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Review Article

Organizational Justice and Institutional Integrity as Drivers of Social Justice: A Systematic Literature Review

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Abstract

The growing demand for fairness, ethical governance, accountability, and inclusiveness has increased scholarly attention toward organizational justice, institutional integrity, and social justice. However, existing literature remains highly fragmented, with limited studies systematically integrating these constructs into a unified analytical framework. This systematic literature review aims to examine the conceptual and theoretical relationships among organizational justice, institutional integrity, and social justice while identifying major research trends, gaps, and future research directions. The study adopted the PRISMA 2020 framework to ensure a rigorous and transparent review process. A comprehensive search of Scopus, Web of Science, ScienceDirect, Emerald Insight, Taylor & Francis, and SAGE Journals identified 220 studies, of which 32 peer-reviewed articles were finally included following screening and eligibility assessment. The findings reveal that organizational justice and institutional integrity are mutually reinforcing mechanisms that significantly contribute to ethical governance, institutional trust, inclusiveness, accountability, employee wellbeing, and broader social justice outcomes. The review further demonstrates that fairness-oriented organizational systems and integrity-based institutional structures strengthen organizational legitimacy and reduce corruption, discrimination, and social inequalities. Despite increasing scholarly interest, substantial gaps remain regarding integrated theoretical frameworks, developing country contexts, longitudinal investigations, and digital governance challenges. The study concludes that achieving social justice requires not only macro-level policy reforms but also justice-oriented organizational cultures and

integrity-driven institutional systems. The findings provide important theoretical, managerial, and policy implications for developing fair, transparent, accountable, and socially responsible institutions.

Keywords:

Ethical Governance; Institutional Integrity; Organizational Justice; Social Justice

How to Cite This Article

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Introduction

The contemporary organizational environment is increasingly characterized by demands for fairness, accountability, ethical governance, and social responsibility. Organizations are no longer evaluated solely based on financial performance or operational efficiency; rather, stakeholders now expect institutions to uphold justice, integrity, transparency, and ethical conduct in both internal and external operations. In this context, organizational justice and institutional integrity have emerged as critical constructs influencing not only employee attitudes and organizational performance but also broader societal outcomes related to social justice. The growing prevalence of corruption scandals, governance failures, workplace discrimination, abuse of power, and institutional mistrust across both public and private sectors has intensified scholarly and practical interest in understanding how organizational systems can contribute to a more equitable and just society (Cropanzano, Bowen, & Gilliland, 2007; Greenberg, 1987).

Organizational justice refers to employees' perceptions of fairness within organizational processes, interpersonal interactions, and resource distributions. The concept generally encompasses distributive justice, procedural justice, interactional justice, and informational justice (Colquitt, 2001). Distributive justice concerns the perceived fairness of outcomes and rewards, while procedural justice focuses on the fairness of decision-making procedures. Interactional justice emphasizes respectful interpersonal treatment, and informational justice relates to the adequacy and honesty of explanations provided during organizational processes. Research has consistently demonstrated that perceptions of justice significantly influence employee commitment, trust, job satisfaction, organizational citizenship behavior,

innovation, and ethical conduct (Niehoff & Moorman, 1993; Colquitt et al., 2013). Fair organizational systems foster trust and legitimacy, whereas perceived injustice often contributes to deviant behavior, resistance, corruption, and institutional disengagement.

Institutional integrity, on the other hand, refers to the extent to which organizations consistently uphold ethical principles, transparency, accountability, and moral standards in governance and operations. Institutional integrity extends beyond individual ethical behavior and emphasizes the existence of structures, systems, policies, and leadership practices that prevent misconduct and encourage ethical decision-making. Integrity-oriented institutions are often characterized by transparency, ethical leadership, anti-corruption mechanisms, accountability systems, compliance frameworks, and value-driven cultures. Institutional integrity has become particularly significant within public administration, higher education, healthcare, law enforcement, and corporate governance due to increasing concerns regarding corruption, abuse of authority, favoritism, and declining public trust in institutions (Huberts, 2018). Institutions lacking integrity frequently contribute to systemic inequalities, discrimination, social exclusion, and weakened democratic legitimacy.

The relationship between organizational justice and institutional integrity is theoretically significant because fair organizational processes often serve as foundational mechanisms through which integrity systems are developed and maintained. Employees who perceive fairness within institutions are more likely to trust leadership, comply with ethical standards, report misconduct, and engage in socially responsible behavior. Similarly, institutions that operate with integrity are more likely to establish fair policies, transparent procedures, and equitable governance structures. Therefore, organizational justice and institutional integrity can be understood as mutually reinforcing constructs that collectively strengthen ethical organizational climates and institutional legitimacy (Cropanzano et al., 2007). This relationship is particularly relevant in contemporary societies where institutional distrust, corruption, and social inequalities increasingly challenge governance systems and organizational sustainability.

