of specialized tasks that facilitate these central functions (Sadq et al., 2020).

Traditional ideas of individual job performance have been challenged by the rising interdependence and volatility in the workplace and in organizations. The full range of behaviors that contribute to effectiveness when systems are uncertain and interdependent is not adequately emphasized by traditional approaches to job performance, despite the fact that they do highlight the need for organizational members to go beyond prescribed roles in order to accomplish organizational goals (Shkoler et al., 2021). When the inputs, processes, or outcomes of work systems are not predictable, uncertainty exists in an organizational environment. Faraj et al. (2021) claim that the presence of uncertainty in the workplace may be traced back to a variety of causes, including rising levels of competition, advances in technology, and shifting consumer preferences. It's harder for task performance alone to be effective in an increasingly fluid organizational context. An increased emphasis on role flexibility is placed on employees in such an environment, who must demonstrate adaptive and proactive actions. Because of this, new models have developed to accommodate a wider range of responsibilities. Contextual performance is one of these concepts because it encompasses actions that aren't directly related to a job. Contextual performance occurs when workers proactively assist fellow workers who are falling behind, uphold positive working relationships, or exert themselves to meet strict deadlines (KM et al., 2021). To sum up, the technical core is not directly supported by

contextual performance behaviors, but rather the wider organizational, social, and psychological environment in which the technological core must operate (Haerani et al., 2020). Therefore, it is essential that any performance metric fully captures the range of desirable actions taken by employees. To apply this theory, it is necessary to separate the performance domain into task performance and contextual performance. Scholars have also noticed that there are various antecedents connected with each of the performance characteristics (Sungu et al., 2019).

Organizational justice and job performance

People and businesses in emerging and impoverished countries place a high value on organizational justice (Krishnan et al., 2018). According to Ahmed and Faeq (2020), organizational justice refers to a system in which employees and management are treated fairly. Previous research has found that there is a correlation between organizational justice and worker performance by looking at the dynamics between employers and employees. Organizational justice, according to Pérez-Rodríguez et al. (2019), is crucial to keeping dedicated employees and fostering a healthy workplace for all employees. Employees are better able to work together and show more collectivism when organizational justice is in place, while injustice has the opposite effect and drives a wedge between coworkers (Anwar and Shukur, 2015). Research has shown that a culture of justice and equality in the workplace positively predicts employee loyalty, dedication, support, and citizenship behavior in the workplace, as well as job performance, but it predicts employee theft and workplace sabotage adversely.

Akram et al. (2020) found that unjust procedures or treatment negatively impacted employee loyalty. Prior research has focused on the relationship between organizational justice and worker productivity, as stated by Chegini et al. (2019): when workers are compensated fairly, their output improves; when they are not, productivity decreases. Distributive justice, procedural justice, and interactional justice are the pillars of a just organization. Workers experience a lack of distributive justice when there is a discrepancy between their efforts and the rewards they receive from their employer, as described by the equity theory. Anwar (2016) notes that employees bring diverse strengths to the workplace, and that this translates into varying degrees of success for the company as a whole. When the stakes are high, employees produce high results, but when the stakes are low, employees produce low results. Workers' pay should be determined by how well they do their jobs, even though Faeq (2022) has argued that the organization's distribution of resources needs to be rethought. Both social and economic exchange theory, as pointed out by Vaamonde et al. (2018), have intimate ties

to the concept of distributive justice. Hameed and Anwar (2018) the idea of procedural justice is concerned with the course of social exchanges; they affect workers' robust identification with their workplaces. According to the meta-analysis conducted by Anwar (2017), procedural justice in the workplace is a better predictor of employee success than distributive justice. It was also proven by Sheeraz et al.(2021) that employees and the internal perceptions of the business were more affected by procedural justice than distributive justice. In addition, Colquitt et al. (2001) and Cohen & Spector (2001) agreed that perceptions of procedural justice have a positive, significant association with internal organization and employee perception, while Faeq et al. (2020) contended that previous research demonstrates that such perceptions mitigate the unfavorable impact of unlucky outcomes and foster altruistic support for strategy implementations within the organization. The research by Anwar and Shukur (2015) show that there is a robust connection between procedural and distributive justice in the workplace. Workers, however, need to see justice in terms of distributive justice, as Farid et al.(2019) pointed out.

