

Navigating Organizational Excellence: An Inquiry into the Impact of Justice Perceptions on Organizational Performance

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Abstract

This study will discuss the association between distributive justice (DJ), procedural justice (PJ) and interactional justice (IJ) and mediating employee trust on organizational performance in the pharmaceutical business in Karachi, Pakistan. The SmartPLS4.0 is used to add the representative data of 470 participants. The social exchange theory is applied through deductive reasoning of analyzing the hypothesis. The relationship of the dynamics in the organization, the perception and performance of the employees are developed using the method. The result of this research justifies a high level of correlation between distributive justice (DJ), Procedural Justice (PJ), and Interactional Justice (IJ) and employee performance through the mediating role of employee' trust. Cultural fairness, and trust in the organization influences the performance of the organization and assists in achieving the organizational goals thus is inevitable to carry out fair policies, ethical leadership, and free communication channels.

Keywords: Distributive Justice, Procedural Justice, Interactional Justice, Employee Trust, Organizational Performance, Pharmaceutical Sector

Introduction

This study aims at analyzing the interaction between distributive, procedural, interactional justice and employee trust with organizational performance. This issue comes up in the context of realizing the perceived fairness of employees in sharing the resources is met when the decision-making process occurs; and conversely, how the individual relationship interactions can work together to achieve organizational effectiveness and success (Kirat et al., 2023). The underlying issue in the study is to examine the dynamics of the justice perceptions and the effect on organization outcomes. This study aims to achieve the best performance in order to achieve organizational justice through building DJ, PJ, and IJ (Harman et al., 2019). The research builds up

to describe the relationships between DJ, PJ, and IJ with OP (Mahmood et al., 2023).

The development of a workplace that is imbued with the principle of fairness and justice is of utmost significance in the environment of the so-called dynamic world of modern businesses, which aim to achieve success in an ever-changing and dynamic business environment (Jirjahn et al., 2024). Organizational justice consists of various constituents among which distributive justice, which is concerned with the fairness of resource and outcome distribution, procedural justice, which is concerned with the fairness of the decision-making process, and IJ, which is concerned with the equitable treatment and communication, are considered (Kurdoglu, 2020).

Although numerous studies have been done on the personal impact of distributive justice (DJ), procedural justice (PJ), interactional justice (IJ) and organization performance (OP) on organizational effectiveness, little has been done regarding the overall impact of these elements. The independent contributions of these dimensions have been noted previously, but we still have a gap in information on how they interact and how they affect the larger organizational picture (Trincado-Munoz et al., 2020). The patchiness of the current studies concerning justice perceptions in the organizational context requires a more coherent and solid approach. Although the independent impacts of distributive (DJ), procedural (PJ), and interactional (IJ) justice have been enlightened in past studies, the overall effect of the three justice forms on the organizational performance has been difficult to understand. This research will fill this gap by looking into the interaction and contribution of these dimensions of justice to the outcomes of organizations.

Current studies on the individual justice perception within organizations tend to view distributive (DJ), procedural (PJ) and interactional (IJ) justice as three independent variables, without taking into consideration their complex interdependence and interrelations. This disintegrated view does not facilitate the holistic approach to the effect and success of these dimensions on an organizational performance. (Bal et al., 2023).

The existing body of research on the perception of justice in organizations is characterized by a rather disjointed nature since it has the tendency of either considering distributive (DJ), procedural (PJ), and interactional (IJ) forms of justice as independent phenomena. Such an outlook does not contribute to an in-depth understanding of the way these dimensions interact with each other and influence the effectiveness and success of the organization in a holistic way. This weakness limits the amount of knowledge required by organizational leaders, human resource practitioners, and scholars to formulate holistic approaches to justice that

would cover the entire range of justice perceptions at the workplace. As a result, the literature gap explains why this study is highly necessary to close the gap and offer a more integrated approach to the issue of the role of justice perceptions in contributing to organizational performance. To tackle the identified problem, this study will seek to utilize a holistic approach by considering the interaction of these dimensions of justice and the overall effect of all these dimensions on the performance of the organization (Lu et al., 2023).

This paper attempts to explore the complex connections between distributive (DJ), procedural (PJ), and interactional (IJ) justice in a bid to give a comprehensive picture of the overall effect of the three on organizational performance. Through a thorough research and study of these linked processes, the proposed research fills the gap in the current literature and provides significant information on the overall effectiveness and success of organizations with DJ, PJ, and IJ. By using the synthesized approach, the research aims to add to an overarching study that can guide the organization leaders, human resource practitioners, and scholars in developing strategies that involve the totality of the justice perceptions in the workplace (Kurian and Nafukho, 2022).

Problem Statement of the Research Study

The aspect of organizational justice is a key success factor in organizational performance. It also matters how this perception interacts with the effort of the employees and organizational performance to comprehend the phenomenon and requires research to provide a better view of the loopholes to understand why the performance of organizations is not consistent across company to company (Kalia et al., 2023).

Moreover, to develop a comprehensive picture about the dynamic interdependence between DJ, PJ, IJ, and on OP and whether the perceptions of employees concerning equity in distributing resources, decision-making procedures, and interpersonal relationships are mutually relevant to the overall performance of an organization (De Clercq et al., 2021).

Research Questions

In order to understand the multifaceted nature of perceptions as far as justice is concerned, as well as what the perceptions entail with regard to organizational performance, the following questions inform the inquiry:

1. What is the impact of DJ on OP?
2. What is the correlation that exists between PJ and OP?
3. What is the effect of IJ on OP?
4. How does employee trust in the organization act as a mediator in the relationship between DJ, PJ, IJ, and on OP?