Social justice broadly refers to the equitable distribution of opportunities, rights, resources, and privileges within society. It emphasizes fairness, inclusion, equality, participation, human dignity, and the reduction of structural inequalities (Rawls, 1971; Sen, 2009). Although social justice is often discussed at societal or governmental levels, organizations play a critical role in shaping social justice outcomes because they influence employment opportunities, workplace equality, access to resources, ethical governance, and stakeholder wellbeing. Modern organizations are not isolated entities; rather, they are influential social institutions capable of either reproducing or reducing societal inequities. Consequently, organizational practices associated with fairness and integrity may significantly contribute to broader societal justice outcomes through ethical leadership, equitable treatment, inclusive policies, anti-discrimination practices, and socially responsible governance.

Despite growing scholarly attention to organizational justice, ethics, integrity, and social responsibility, the existing literature remains fragmented across disciplines such as organizational behavior, public administration, human resource management, ethics, sociology, and governance studies. Many studies examine organizational justice in relation to employee outcomes, while institutional integrity research often focuses on anti-corruption mechanisms, ethical governance, or public accountability. Similarly, social justice literature frequently emphasizes macro-level political or societal dimensions without adequately integrating organizational-level mechanisms. As a result, limited scholarly attention has been devoted to systematically examining how organizational justice and institutional integrity collectively function as drivers of social justice. The absence of an integrated synthesis creates a significant theoretical and practical gap within the literature.

Furthermore, recent global developments such as digital transformation, artificial intelligence governance, diversity and inclusion movements, sustainability concerns, and increasing public scrutiny of institutional ethics have expanded the relevance of justice and integrity research. Organizations are increasingly expected to balance economic objectives with ethical responsibilities and social equity considerations. Consequently, understanding the mechanisms through which organizational justice and institutional integrity contribute to social justice has become both academically important and practically urgent. A systematic literature review is therefore necessary to synthesize current knowledge, identify dominant theoretical perspectives, evaluate emerging trends, and determine future research directions regarding these interconnected constructs.

This systematic literature review seeks to critically analyze and synthesize existing scholarly literature on the relationship between organizational justice, institutional integrity, and social justice. By integrating insights from organizational behavior, ethics, governance, and social justice literature, the study aims to develop a comprehensive understanding of how fair organizational systems and integrity-oriented institutions contribute to equitable societal outcomes. The review also intends to identify conceptual gaps, emerging themes, and future research opportunities that may guide scholars, policymakers, and organizational leaders in promoting justice-oriented institutional practices.

Research Questions

Following four research questions are raised in the present study.

RQ1: What theoretical foundations explain the relationships among organizational justice, institutional integrity, and social justice?

RQ2: How does organizational justice contribute to institutional integrity?

RQ3: Through what mechanisms do organizational justice and institutional integrity promote social justice?

RQ4: What research gaps and future directions emerge from the existing literature?

Research Objectives

Accordingly, following four objectives are established to be achieved in the present study.

1. To examine the conceptual and theoretical foundations of organizational justice, institutional integrity, and social justice within contemporary literature.
2. To analyze the relationship between organizational justice and institutional integrity in organizational and institutional contexts.
3. To investigate how organizational justice and institutional integrity contribute to the promotion of social justice outcomes.
4. To identify major research trends, gaps, and future research directions related to organizational justice, institutional integrity, and social justice.

Significance of the Study

This study is significant because it provides a comprehensive understanding of how organizational justice and institutional integrity contribute to the advancement of social justice within contemporary societies. Although previous studies have separately examined organizational justice, ethical governance, institutional accountability, and social equity, limited scholarly attention has been devoted to integrating these constructs into a unified analytical framework. By systematically synthesizing existing literature, this study contributes to the theoretical development of organizational behavior, ethics, governance, and social justice studies by explaining how fairness-oriented organizational practices and integrity-based institutional systems collectively influence equitable societal outcomes. The review is also important from a practical perspective, as organizations and public institutions increasingly face demands for transparency, accountability, inclusiveness, and ethical governance in response to corruption, discrimination, inequality, and declining public trust. The findings of this study may assist policymakers, organizational leaders, human resource practitioners, governance professionals, and researchers in designing policies, leadership strategies, and institutional frameworks that strengthen fairness, integrity, and social responsibility. Furthermore, the study identifies current research gaps and emerging trends, thereby providing a foundation for future empirical and theoretical investigations related to justice-oriented institutions and socially responsible organizational systems.

Methodology

Research Design

This study adopted a Systematic Literature Review (SLR) methodology to critically examine and synthesize existing scholarly literature relating to organizational justice, institutional integrity, and social justice. A systematic literature review is a rigorous and transparent method used to identify, evaluate, and synthesize existing research evidence relating to a particular research domain through a structured and replicable process (Tranfield, Denyer, & Smart, 2003).

Unlike traditional narrative reviews, systematic literature reviews minimize selection bias by employing predefined search strategies, inclusion and exclusion criteria, and systematic screening procedures (Snyder, 2019). The SLR approach was considered appropriate for this study because the literature relating to organizational justice, institutional integrity, and social justice is fragmented across multiple disciplines including organizational behavior, ethics, governance, public administration, sociology, and human resource management.

The review process followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework developed by Page et al. (2021). The PRISMA approach provides a comprehensive guideline for identifying, screening, assessing, and synthesizing relevant studies in a transparent and replicable manner. The use of PRISMA enhanced methodological rigor, transparency, and reliability throughout the review process.