According to Pan et al. (2018), interactional justice involves treating employees with respect, courtesy, and honesty and allowing them to freely share information inside the workplace. Interactional justice is intrinsically linked to the social exchange process since both rely on considerate information dissemination and the avoidance of offensive comments. In addition, Anwar and Shukur (2015) stated that the direction a manager shows toward employees typically determines the quality of communication between the management and the employees, which is associated with interactional justice. Faeq et al. (2021) discovered in his survey of enterprises that workers valued their relationships with superiors, the availability of accurate information, and opportunities for personal growth inside the company more than monetary compensation. Several researchers, including Nazir et al. (2019) have found that interactional justice improves performance in the workplace. While many studies have looked at how organizational justice affects things like communication, citizenship, trust, and commitment, few have looked at how it affects employees' productivity on the job. Here are some hypotheses we've come up with based on existing research.

H1: Distributive justice is significantly and positively influence job performance.

H2: Procedural justice is significantly and positively influence job performance.

H3: Interactional justice is significantly and positively influence job performance.

III. METHODOLOGY

Using a quantitative search strategy, this study analyzed and measured organizational justice practice and its effect on achieving job performance using a descriptive analytic approach. The effect of organizational justice on workers' productivity was measured with a survey done in the field. Researchers used a questionnaire as their main data collection tool and put it through rigorous testing to make sure it was valid and reliable.

Population of the Study

Workers in Iraq's Kurdistan region served as the study's population, and the region's Customs Department was chosen as the community to study because of the department's pivotal role in shielding Iraqis from harmful economic beliefs. As we discovered during our investigation, the Department of Customs has a very challenging work environment. This is on top of the difficulties some employees face due to the time constraints and high degree of accuracy required of them.

Study Sample

Twenty percent of the community study's 120 staff members working in Iraq's Kurdistan region used a simple, random sample. All participants were asked to fill out a questionnaire, and 120 were returned. However, 8 were disqualified from further statistical analysis due to technical flaws, leaving a total of 112 usable questionnaires (9.5% of the study population and 63.5% of the sample).