Research Objectives

The overall aims of this study may be outlined in the following way:

1. To check the impact of DJ on OP.
2. To test the correlation between PJ and OP.
3. To test the correlation between IJ and OP.
4. To test the mediating position of employee, trust in an organization between DJ, and IJ and OP.

Literature Review

Industry Overview

According to the strategic direction of the Strategic Trade Policy Framework (STPF) of Pakistan, the pharmaceutical industry has become very important to the national growth and development goals of the country within five years. Pharmaceutical industry is now worth 3.29 billion, and the growth in the industry has been significant over the last few years; it is clear that the pharmaceutical industry has been a major catalyst in the economy of the country. This developmental trend corresponds to the goals of our research variables, namely the Independent Organizational Performance that indicates how the industry manages to meet the strategic objectives and develop the economy (Alrowwad et al., 2020).

The growth of the pharmaceutical industry in the last decade has not only brought the much needed healthcare products to the people but it also has launched new pharmaceutical preparations which is an indication of its quality and innovation orientation. Such commitment to quality is in line with the principle of Distributive Justice and highlights the fair distribution of resources and benefits in the industry to ensure cheap and high-quality medicines to the masses. (Von Heimburg & Ness, 2021).

The pharmaceutical production environment in Pakistan, consisting of 639 plants, with an estimated workforce of around 240,000 people, goes further to emphasize how the industry has been a major contributor to the economy and employment. The aspect aligns with Interactional Justice which applies to the aspect of justice in interpersonal interaction and relations among the organizational setting, implying that the industry values fair treatment towards the workforce (Hu et al., 2024).

The high export orientation of the industry, where its products are exported to more than 60 countries, is in line with its strategic focus of going into value added markets such as Central Asia, MENA, Europe and the United States. This emphasis on expanding internationally indicates an interest of the industry in improving its much-needed global competitiveness, and this can be viewed as the enforcement of the principles of distributive justice. The industry proves to be concerned about just allocation of opportunities and

results, which helps move beyond domestic boundaries and therefore is part of the main principles of distributive justice (Von Heimburg and Ness, 2021). The active encouragement of the programs that help to create the trust among employees within the sphere, shown by the Pakistan Pharmaceutical Manufacturers Association (PPMA), demonstrates its understanding of the importance of this aspect. Employee trust serves as a negative mediating factor, which promotes successful communication, teamwork and dedication in organizations. In its turn, this contributes to the overall organizational performance improvement and preconditions effective development efforts at the industry level (Nachum, 2021).

Organizational Performance

Organizational Performance is an important factor that defines the success and sustainability of an organization in the current competitive world (Chege & Wang, 2020). There is a widespread body of scholarship devoted to the consideration of different aspects affecting the organizational Performance, justice perceptions being one of them (Kivipöld et al., 2020). Distributive, procedural, and interactional justice perceptions are critical in determining the attitudes and behaviors of employees in organizations (Kurian and Nafukho, 2022). Nevertheless, the pathway by which the organizational Performance affects justice perceptions is an issue of continuing research (Fein et al., 2023). The results of Organizational Performance are diverse: productivity, profitability, customer satisfaction and innovation (Soomro et al., 2021). Once the employees feel that they are treated fairly and they trust the organization, they can be engaged and more productive and creative and this translates to better overall Performance (Quratulain et al., 2021). This literature review aims to clarify the mediating relationship of the employee trust in the linkage between the organizational Performance and the perceptions of justice in order to pull towards closer understanding of organizational dynamics.

Performance Organization Performance is an important concept in management studies. Continuous Performance is the goal of every organization, mainly due to the fact that performance improvement enables organizations to grow. Organizational Performance shows the level of success of an organization in achieving its objectives (Al Aina & Atan, 2020). Moreover, the effectiveness of an organization can be measured only with references to organizational objectives (Alrowwad et al., 2020). Therefore, in the context of the current competitive market, organizations should be capable of measuring their objectives (Hongal and Kinange, 2020) including product costs, profit, and subjective performances, and establish the necessary

strategies to reach their objective and competitive advantage (Keskin et al., 2021).

O. P. is an overall assessment of the efficiency, effectiveness, and overall success of a company in relation to its strategic goals and providing value to stakeholders (Heydari et al., 2020). The effectiveness of leadership, efficiency of operations, strategic decision-making, capabilities in innovation, and employee engagement are all factors that affect Organizational Performance (Iranmanesh et al., 2021). As well, the review reports the interrelations between Organizational Performance and other significant variables like Distributive Justice, Procedural Justice, Interactional Justice, and Employee Trust (Pakpahan et al., 2020). All of these variables influence the organization and shape the organizational context, performance outcomes, and encourage organizational improvement and innovation in pharmaceutical organizations. Finally, learning and improving Organizational Performance is what pharmaceutical companies need to stay competitive, be sustainable, and noticeably solve the changing challenges and opportunities in the industry.

Distributive Justice

Distributive Justice within a pharmaceutical firm refers to the fair use and distribution of resources, benefits, and opportunities to different stakeholders of the organization (Long et al., 2022). According to this principle, the employees are supposed to receive rewards, including salaries, bonuses, and opportunities to advance according to their contribution and performance, which promotes the feeling of fairness and equality among the employees (Tziner and Persoff, 2024). The Distributive Justice approach would also be relevant to the pharmaceutical sector because employees in any pharmaceutical company deserve to be fairly rewarded based on their work in developing and producing high quality medicines, as quality and innovation are the key values in the sector (Kshetri, 2023). Moreover, Distributive Justice is also applied in making basic medications accessible to patients at reasonable costs, which shows that the industry is concerned with the provision of healthcare facilities (equally) (Ho & Dascalu, 2021). By following the principles of Distributive Justice, pharmaceutical firms can boost the morale of the employees, the trust and loyalty of the stakeholders, and eventually the organization performance can be sustainable (Abbas and Dogan, 2022). This strategy is in line with the overall goals of the pharmaceutical industry, which is to enhance social welfare, better their health results, and boost economic development (Vian, 2020). Employees feel that outcomes are being distributed fairly based on their contribution and performance, and in this case, they are perceived to be fair in the distribution of rewards, resources, and opportunities (Cuguero-Escofet & Fortin, 2022). Extra-role behaviors in

the public-sector organizations are determined by distributive justice and goal clarity. Distributive justice and goal clarity are not present in an empty vacuum but they are associated with different leadership.