Search Strategy

The literature search was conducted using several internationally recognized academic databases to ensure broad coverage of high-quality peer-reviewed studies. The databases selected for this study included Scopus, Web of Science, ScienceDirect, Emerald Insight, Taylor & Francis Online, and SAGE Journals. These databases were selected because they index high-impact journals in management, organizational behavior, governance, ethics, sociology, and public administration.

The search process was conducted between January 2026 and March 2026. The review focused primarily on studies published between 2015 and 2026 in order to capture recent developments relating to organizational justice, institutional integrity, and social justice. However, several seminal studies published prior to 2015 were included due to their theoretical significance.

A combination of keywords and Boolean operators was used to maximize search sensitivity and specificity. The search strings were developed based on the key concepts underpinning the study. Table 01 presents the search strings used in the current review.

Table 1: Search Strings Used in the Study

Search Category	Search String
Organizational Justice	<i>("organizational justice" OR "organisational justice" OR "workplace justice" OR "perceived organizational fairness")</i>
Institutional Integrity	<i>"institutional integrity" OR "organizational integrity" OR "ethical governance"</i>
Social Justice	<i>"social justice" OR "social equity" OR "societal fairness"</i>
Combined Search	<i>("organizational justice" AND "institutional integrity" AND "social justice")</i>

Expanded Search	(<i>“ethical leadership”</i> AND <i>“organizational justice”</i> AND <i>“social equity”</i>)
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Source: Author, 2026

Inclusion and Exclusion Criteria

Predefined inclusion and exclusion criteria were established to ensure consistency and relevance during the screening process. These criteria helped to eliminate studies that were not directly related to the objectives of the review. Table 02 presents the inclusion and exclusion criteria.

Table 2: Inclusion and Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
Peer-reviewed journal articles	Conference papers and dissertations
English language publications	Non-English publications
Studies published between 2015–2026	Articles published before 2015 except seminal works
Studies relating to organizational justice, institutional integrity, or social justice	Studies unrelated to justice or integrity concepts
Empirical and conceptual studies	Editorials, commentaries, and book reviews
Indexed journals	Predatory or non-indexed journals

Source: Author, 2026

However, seminal theoretical works such as Rawls (1971), Greenberg (1987), and Colquitt (2001) were retained despite being outside the primary publication period because of their foundational contribution to justice theory and organizational research.

Screening and Selection Process

The screening process followed the PRISMA guidelines proposed by Page et al. (2021). Initially, all identified studies were exported into reference management software where duplicate articles were removed. Subsequently, titles and abstracts were screened to assess relevance to the research topic. Studies that appeared relevant proceeded to full-text assessment.

Table 3: PRISMA Screening Summary

Screening Stage	Number of Articles
Initial database search	220
After duplicate removal	164
After title and abstract screening	96
Full-text articles assessed	96

The screening, eligibility assessment, and data extraction were conducted by the author using predefined criteria. Although dual independent screening was not feasible, systematic screening protocols and transparent reporting were employed to minimize potential selection bias. This represents a limitation and provides an opportunity for future reviews to incorporate independent reviewers and inter-rater reliability assessment.

The initial database search identified 220 articles across all databases. After removing duplicate records, 164 articles remained for title and abstract screening. Following the screening process, 96 studies were considered potentially eligible for full-text review. After applying the inclusion and exclusion criteria during the eligibility assessment, 32 articles were finally included in the qualitative synthesis. Table 03 and figure 01 present the PRISMA screening summary respectively.