Conceptual Framework
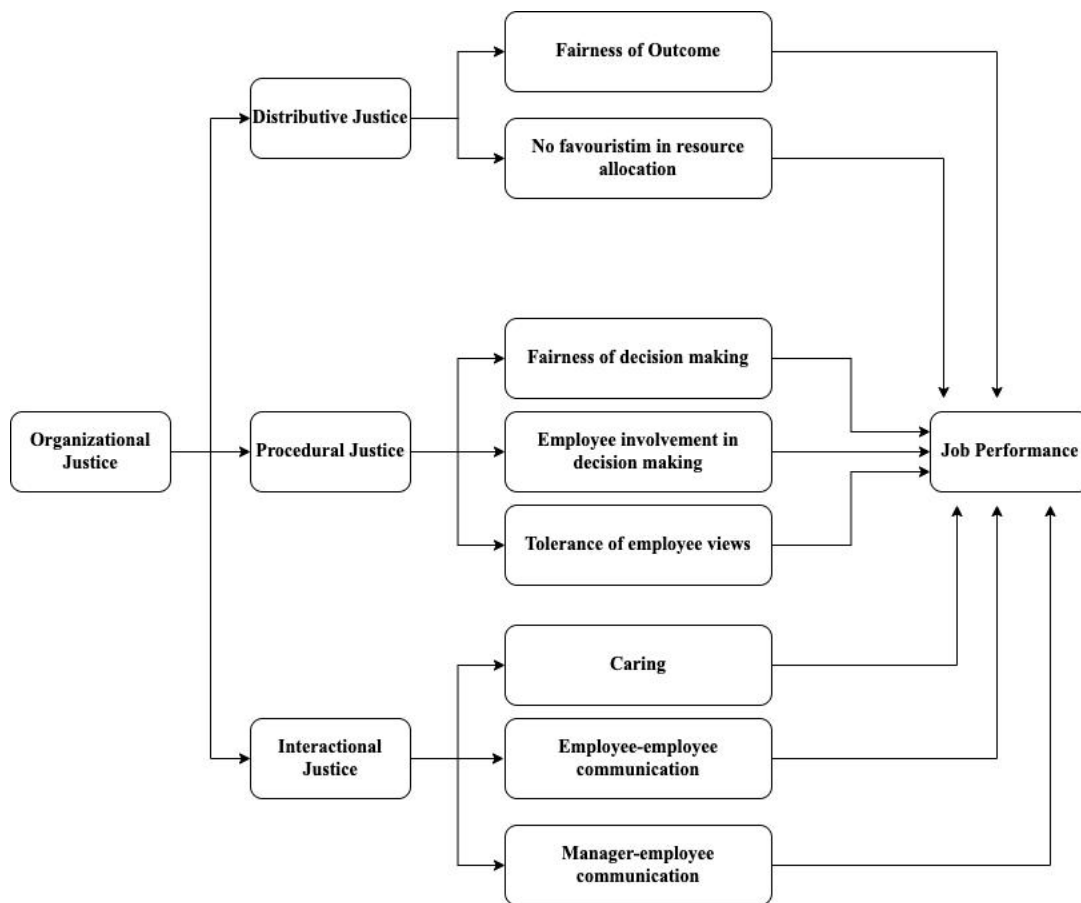

Fig.1- Conceptual Framework

IV. ANALYSIS

Table.1: Demographic analysis

Items		Frequency	Percent
Gender	Male	78	69.64
	Female	34	30.36
Age	20-25	17	15.17
	26-30	23	20.53

	31-35	25	22.32
	36-40	17	15.18
	41-45	15	13.39
	46-50	5	4.5
	51-55	5	4.5
	56 and above	3	2.6
Marital status	Single	50	44.64
	Married	62	55.36
Level of education	Bachelor	93	83.03
	Master	15	13.39
	PhD	4	3.57

Respondents' ages, genders, education levels, and marital status are broken down in table (1) below. The researcher was able to examine the background information of the respondents thanks to the descriptive analysis. It was determined that, out of a total of 112 respondents, 78 were male and 34 were female. Among the 112 respondents, 17 were between the ages of 20 and 25, 23 were between the ages of 26 and 30, 25 were between the ages of 31 and 35, 17 were between the ages of 36 and 40, 15 were between the ages of 41 and 45, and 5 were over the age of 51. Among the respondents, 62 were married and 50 were single. Out of 112 respondents, it was found that 93 had completed some level of post-secondary education at the undergraduate level, 15 had completed coursework at the graduate level, and only four had completed coursework at the doctoral level.

Table 2: Reliability Analysis

Elements	Sample	Total questions used	Cronbach's Alpha
Distributive Justice	112	8	.744
Procedural Justice	112	8	.738
Interactional Justice	112	6	.755
Job Performance	112	9	.794

The study conducted reliability analysis for each independent factor and dependent factor. The results showed that the Alpha value for distributive justice was found to be .744 for eight questions answered by 112 participants. The Alpha value for procedural justice was found to be .738 for eight questions answered by 112 participants. The Alpha value for Interactional justice was found to be .755 for six questions answered by 112 participants. The Alpha value for Job Performance was found to be .794 for nine questions answered by 112 participants. However, the results demonstrated that all questions used to measure the independent factors and dependent factors were reliable.

Table.3:Correlation Analysis

	Pearson	Distributive Justice	Procedural Justice	Interactional Justice	Job Performance
	Correlation	1			
	Sig. (2-tailed)				
	N	112			
Distributive Justice	Pearson Correlation	.601**	1		
	Sig. (2-tailed)	.000			
	N	112	112		

Procedural Justice	Pearson Correlation	.432**	.399**	1	
	Sig. (2-tailed)	.000	.000		
	N	112	112	112	
Interactional Justice	Pearson Correlation	.505**	.501**	.467**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	112	112	112	112
Job Performance	Pearson Correlation	.599**	.518**	.467**	.575**
	Sig. (2-tailed)	.000	.000	.000	.000
**. Correlation is significant at the 0.01 level (2-tailed).					