Procedural Justice

Fairness in decision-making procedures is considered to cover aspects like ability to voice in the processes of decision-making, clear and consistent process, and an impartial enforcement of decision rules (Popa et al., 2022). Procedural Justice plays a pivotal role in developing trust between employees as it guarantees that no such decisions are made without fairness and due process (Cenkci et al., 2021). This trust, in its turn, is converted into an increased organizational commitment and turnover intentions (Haque et al., 2019).

Procedural Justice of the pharmaceutical industry can be viewed as the transparency and fairness of procedures, the processes, and decision-making mechanisms used in the organization (Gilliland, 1993). The principle underlines the fact that it is essential to treat all the stakeholders equitably, such as the employees, the management, the regulators, and the consumers and provide them with the same opportunities to contribute to the decision-making processes (Hasanudin, 2023). When applied to a pharmaceutical company, Procedural Justice would include the development of transparent and impartial measures in product development, testing, adherence to regulations, and access to the market, thereby making products safe and dependable (Pace et al., 2020). Following the principles of Procedural Justice, pharma will be able to increase the levels of trust and confidence among the stakeholders, reduce risks related to compliance with regulations and product safety, and encourage ethical behavior across the value chain (Men et al., 2023). Additionally, Procedural Justice can be applied to provide accountability and transparency in the corporate governance system, which will help create a culture of integrity and responsibility in the organization (Iqbal et al., 2018). Finally, adhering to the principles of Procedural Justice, pharmaceutical organizations are able to maintain ethical standards and protect the lives of the population as well as ensure their long-term organizational success (Yuan and Li, 2022).

Interactional Justice

The Interactional Justice is related to the fairness of employees towards the treatment they receive when managing their relationships with managers and co-workers (Kucuk, 2022). This involves maintaining a respectful communication style, decision explanations, and acknowledgment and appreciation of the contribution of employees (Gupta et al., 2021). The Interactional Justice is critical in establishing trust in the organization by

treating people respectfully and communicating with them openly (Gupta et al., 2021). The employee whose trust is in their managers have more chances to be engaged and share knowledge and work as team which eventually augments the performance of the team and the organization (Abrams et al., 2003). Precisely, organizational Justice leadership establishes a desirable workplace, which fosters the tacit knowledge sharing, an important aspect of the relationship between the management and the staff (Hayat Bhatti et al., 2022). In our study, Interactional Justice is the perceived fairness of the extent to which employees who are subject to actions are accorded with dignity, personal care, respect, and trust by the supervisor (Gupta et al., 2021). Interactional Justice in the pharmaceutical industry means the fairness and respectfulness of relations and interactions between stakeholders, namely employees, management, customers, and regulatory bodies (Lee & Ha, 2021). It is a value that underlying people consider them with dignity, politeness, and openness, irrespective of their rank or role in the organization (Tziner and Persoff, 2024). Within the framework of a pharmaceutical company, Interactional Justice implies the creation of positive relations, an efficient communication system, and teamwork conditions that help to inspire trust, respect, and empathy between all stakeholders (Terkamo-Moisio et al., 2022). It involves providing the employees with the employment terms that are fair and respectful and make sure their feedback and concerns are considered and are addressed in a reasonable and open-minded way (Robert et al., 2020). Interactional Justice can help pharmaceutical companies to boost their morale, job satisfaction, and organizational commitment, which would result in better productivity, innovation, and performance outcomes (KARİMİVAND, 2023). Besides, Interactional Justice helps to establish trust and credibility with other external stakeholders, such as customers, regulators, and the community, which improves the reputation of the company and its sustainability over time (Ahn et al., 2021). On the whole, through interactions, pharmaceutical companies are able to establish good working cultures, enhance their ties with stakeholders, and attain significant organizational outcomes (Thompson and Heron, 2005).

Employee Trust

Employee Trust as a mediating variable in the pharmaceutical industry is a very significant tool that supports effective communication, collaboration, and performance of the organization (Ha & Lee, 2022). Employee Trust is an intermediary link between different organizational variables, including leadership, organizational culture, and employee engagement, and their further influence on the achievement of such outcomes as job satisfaction, productivity, and innovation (Abdullahi et al., 2021). When applied to a

pharmaceutical company, Employee Trust is one of the key factors that could help maximize the efficacy of procedural and interactional justice principles by creating mutual trust, confidence, and transparency between employees and other stakeholders (Yeoman and Mueller Santos, 2020). This trust will help the employees to feel safe in their relations with the colleagues, supervisors, and the management and, therefore, allow the open communication, teamwork, and sharing of knowledge (Kipkosgei et al., 2020). Also, Employee Trust is a driving force behind organizational change and innovation, as it allows employees to take rational risks and experiment with innovative solutions as well as offer their personal views on solving problems and making decisions (Ha and Lee, 2022). Through its role of moderating the connection between the concepts of organizational justice and the outcome of organizational performance, the Employee Trust only enhances the positive effects produced by the concepts of fairness, respect, and integrity in the workplace, thus leading to long-term growth, competitive edge, and value to the stakeholders in the pharmaceutical sector (Rego et al., 2017).