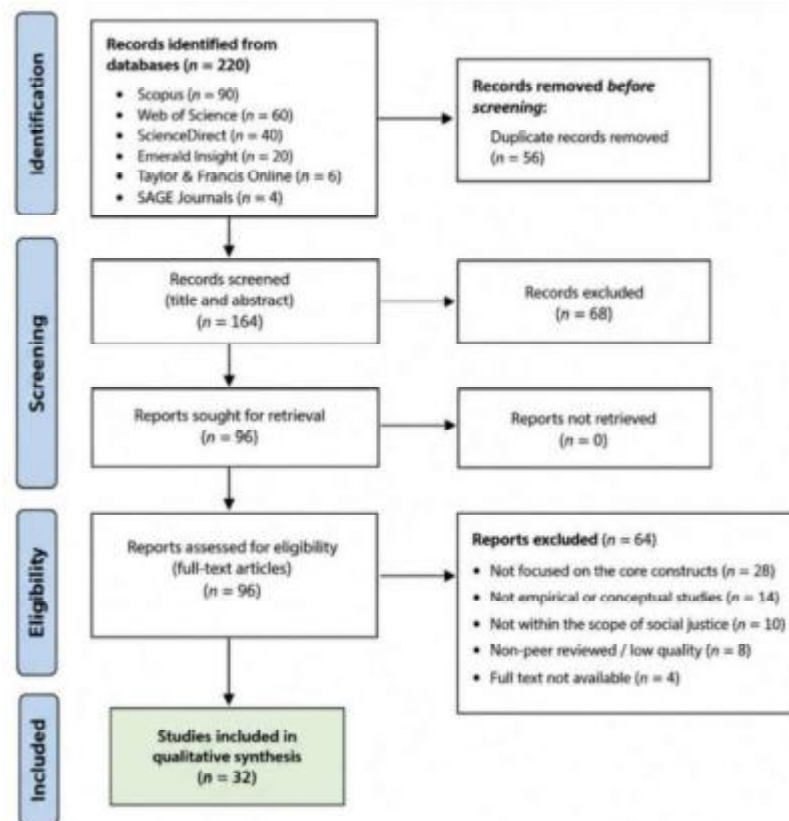


Figure 01: PRISMA-Flow Diagram

Source: Author, 2026

Data Extraction Process

Data extraction was conducted systematically using a structured review matrix developed by the researchers. Key information extracted from each study included author(s), year of publication, country/context, study objectives, theoretical framework, methodology, key findings, and relevance to organizational justice, institutional integrity, and social justice. Table 04 presents the data extraction framework. This structured extraction framework improved consistency during data synthesis and thematic analysis.

Table 4: Data Extraction Framework

Variable	Description
Author(s)	Name(s) of researchers
Year	Year of publication
Journal	Journal title
Research Focus	Main topic addressed
Theory Used	Underlying theoretical framework
Methodology	Qualitative, quantitative, or conceptual
Key Findings	Main outcomes and conclusions
Relevance	Link to justice, integrity, and social justice

Source: Author, 2026

Data Analysis and Synthesis

Thematic analysis was employed to synthesize findings from the selected studies. Thematic synthesis is widely used in systematic literature reviews to identify recurring themes, patterns, relationships, and conceptual trends within the literature (Braun & Clarke, 2006). The analysis involved repeated reading of the selected studies, coding of major concepts, grouping related concepts into themes, and interpreting relationships among themes.

The analysis identified several dominant themes including distributive and procedural justice, ethical leadership, institutional accountability, governance transparency, employee trust, organizational legitimacy, anti-corruption mechanisms, inclusiveness, social equity, and justice-oriented organizational cultures. Emerging themes relating to digital ethics, artificial intelligence governance, and institutional trust were also identified.

The synthesized findings were subsequently organized into thematic categories to develop an integrated understanding of how organizational justice and institutional integrity contribute to broader social justice outcomes.

Reliability and Validity

Several strategies were adopted to enhance the reliability and validity of the review process. First, multiple databases were used to ensure comprehensive literature coverage. Second, predefined inclusion and exclusion criteria minimized

selection bias. Third, the PRISMA framework enhanced methodological transparency and replicability. Fourth, peer-reviewed and indexed journal articles were prioritized to ensure academic quality. Finally, systematic coding and thematic synthesis improved consistency during data interpretation.

Although this review adopted the PRISMA 2020 reporting framework, a formal methodological quality appraisal tool such as CASP or MMAT was not applied because the review included both conceptual and empirical studies employing diverse methodological designs. Instead, study quality was enhanced through predefined inclusion criteria restricting the review to peer-reviewed journal articles indexed in internationally recognized databases.

Ethical Considerations

Since this study relied exclusively on secondary data obtained from published scholarly literature, no direct human participation was involved. Therefore, formal ethical approval was not required. Nevertheless, ethical research practices were maintained by properly acknowledging all original sources, accurately representing findings, and avoiding plagiarism throughout the review process.

Results and Discussion

Overview of the Reviewed Literature

The systematic review resulted in the final inclusion of 32 peer-reviewed studies relating to organizational justice, institutional integrity, and social justice. The selected studies were analyzed thematically to identify dominant research trends, theoretical foundations, methodological patterns, conceptual relationships, and emerging research gaps. The findings revealed that organizational justice and institutional integrity are strongly interconnected constructs that collectively influence organizational legitimacy, ethical governance, stakeholder trust, inclusiveness, and broader social justice outcomes.

The reviewed literature demonstrated substantial growth in research relating to organizational justice and ethical governance after 2018, particularly due to increasing concerns regarding institutional accountability, corruption, workplace inequality, ethical leadership, diversity management, and public trust. Most studies were conducted within organizational behavior, human resource management, public administration, governance, and ethics disciplines. Table 05 presents the distribution of selected studies.

Table 5: Distribution of Reviewed Studies

Research Area	Number of Studies	Percentage
Organizational Justice	13	40.6%
Institutional Integrity	7	21.9%
Social Justice and Equity	5	15.6%

Ethical Leadership and Governance	4	12.5%
Integrated Justice and Integrity Studies	3	9.4%
Total	32	100%

Source: Author, 2026

The categories shown in table 05 were developed through thematic coding of the principal research focus reported in each included study. Each article was assigned to the category representing its dominant theoretical emphasis. The distribution indicates that organizational justice remains the dominant area within the reviewed literature, while relatively fewer studies have explicitly integrated organizational justice, institutional integrity, and social justice into a unified framework. This finding highlights a major conceptual fragmentation within existing scholarship.