The current study attempted to measure the relationship between each organizational justice dimensions including (distributive justice, procedural justice, interactional justice) with job performance. The results demonstrated that job performance is significantly and positively correlated with distributive justice. Moreover, it was found that job performance positively and significantly correlated with procedural justice, and finally it was found that job performance is significantly and positively correlated with interactional justice. As a result, it was found that organizational justice is positively and significantly correlated with job performance.

Table.4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701a	.499	.501	.2109
a. Predictors: (Constant), Distributive Justice, Procedural Justice, Interactional Justice				

As can be seen in table 4, it was discovered that the value of R square was equal to.499; this indicates that approximately half of the variables have been clarified.

Table 5: ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	101.712	7	11.781	101.772	.000b
	Residual	97.291	499	.098		
	Total	199.003	556			
a. Dependent Variable: Job Performance						
b. Predictors: (Constant), Distributive Justice, Procedural Justice, Interactional Justice						

The value of F was found to be 101.772, and since this value is greater than.001, this demonstrates that there is a positive association between the variables that were used to test the hypotheses of the research.

Table.6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1		B	Std. Error	Beta		
	(Constant)	.119	.078		2.0078	.000
	Distributive Justice	.559	.041	.568	3.0655	.000
	Procedural Justice	.601	.012	.609	1.9118	.000
	Interactional Justice	.589	.035	.594	2.4432	.000
a. Dependent Variable: Job Performance						

Using multiple regression analysis, the researcher identified the most important and relevant factors contributing to high levels of job performance in private companies across Kurdistan. The first research hypothesis that "Distributive justice significantly and positively influences job performance" was supported by the findings that B =.559 >.001 and P-value =.000, indicating a positive relationship between distributive justice and job performance. The second research hypothesis that " Procedural justice is significantly and positively influence job performance" was supported by the findings that B =.601 >.001 and P-value =.000, indicating a positive relationship between distributive justice and job performance.

The third research hypothesis that " Interactional justice is significantly and positively influence job performance " was supported by the findings that B =.589 >.001 and P-value =.000, indicating a positive relationship between distributive justice and job performance.

V.   CONCLUSION

The current study came to conclude that job performance had determined differently by organizational behavior scholars over the past few decades. It has been contested that work performance can be reduced to a single number. Instead of focusing on specific job duties, researchers now consider a broader range of factors within a more fluid organizational context.

According to Reb et al. (2019), two types of actions comprise effective job performance. The first category includes operations that transform raw materials directly into finished goods or services. The second category includes the servicing and maintenance of the technological infrastructure itself. In other words, task performance occurs when employees apply their technical expertise and knowledge to the creation of products and services via the organization's central technical processes or to the completion of specialized tasks that facilitate these central functions. Traditional notions of individual job performance have been challenged by increasing interdependence and organizational volatility in the workplace.

The findings demonstrated that organizational justice is significantly and positively influencing job performance at private businesses in Kurdistan region of Iraq. Traditional approaches to job performance do not adequately emphasize the full range of behaviors that contribute to effectiveness when systems are uncertain and interdependent, despite highlighting the need for organizational members to go beyond their prescribed roles in order to achieve organizational goals. When the inputs, processes, or outcomes of work systems are not predictable, an organizational environment is characterized by uncertainty. According to Faeq et al. (2021), the presence of uncertainty in the workplace can be attributed to a number of factors, including rising levels of competition, technological advancements, and shifting consumer preferences. In an organizational context that is becoming more fluid, task performance alone is less effective. In such an environment, a greater emphasis is placed on role flexibility, and employees must demonstrate adaptive and proactive actions. As a result, new models have evolved to accommodate a broader spectrum of responsibilities. Contextual performance is one of these notions because it encompasses actions unrelated to a job. Contextual performance occurs when employees assist coworkers who are falling behind, maintain positive working relationships, or exert themselves to meet strict deadlines. In conclusion, the technical core is not supported directly by contextual performance behaviors, but rather by the larger organizational, social, and psychological environment in which it must operate. Therefore, it is essential that any performance metric captured the entire spectrum of desirable employee actions. To apply this theory, the performance domain must be divided into task performance and contextual performance. Scholars have also noticed that each of the performance characteristics has different causes.

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