The employee trust as a mediating factor in the connection between organizational performance and justice perceptions becomes one of the most significant (Zhao et al., 2022). Trust, which is an idea that implies employees being willing to trust the activities of the organization, is a decisive factor of how the employees interpret the concept of fairness in the organizational environment (George et al., 2021). Employee trust in an organization is empowered by a feeling of credibility and reliability which arise due to the high levels of organizational performance (Hossin et al., 2021). At the same time, the increased trust makes the employees believe that the organizational decisions and practices are more fair and transparent, which supports their beliefs in distributive, procedural, and interactional justice (Kurian and Nafukho, 2022).

Employee trust is defined as the solution of trust of the employees in the reliability, fairness, and competence of the organization and leaders (Kerse, 2021). Employees will develop confidence in the organization and will feel safe, appreciated and they will be willing to go the extra mile.

According to the recent studies, the mediating effect of the employee trust is related to the connection between the organizational justice and organizational performance (Fatima et al., 2020). The administrative sense of fairness in each of the three dimensions of justice (distributive, procedural, and interactional) are associated with the establishment of trust in employees (Tran et al., 2021). Subsequently, this trust encourages the development of positive attitudes and behavior among employees, which results in a better performance outcome (Mohammed & Kamalanabhan, 2020).

Empirical support of the mediating role of employee trust in the connection between organizational performance and the perceptions of justice has been the focus of recent empirical research (Ha and Lee, 2022). An example is a study that was performed by colleagues in a multinational manufacturing company, which discovered that organizational performance had a positive impact on employee trust, which, in turn, mediated the connection between organizational performance and perceptions of justice (Li et al., 2020). In the same way, a service industry study has shown that employee trust was highly predicted by organizational performance, which, in turn, has an impact on distributive, procedural, and interactional justice (Fiaz et al., 2021).

Theoretical framework

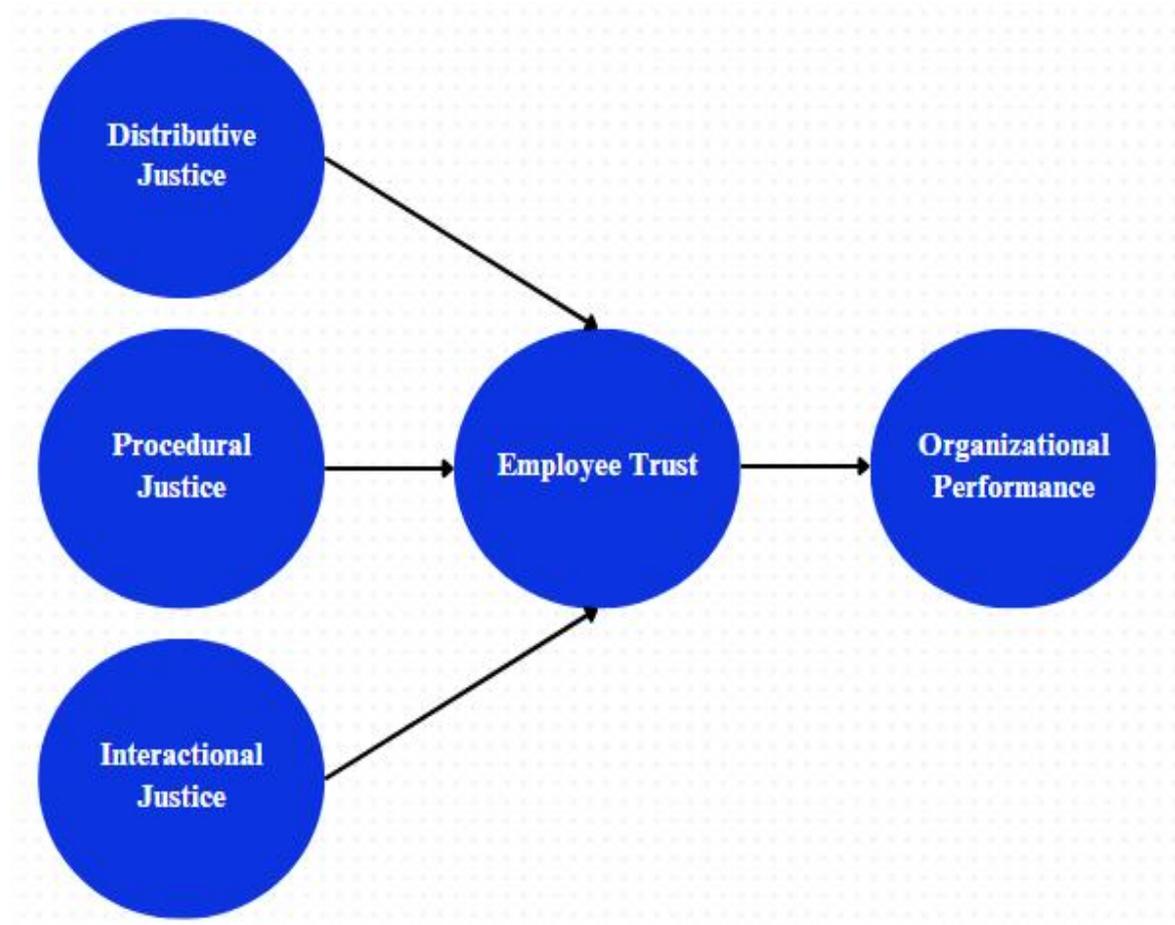


Figure 1: Conceptual Research Model

Hypothesis Development

Research Hypotheses Development

H1: Distributive justice significantly impacts employee trust.

H2: Procedural justice significantly impacts employee trust.

H3: Interactional justice significantly impacts employee trust.

H4: Employee trust mediates the relationship between distributive justice and organizational performance.

H5: Employee trust mediates the relationship between procedural justice and organizational productivity.

H6: Employee trust mediates the relationship between interactional justice and organizational productivity.