Objective 1: Conceptual and Theoretical Foundations of Organizational Justice, Institutional Integrity, and Social Justice

The reviewed literature identified several dominant theoretical perspectives underpinning the relationship among organizational justice, institutional integrity, and social justice. Organizational justice literature was primarily grounded in Equity Theory, Fairness Heuristic Theory, Social Exchange Theory, and Organizational Support Theory (Greenberg, 1987; Colquitt, 2001). These theories emphasize that employees evaluate fairness through comparisons relating to outcomes, procedures, interpersonal treatment, and organizational interactions. The review further revealed that organizational justice consists of four primary dimensions as presented in table 06.

Table 6: Dimensions of Organizational Justice

Dimension	Description	Key Scholars
Distributive Justice	Fairness of outcomes and rewards	Adams (1965)
Procedural Justice	Fairness of decision-making procedures	Leventhal (1980)
Interactional Justice	Respectful interpersonal treatment	Bies & Moag (1986)
Informational Justice	Adequacy and honesty of explanations	Colquitt (2001)

Source: Author, 2026

The findings demonstrated that procedural and interactional justice were the most frequently discussed dimensions within recent literature because they strongly influence organizational trust, ethical behavior, employee engagement, and institutional legitimacy (Cropanzano et al., 2007).

Institutional integrity literature was largely associated with governance theory, ethical leadership theory, accountability frameworks, and anti-corruption

models. Integrity-oriented institutions were consistently characterized by transparency, accountability, ethical leadership, policy consistency, stakeholder participation, and compliance mechanisms (Huberts, 2018). The literature emphasized that institutional integrity extends beyond individual morality and requires systemic ethical infrastructures embedded within organizational systems.

Social justice literature primarily drew upon Rawls' Theory of Justice, Sen's Capability Approach, and social equity perspectives. The reviewed studies conceptualized social justice as equitable access to opportunities, resources, participation, inclusion, and institutional fairness (Rawls, 1971; Sen, 2009). Several studies highlighted that organizations function as influential social institutions capable of either reproducing or reducing social inequalities.

The findings therefore suggest that organizational justice, institutional integrity, and social justice are theoretically interconnected through shared principles of fairness, equity, transparency, accountability, and human dignity.

Objective 2: Relationship Between Organizational Justice and Institutional Integrity

A major finding of the review was the strong reciprocal relationship between organizational justice and institutional integrity. Most studies indicated that fair organizational practices strengthen ethical climates, institutional trust, accountability systems, and integrity-oriented organizational cultures. Figure 02 depicts the conceptual relationship between organizational justice and institutional integrity.

The reviewed studies consistently demonstrated that procedural justice and ethical leadership significantly contribute to institutional integrity because transparent and participatory decision-making processes increase employee trust and reduce perceptions of favoritism, corruption, and discrimination (Colquitt et al., 2013).

Similarly, integrity-based institutions were found to reinforce organizational justice by establishing fair policies, grievance procedures, accountability systems, and ethical governance mechanisms. Ethical leadership emerged as a critical mediating factor connecting justice and integrity. Leaders who demonstrate transparency, consistency, fairness, and accountability positively influence employee perceptions of organizational justice and strengthen institutional ethical cultures.

Several studies further emphasized that institutional integrity reduces corruption, abuse of power, and unethical behavior by embedding accountability structures within organizational systems. Consequently, organizations characterized by both justice and integrity are more likely to achieve long-term legitimacy, employee commitment, stakeholder trust, and social credibility.



Figure 02: Conceptual Relationship Between Organizational Justice and Institutional Integrity

Source: Author, 2026

Figure 02 presents an integrative conceptual framework developed from the synthesis of the reviewed studies. The framework proposes that organizational justice functions as the foundational organizational mechanism that enhances employee trust, ethical organizational climate, and institutional legitimacy. These mediating mechanisms strengthen institutional integrity through transparent governance, accountability, ethical leadership, and anti-corruption systems. Institutional integrity subsequently promotes broader social justice outcomes including equity, inclusion, democratic participation, reduced discrimination, and institutional trust. The framework further proposes a reciprocal feedback relationship whereby improvements in institutional integrity reinforce justice-oriented organizational practices, thereby establishing a continuous cycle of ethical governance and social justice.

Objective 3: Contribution of Organizational Justice and Institutional Integrity to Social Justice

The review revealed that organizational justice and institutional integrity contribute to social justice through multiple organizational and societal mechanisms. Most significantly, organizations that uphold fairness and integrity create inclusive workplaces that promote equality, participation, diversity, and employee wellbeing. Table 07 depicts the contributions of organizational justices and institutional integrity to protect social justice.

Table 07: Contributions to Social Justice

Organizational Practice	Social Justice Outcome
Fair recruitment and promotion	Equal opportunity
Transparent governance	Institutional trust
Ethical leadership	Reduced discrimination
Accountability mechanisms	Reduced corruption
Inclusive organizational culture	Social inclusion
Employee participation	Democratic engagement
Fair compensation systems	Economic equity
Anti-discrimination policies	Social equality

Source: Author, 2026

The reviewed literature demonstrated that justice-oriented organizations positively influence broader societal equity by promoting merit-based systems, reducing workplace discrimination, and supporting inclusive governance practices. Institutions perceived as fair and ethical are also more likely to gain public trust and legitimacy, which are essential for democratic governance and social cohesion.