H7: Employee trust positively and significantly impacts organizational productivity.

Underpinning Theory

The first theory developed by Thibaut and Kelley in 1959 is known as the Social Exchange Theory, which provides a broad theoretical foundation of subsequent analysis of the complexities of relations between individuals and organizations. In its essence, the Social Exchange Theory implies that people are socially interacting with the anticipation of reciprocity and returns (Blau, 2017). In organizational settings, this theory explains that employees have the desire to sustain a relationship as they understand that their efforts are returned with the right type of returns or results (Cropanzano and Mitchell, 2005).

The Social Exchange Theory in the context of the organizational behavior is helpful in the sense that it reveals the ways in which the perceptions of employees towards justice and trust affect their attitudes and behavior at work. It identifies distributive justice, procedural justice, and interactional justice as the key elements of the social exchange process in the organizations (Cropanzano and Stein, 2009). Once the employees believe the fairness and equity in the outcomes, decision-making, and even in the interpersonal relationships, they have a higher chance of getting involved in the mutual behaviors that can result in the organizational success.

Employee trust is another important factor in the context of the Social Exchange Theory as this is a key mediating variable. Trust entails confidence among people in the reliability, integrity and benevolence of their partners in the exchange (Dirks and Ferrin, 2002). Trust creates resource, information, and effort exchange between the employees and the organization in the context of employment relationship (Rousseau et al., 1998). When the employees have confidence in their organization, they are more willing to spend their time, energy, and commitment thus increasing organizational effectiveness and performance (Mayer et al., 1995). Using the Social Exchange Theory to the pharmaceutical industry in Karachi, Pakistan, the researchers will be able to conduct a thorough analysis of the correlation between distributive, procedural and interactional justice, employee trust and organizational performance. The theoretical perspective illuminates the

processes by which the perceptions of justice and trust bring about the desired impacts on the attitudes, behaviours of employees and eventually, organizational performance by conceptualizing the various dynamics in organizations as social and reciprocal engagements. Overall, the Social Exchange Theory represents a rather sophisticated perspective on organizational justice, trust, and performance interrelationship in the Karachi pharmaceutical sector of Pakistan. The application of the theoretical framework helps researchers to examine the theoretical foundations of the relationship between employees and the organization and come up with theories that can be used to guide the practice and interventions in the organization towards fairness, trust, and effectiveness.

Research Gap

Although there is a vast body of literature that has examined the intersections of organizational justice, trust, and performance in different industries, there is a significant research gap with regard to their specialization in the pharmaceutical industry in Karachi, Pakistan. Although the Social Exchange Theory provides a holistic theoretical concept of explaining these relationships, its use in this context is minimal. The research that is currently done is mostly on Western organizational contexts and does not take into account the specific cultural, economic, and regulatory dynamics of the pharmaceutical industry in Karachi. As a result, the lack of empirical studies that can determine the effects of distributive, procedural, and interactional justice on employee trust and organizational performance through the prism of the Social Exchange Theory on the pharmaceutical sector in Karachi is a cause of the necessity. By filling this research gap, researchers would make meaningful contributions to the theoretical knowledge as well as the practical implications of the research to organizational practices and interventions according to the context of the pharmaceutical business in Karachi, Pakistan.

Research Methodology

Research Design

The research design adopts the post-positivism philosophy based on the observation of facts and formulation of factual and cause-effect relationships. The approach taken by the study is deductive research approach where existing theories like Social Exchange theory are used as starting point and the research seeks to test hypotheses and to investigate causal relationships between organizational justice, trust and performance. The research design to be used is the quantitative type where the study aims at gathering and analyzing numeric data to investigate the correlation of organizational justice, trust, and performance. It is also a cross-sectional research study where data are only collected at a particular time to gain an insight into the current state

of the organizational dynamics of the pharmaceutical industry in Karachi, Pakistan. This method provides an opportunity to evaluate the organizational justice perceptions, the level of trust and the performance results simultaneously.

Research Approach

It uses the deductive research methodology which entails the use of established hypotheses and subsequently gathering data to validate the hypotheses. This design enabled the researchers to conduct a methodical study to explore the connections between organizational justice, trust and performance among pharmaceutical industry in Karachi, Pakistan. Using such theories as the Social Exchange Theory, the researchers attempted to examine the causal relationships between variables and to make the conclusions about the employee perception and performance outcomes. Generally, the deductive research method helped to provide a systematic and systematic investigation of the organizational processes within a given setting.

Research Strategy

The plan will entail gathering and examining of numerical information to explore the connection among organizational justice, trust, and performance in the pharmaceutical industry of Karachi, Pakistan. Quantitative methods enable an orderly study of variables and testing the hypotheses based on theoretical systems. It is a strategy that is employed to collect empirical evidence in order to support their findings and make statistically validation.

Research Choice

The research approach employed in this study was cross-sectional research design, whereby data were collected at one point in time in order to understand the current situation of the organisational dynamics in the pharmaceutical industry in Karachi, Pakistan. The cross-sectional approach allows the simultaneous evaluation of the organisational justice perceptions, the level of trust and performance results.

Time Horizon

Cross-sectional time horizon deals with taking the data at one particular moment in time that would be appropriate in analysing the current situation in these relationships and finding out the trend and correlation without the effects of time. This would enable you to effectively collect and analyze data to make conclusions about the subject timeframe you are studying and thus it is the best to use in your deductive research method.

Data Collection

This study uses structured questionnaire as the data collection tool by sending the questionnaires to the personnel in various pharmaceutical companies in Karachi. The questions in the questionnaire will be issues on perceptions of

organisational fairness, the extent of trust, and performance outcomes. Data analysis will involve use of partial least squares modelling, which is a statistical method that is grounded on variance and is an umbrella of structural equation modelling. Specialised software will be used in this analysis including SmartPLS 4.0.