Several studies emphasized that organizational injustice contributes to societal inequalities by normalizing favoritism, exclusion, power imbalances, and unethical behavior. In contrast, integrity-based institutions foster social stability by encouraging transparency, ethical accountability, and equitable stakeholder treatment.

The findings additionally revealed growing attention toward justice and integrity within digital governance, artificial intelligence systems, and algorithmic decision-making. Emerging literature highlighted concerns regarding algorithmic bias, digital exclusion, and ethical accountability in technologically driven organizations. Consequently, institutional integrity and organizational justice are increasingly recognized as essential mechanisms for promoting fairness within digital and technologically mediated environments.

Objective 4: Emerging Trends, Research Gaps, and Future Research Directions

The review identified several important emerging trends within the literature. First, there is increasing scholarly interest in ethical governance, sustainability, diversity management, artificial intelligence ethics, and institutional trust. Second, recent studies increasingly adopt interdisciplinary perspectives integrating organizational behavior, governance, sociology, and ethics. Despite these developments, the review identified several major research gaps that are depicted in table 08.

Table 08: Major Research Gaps and Future Research Directions

Research Gap	Future Research Direction
Limited integration of justice, integrity, and social justice	Develop integrated conceptual models
Overreliance on Western contexts	Conduct studies in developing countries
Limited longitudinal research	Examine long-term justice outcomes
Insufficient public sector studies	Explore justice and integrity in governance institutions
Limited qualitative investigations	Use interpretive and mixed-method approaches
Lack of digital governance studies	Investigate AI ethics and algorithmic justice
Weak measurement of social justice outcomes	Develop social justice assessment frameworks
Limited comparative studies	Compare sectors and institutional systems

Source: Author, 2026

One of the most significant gaps identified in the literature was the absence of comprehensive frameworks explaining how organizational justice and institutional integrity jointly influence social justice outcomes. Most existing studies examined these constructs independently rather than collectively. Consequently, future studies should develop integrated theoretical models that explain the pathways linking organizational fairness, institutional ethics, and societal equity.

Another important gap relates to geographical representation. Most reviewed studies were conducted in Western organizational contexts, particularly within North America and Europe. Very limited research has examined organizational justice and institutional integrity within developing countries, particularly in South Asia, Africa, and Latin America. Since institutional systems, governance structures, and socio-cultural conditions differ substantially across contexts, future research should adopt cross-cultural and comparative perspectives.

The review also identified a substantial lack of longitudinal studies examining the long-term societal implications of organizational justice and institutional integrity. Most existing studies used cross-sectional designs that limited causal interpretation. Future studies should therefore investigate how justice-oriented organizational systems influence social cohesion, institutional trust, and societal equity over time.

Emerging digital governance challenges additionally create important avenues for future research. Artificial intelligence, algorithmic management, and digital decision-making systems increasingly influence organizational practices, yet limited studies have examined how organizational justice and institutional

integrity operate within technologically mediated institutional environments. Future research should therefore explore ethical AI governance, algorithmic accountability, digital transparency, and technology-driven justice systems.

The review also highlights a geographical imbalance within the existing literature, with most empirical evidence originating from North America and Europe. This limits the contextual generalizability of existing theories to developing countries where governance structures, institutional capacities, and socio-cultural norms differ substantially. Future studies should therefore prioritize evidence from South Asia, Africa, Latin America, and other Global South contexts to develop more contextually grounded theories of organizational justice and institutional integrity.

Conclusion

This systematic literature review demonstrates that organizational justice and institutional integrity are fundamental drivers of social justice within contemporary societies. The findings reveal that fair organizational practices, ethical leadership, transparency, accountability, and integrity-oriented governance systems collectively contribute to trust, inclusiveness, equality, institutional legitimacy, and societal wellbeing. The review further establishes that organizations are not merely economic entities but influential social institutions capable of shaping broader justice outcomes through equitable policies, ethical decision-making, and responsible governance structures. The synthesis of the reviewed literature indicates that organizational justice strengthens institutional integrity by fostering trust, ethical climates, and accountability mechanisms, while institutional integrity reinforces justice-oriented organizational cultures that promote social equity and democratic participation. Despite increasing scholarly attention toward justice and ethics, the literature remains fragmented, with limited integrative frameworks linking organizational justice, institutional integrity, and social justice comprehensively. The study therefore contributes to the existing body of knowledge by providing an integrated conceptual understanding of these interconnected constructs and identifying significant theoretical, contextual, and methodological gaps requiring future investigation. Ultimately, the review highlights that achieving social justice requires not only policy-level reforms but also the development of fair, transparent, accountable, and integrity-driven organizational systems capable of advancing ethical governance, human dignity, and sustainable societal development.

Implications

The findings of this systematic literature review generate several important theoretical, practical, managerial, policy, and societal implications relating to organizational justice, institutional integrity, and social justice. From a theoretical perspective, the study contributes to the existing body of knowledge by integrating three major constructs that have traditionally been examined separately within organizational behavior, ethics, governance, and social justice literature. The review demonstrates that organizational justice and institutional

integrity are interconnected mechanisms that collectively influence broader social justice outcomes, thereby extending current theoretical understanding beyond employee-level outcomes toward societal-level implications. The study also provides a conceptual foundation for future interdisciplinary research by proposing that fairness-oriented organizational systems and integrity-based governance structures function as institutional pathways through which social equity, inclusiveness, and societal trust can be strengthened. Consequently, the study contributes to the advancement of justice theory, ethical governance literature, and institutional research by offering a more holistic framework linking internal organizational fairness with external societal justice outcomes.