Sampling

The purposive sampling method is the sampling strategy that will be employed in this study, as the study sample is chosen using predetermined criteria, like the size of the company, the diversity of roles, and the geographic spread. Purposive sampling will also allow the researcher to select the most relevant people to the goals of the research and will ensure adequate representation of the target population.

Instrument Selection

The tool that will be used to collect data is a structured questionnaire, which was intended to verify the data on the organizational justice perception, the level of trust, and the level of performance output. The questions in the questionnaire are based on the validated measures of literature and theoretical models.

Ethical Consideration

The ethics are paramount in the course of research. All participants will be informed regarding their participation and their confidentiality will be ensured. Research will be conducted in line with ethical requirements on data collection, data analysis and reporting, hence ensuring integrity and well being of the research participants.

Results and Discussion

Measurement Mode Test Results (Outer Model)

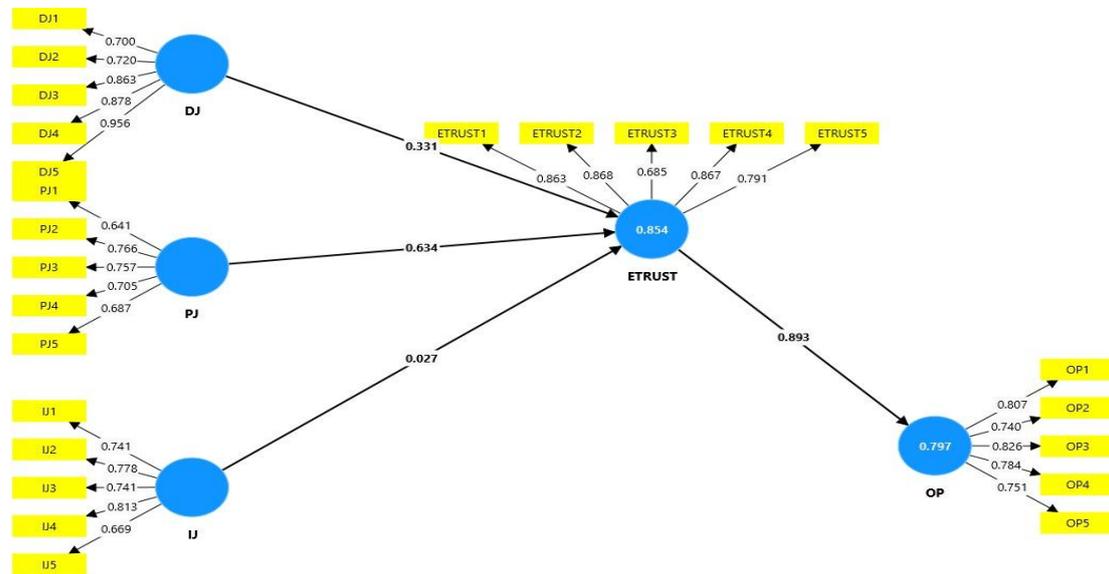


Figure 2 Outer Model Path Diagram with SmartPLS4.0

Discriminant Validity

	DJ	ETRUST	IJ	OP	PJ
DJ					
ETRUST	0.804				
IJ	0.715	0.632			
OP	0.881	0.89	0.645		
PJ	0.734	0.897	0.584	0.847	

Table 1 Discriminant Validity

Structural Model Results Analysis (Inner Model)

Results of the path coefficient and the results of the r square are used to analyze the conceptual research model, therefore, the inner model, the structural model, the results show that the values of the r square were used to explain the changes in the dependent variable due to the independent variables. The findings of the path coefficient were expounded as follows:

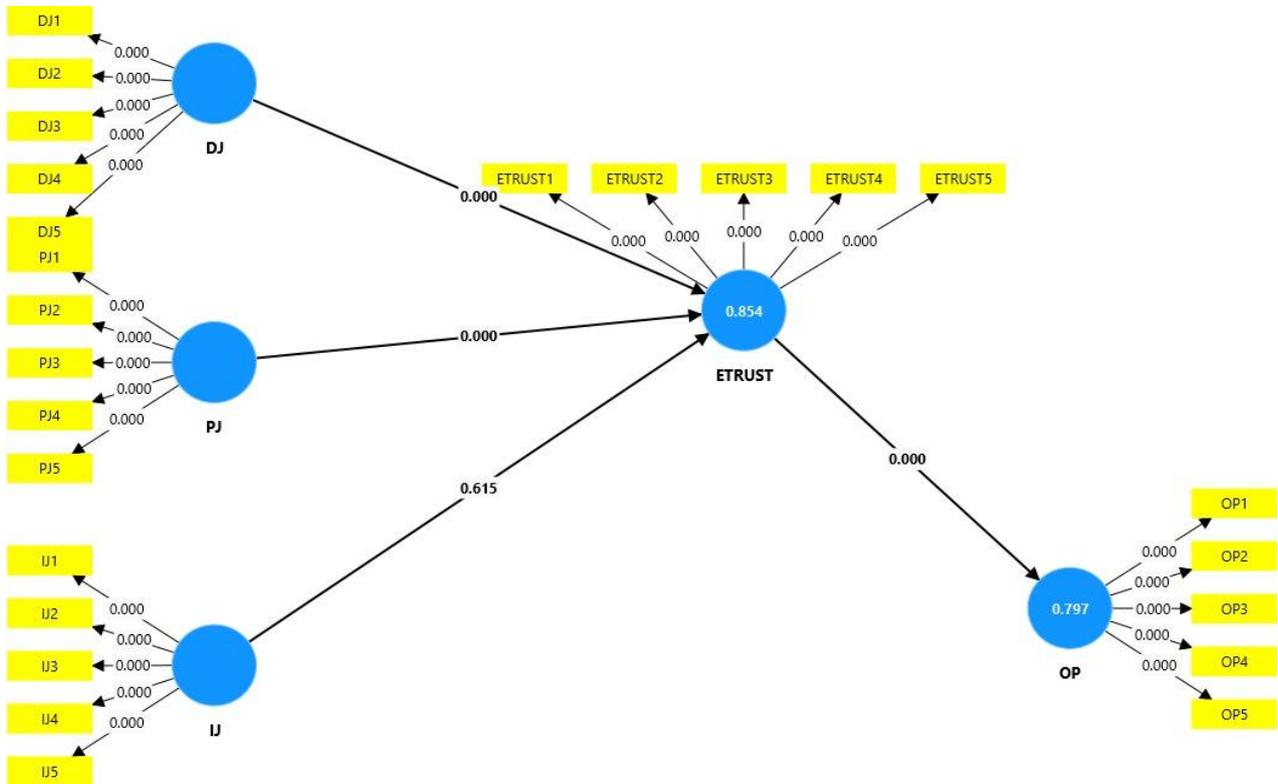


Figure 3 Structural Model Results Analysis (Inner Model)

R-Square

	R-square	R-square adjusted
ETRUST	0.854	0.853
OP	0.797	0.797

Table 2 R-Square

Based on the results, of the r-square, the results indicate that the employee trust, the variation in the employee trust 85.4%, because of the distributive justice, procedural justice, interactional justice and the variation in the dependent variable, the organizational productivity, because of the independent variable of employee trust.

Measurement Model

Constructs	Items	Loadings (a)	AVE (b)	CR (c)	CB (d)
Distributive Justice	DJ1	0.7	0.688	0.926	0.916
	DJ2	0.72			
	DJ3	0.863			
	DJ4	0.878			

Procedural Justice	DJ5	0.956			
	PJ1	0.641			
	PJ2	0.766			
	PJ3	0.757	0.508	0.84	0.835
	PJ4	0.705			
Interactional Justice	PJ5	0.687			
	IJ1	0.741			
	IJ2	0.778			
	IJ3	0.741	0.562	0.868	0.866
	IJ4	0.813			
Employee Trust	IJ5	0.669			
	ETRUST1	0.863			
	ETRUST2	0.868			
	ETRUST3	0.685	0.669	0.914	0.909
	ETRUST4	0.867			
Organizational Performance	ETRUST5	0.791			
	OP1	0.807			
	OP2	0.74			
	OP3	0.826	0.612	0.889	0.887
	OP4	0.784			
	OP5	0.751			

Table 3 Measurement Model

Items removed: No indicator item removed

- a) All items loadings > 0.5 indicates indicators reliability (Hulland 1999, p 198)
- b) All Average Variance Extracted (AVE) > 0.5 indicates Convergent Validity (Bagozzi & Yi, 1991; Fornell & Larcker, 1981)
- c) All Composite Reliability (CR) > 0.7 indicates Internal Consistency (Gefen et al., 2000)
- d) All Cronbach's Alpha (CB a) > 0.7 indicates
- e) All Rho A 0.7 (Dijkstra & Henseler, 2015)

Hypothesis Testing

Summary of Hypothesis Testing Results

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P-Values	Study Results
DJ -> ETRUST	0.331	0.329	0.075	4.409	0.000	Supported
PJ -> ETRUST	0.634	0.637	0.053	12.056	0.000	Supported

IJ ETRUST	->	0.027	0.028	0.053	0.503	0.615	Not Support
ETRUST OP	->	0.893	0.894	0.035	25.645	0.000	Supported

Table 4 Hypothesis Testing

Using the outcome of the average variance extracted so, the findings reveal that the factors loading outcome, the convergent validity obtained with regards to the outcome of the items are more than 0.5, thereby, resulting in the met of the criterion of the convergent validity of the items. In this way, all of the constructs whose values are more than 0.5 hence the constructs statistically significantly convergent validity. Moreover, findings reveal that they are constructs of validity, research study to tests the test of the reliability, hence, based on the findings of both the Cronbach and the composite reliability, results show that all the constructs possess the significant and the questionnaire possesses the good level of the reliability.

The findings, reasons that the, of the current research study, the findings indicated that the variables of the independent positive influence the dependent variable, and whether has positive relationship between the variables. Therefore, the findings of the path coefficient are revealed, the values of which exceed 1.96 and, at the confidence level of 0.05, less than 1.96. Therefore, the results, means that the hypothesis, H1: Distributive justice has the significantly impact on employee trust, has the significantly and the positive impact on the employee trust, so the hypothesis was supported, the distributive justice has the statistically significant and the positive associated with the dependent variable of employee trust, further result indicated that H2: Procedural justice has the significantly impact on employee trust, was supported. However, the findings indicating the H3: Interactional justice has the significantly influence on employee trust, which are not supported, due to the values of the t that are below 1.96 and the probability values above 0.05.

The findings were in the view that the H5: Employee trust is the mediating relationship of procedural justice and organizational productivity, according to the results the t-value more than 1.96 and the probability value less than 0.05, so, concludes that the employee trust is mediating the relationship between the procedural justice and the organizational productivity. But no, the H6: Effect is that molded by the interactional justice and organizational productivity: Employee trust is not mediated. Moreover, H7: The organizational trust has the positively and the significantly effect on the organizational productivity, led, on the findings the probability values of less than 0.05.