From a managerial perspective, the findings highlight the strategic importance of embedding fairness, transparency, accountability, and ethical governance within organizational systems and leadership practices. Organizational leaders and human resource practitioners should recognize that justice-oriented practices such as fair recruitment, equitable performance evaluations, transparent decision-making, participatory governance, and respectful interpersonal treatment significantly influence employee trust, organizational legitimacy, ethical behavior, and institutional credibility. The review suggests that organizations seeking long-term sustainability and stakeholder trust should prioritize the development of integrity-based organizational cultures supported by ethical leadership, anti-corruption mechanisms, whistleblowing protections, and accountability systems. The findings also imply that organizational injustice and integrity failures may contribute not only to employee dissatisfaction and misconduct but also to broader social inequalities, discrimination, and institutional distrust.

The study additionally carries significant implications for public policy and governance. Policymakers and public administrators should recognize that institutional integrity and organizational justice are critical components of democratic governance, public accountability, and social cohesion. Public institutions that operate transparently, ethically, and fairly are more likely to gain citizen trust, reduce corruption, enhance institutional legitimacy, and promote equitable access to opportunities and public services. Therefore, governments and regulatory bodies should strengthen governance frameworks, ethical compliance systems, anti-corruption policies, and integrity management mechanisms to foster justice-oriented institutions capable of supporting broader societal equity and sustainable development. The findings are particularly relevant for public sector institutions, educational organizations, healthcare systems, law enforcement agencies, and judicial institutions where fairness and integrity directly influence public confidence and social stability.

From a societal perspective, the review emphasizes that organizations are powerful social institutions capable of shaping societal norms, inclusion, equality, and ethical behavior. The findings imply that social justice cannot be achieved solely through legislative or political reforms; rather, organizations themselves must function as ethical and equitable institutions that uphold human dignity, equal opportunities, participation, and social responsibility. Justice-oriented organizational systems can contribute to reducing discrimination, exclusion,

favoritism, corruption, and structural inequalities within society. Consequently, the study reinforces the importance of developing socially responsible institutions that integrate fairness and integrity into both organizational operations and broader stakeholder relationships.

Finally, the study generates important implications for future research. The review identified substantial gaps relating to integrated theoretical models, developing country contexts, longitudinal studies, digital governance, artificial intelligence ethics, and measurement of social justice outcomes. Future scholars should therefore adopt interdisciplinary, comparative, and context-sensitive approaches to further explore the dynamic relationships among organizational justice, institutional integrity, and social justice within evolving organizational and societal environments.

Limitations and Directions for Future

This systematic literature review has several limitations that should be acknowledged. First, the review focused primarily on peer-reviewed journal articles published in the English language, which may have excluded relevant studies published in other languages or alternative publication sources. Second, although multiple high-quality databases were used, some relevant studies may not have been captured due to database indexing limitations and variations in terminology relating to organizational justice, institutional integrity, and social justice. Third, the review synthesized findings from diverse disciplinary contexts, methodologies, and organizational settings, which may limit the generalizability of certain conclusions. Additionally, the relatively limited number of integrative studies directly connecting organizational justice, institutional integrity, and social justice constrained the development of a more empirically consolidated framework.

Future studies should develop integrated theoretical and empirical models that comprehensively explain the mechanisms linking organizational justice, institutional integrity, and social justice outcomes across different organizational and societal contexts. Greater attention should be devoted to longitudinal, comparative, and mixed-method research designs to examine how justice-oriented organizational systems influence institutional trust, ethical governance, and social equity over time. Future research should also expand beyond Western organizational contexts by examining developing countries and culturally diverse institutional environments. Furthermore, emerging areas such as digital governance, artificial intelligence ethics, algorithmic justice, and technology-driven institutional accountability provide important avenues for future investigation as organizations increasingly operate within digitally mediated and data-driven governance systems.

Declaration of AI Use

Artificial intelligence-assisted writing tools were used only to improve language clarity and formatting. The author takes full responsibility for the originality, interpretation, analysis, and final content of the manuscript.

Competing Interests

The author declares that there are no competing interests.