Discussion

This study will examine the links between the perceptions of fairness in the company by the employees (organizational justice), their trust in the organization and their overall performance in the pharmaceutical sector in Karachi, Pakistan. Based on the already founded attributes of the Social Exchange Theory, the study applies a traditional method of beginning with certain predictions (hypotheses) and acquiring the numerical data in order to evaluate their correctness. The study utilizes a stratified random sampling method in order to represent a sample of workers representing different departments and grades in the pharmaceutical firms. The data will be gathered using standardized questionnaires that will include validated measures used to measure organizational justice, trust, and job performance. The data collected are subjected to a very strict analysis with descriptive and inferential statistics. Descriptive statistics allow to see the complete picture of the data, summing up the key features of the participants population and the primary variables which are considered. In order to make the measurements robust and accurate, the study utilizes known methods such as Cronbachs alpha and confirmatory factor analysis (CFA). Lastly, the structural equation modeling (SEM) is used to test the proposed relationships between the variables and determine the extent to which the proposed model is appropriate to the observed data.

The overall analysis seeks to illuminate direct and indirect impact of employees feeling of fairness (organizational justice) on their overall performance being mediated by the level of trust they have on the company. The paper also looks at the ways in which these relationships could be affected by some demographic factors. Through a systematic and strict discussion of these organizational dynamics, the study can be of much value in terms of identifying the critical aspects that influence employee performance in the Karachi pharmaceutical industry in Pakistan.

The findings of the study reveal a number of fundamental understandings of organizational justice, trust and employee performance dynamics in the pharmaceutical industry of Karachi, Pakistan. It is important to note that it discovered that workers who believe their organization is fair do better, implying that fair work environment boosts the output of employees. Moreover, trust in the leaders became an essential element and enhanced the connection between organizational justice and performance. The workers who were treated fairly tended to trust their leaders and this enhanced their output at work. Besides, the research established the applicability of Social Exchange Theory in this regard by showing that the reciprocity of fair treatment by employees with the enhanced performance. The above findings all underscore

the significance of developing a fair and reliable organizational climate to spur employee performance and organizational performance in general.

Conclusion

This paper will examine the complex relationship between organizational justice, trust and employee performance in a pharmaceutical industry in Karachi, Pakistan. It discloses that a culture of fairness and trustworthiness is a key factor in the organization as it has a direct influence on the perceptions of employees and their subsequent performance. Through systematic research methodology and reliance on proven theories such as Social Exchange Theory, this study has a lot of value to contribute to the understanding of the effects of organizational dynamics in employee behaviour and the overall effectiveness of an organization. Going forward, it is possible to focus on equity, openness, and executive credibility that would help build the environment that would allow engaging the employees and ensuring high performance in the pharmaceutical industry and outside of it. In the end, this study can add to the larger concept of organizational behaviour and can provide some practical implications on how to improve dynamics in the workplace and get the company to success.

Recommendation

The research, the lessons that such a thorough study teaches, a number of recommendations are revealed to making organizational dynamics as fruitful as possible as well as enabling the culture of fairness, trust, and high performance. To organize the work, it is essential to first of all, set the transparent policies and procedures that will facilitate the consistency and equality of the decision-making throughout the organization. This may be accomplished by well established procedures, free flow of information as well as availability of information.

It is important to invest in leadership development programs. The development of such ethical behaviours as integrity, transparency, and empathy should be among the priorities of these programs, as they directly affect the perception and trust of the employees. The establishment of trust and cohesion is determined by establishing a culture of open communication and involvement of employees in the decision-making process. This could be cultivated by frequent meetings, open forums and easy channels of communication. Organizations should also have frequent performance feedback systems to enable constant learning and improvement. This gives the opportunity to have a constructive dialogue, set goals, and areas of development. It is essential to develop trust between leaders and employees. Team building programs, recognition programs will help to cement these ties and create a healthier and co-operative workplace. Conflict resolution training

provides the individuals with the skills required to resolve disagreements in a positive manner. This assists in reducing adverse effects on team behavior and structural health of the organization. The delivery of equal resource and opportunity allocation is essential in curbing the aspect of injustice and inculcating a feeling of justice. This is possible by being transparent in the allocation process and upholding a spirit of diversity and inclusion.

It is necessary to constantly check the perceptions of employees towards organizational justice. This enables identification of areas of concern in advance and taking corrective measures to counter the situation. It is essential to promote the culture of openness. This will entail promoting the employees to share their views and interests without the fear of disciplinary actions. It is possible to do this with anonymous comments systems and free communication lines. It is always essential to evaluate the organizational practices regularly and adjust the strategies according to the feedback of the employees, as it will help ensure that justice, trust, and performance are promoted. This shows a desire to improve and create a continuous optimization of the workplace. Teamwork and cooperation are to be promoted. This enables the capitalization on the different viewpoints and increases the problem solving abilities, resulting in better outcomes. The offering of skills acquisition and career growth can go a long way in increasing employee engagement and retention. This shows that they have invested in employee development and have made them feel purposeful and satisfied. The significance of the ethical behavior and integrity in all organizational activities is vital to keeping the trust on the part of the stakeholders. This incorporates the application of high moral standards, transparency, and accountable actions of individuals. The employees can be motivated to have confidence and loyalty by leading by example and showing a sense of fairness and responsibility at every stage of the organization. This establishes the atmosphere in the whole organization and creates the spirit of trust and respect.

Future Research Directions

The research discord of the future in this field proposes that more research should be done on the delicate nature of the organizational justice, trust, and productivity. In particular, the presence of personal differences, including personality types or cultural orientations, in the effects that perceptions of justice and trust cause in the organization can be explored in future research. Also, investigating how certain organizational interventions or practices, including training programs or performance management systems, affect the increasing employee trust and productivity may offer new insights to the practitioners. Additionally, longer-term longitudinal studies that would trace

how the perception of organizational justice and the level of trust have changed over the years may provide an insight into the dynamics involved. Lastly, inter-industry or inter-region comparative studies may reveal context-specific factors that would determine the success or failure of organizational justice practices within various contexts.

References