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Annexure 01: Systematic Review Synthesis Worksheet

#	Author(s) & Year	Study Focus	Theoretical Foundation	Methodology	Sample/Unit of Analysis	Key Variables	Major Findings	Relevance to Current Study	Identified Gaps	Future Research Suggestions
1	Greenberg (1987)	Organizational justice taxonomy	Organizational Justice Theory	Conceptual	Organizational settings	Distributive justice, procedural justice	Developed foundational taxonomy of organizational justice theories	Established conceptual foundation for justice literature	Limited empirical validation	Future empirical testing of justice dimensions
2	Colquitt (2001)	Dimensionality of organizational justice	Justice Theory	Quantitative	Employees	Procedural, distributive, informational, interactional justice	Validated four-dimensional justice construct	Provided measurement framework for justice perceptions	Focused primarily on organizational outcomes	Cross-cultural validation studies
3	Cropanzano, Bowen &	Organizational justice management	Social Exchange Theory	Conceptual review	Organizations	Justice management practices	Justice improves trust, commitment	Linked fairness to organizational	Limited societal perspective	Examine justice and social

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	Gilliland (2007)						nt, and ethical behavior	sustainability		equity linkages
4	Niehoff & Moorman (1993)	Justice and organizational citizenship behavior	Organizational Justice Theory	Quantitative	Employees	Justice perception, OCB	Justice positively influences citizenship behavior	Demonstrated behavioral outcomes of fairness	Limited governance implications	Explore justice and institutional integrity
5	Huberts (2018)	Institutional integrity	Integrity and Governance Theory	Conceptual	Public institutions	Integrity, accountability, ethics	Integrity strengthens public trust and legitimacy	Defined integrity as systemic ethical governance	Limited integration with organizational justice	Examine justice-integrity interactions
6	Rawls (1971)	Theory of justice	Justice as Fairness	Conceptual	Society	Equality, fairness, rights	Social justice depends on fairness and equal	Established macro-level social justice perspective	Limited organizational application	Organizational application of justice principles

#	Author(s) & Year	Study Focus	Theoretical Foundation	Methodology	Sample/Unit of Analysis	Key Variables	Major Findings	Relevance to Current Study	Identified Gaps	Future Research Suggestions
7	Sen (2009)	Capability approach to justice	Capability Theory	Conceptual	Society	Equity, human capability	Justice depends on equitable access to opportunities	Strengthened social equity perspective	Less focus on organizations	Organizational capability and justice research
8	Snyder (2019)	Literature review methodology	Systematic Review Methodology	Methodological review	Literature reviews	SLR methodology	Systematic reviews improve research rigor	Guided review methodology	No substantive justice focus	Advanced review methods
9	Tranfield, Denyer & Smart (2003)	Evidence-informed systematic reviews	Evidence-based Management	Methodological	Management studies	Systematic synthesis	Structured reviews improve reliability	Guided review design	Limited social science integration	Broader interdisciplinary reviews
10	Page et al. (2021)	PRISMA framework	Review methodology	Methodological	Systematic reviews	PRISMA screening	Improved review	Guided article screening	None	Enhanced review

#	Author(s) & Year	Study Focus	Theoretical Foundation	Methodology	Sample/Unit of Analysis	Key Variables	Major Findings	Relevance to Current Study	Identified Gaps	Future Research Suggestions
11	Adamic (2023)	Organizational justice review	Organizational Justice Theory	Systematic review	Justice literature	Justice outcomes	Justice influences trust, wellbeing, and ethics	Demonstrated growing relevance of justice research	Limited integration	Integrative justice and governance studies
12	Zhao et al. (2024)	Organizational justice and turnover	Social Exchange Theory	Quantitative	Healthcare employees	Justice, turnover intention	Fairness reduces turnover intention	Showed employee wellbeing implications	Sector-specific findings	Cross-sector comparative studies
13	Zhou (2026)	Justice and innovative behavior	Organizational Support Theory	Quantitative	Employees	Justice, innovation	Justice positively affects innovation	Demonstrated productive outcomes of fairness	Limited social justice focus	Justice and social innovation studies
14	Rbiaa & Dextras -	Justice and innovation review	Organizational	Systematic review	Organizational studies	Justice and innovation	Justice promotes creativity	Demonstrated strategic	Limited integrity	Integrative governance and

#	Author(s) & Year	Study Focus	Theoretical Foundation	Methodology	Sample/Unit of Analysis	Key Variables	Major Findings	Relevance to Current Study	Identified Gaps	Future Research Suggestions
	Gauthier (2025)		Justice Theory				and innovation	value of justice	perspective	innovation research
15	Assefa (2026)	Organizational justice in universities	Organizational Justice Theory	Qualitative	Academic staff	Procedural and interactional justice	Fair governance improves institutional trust	Linked justice to institutional legitimacy	Limited societal outcomes	Social justice in educational institutions
16	Muttar, Hassan & Salman (2024)	Justice and administrative integrity	Ethical Leadership Theory	Quantitative	Administrative leaders	Justice, leadership integrity	Justice strengthens integrity-oriented leadership	Directly linked justice and integrity	Limited longitudinal evidence	Long-term integrity studies
17	Aryee, Budhwar & Chen (2002)	Justice and trust	Social Exchange Theory	Quantitative	Employees	Justice, trust, work outcomes	Justice enhances organizational trust	Demonstrated relational mechanisms	Limited governance dimension	Institutional trust studies

#	Author(s) & Year	Study Focus	Theoretical Foundation	Methodology	Sample/Unit of Analysis	Key Variables	Major Findings	Relevance to Current Study	Identified Gaps	Future Research Suggestions
18	Tyler & Blader (2003)	Procedural justice and identity	Group Engagement Model	Quantitative	Organizational members	Procedural justice, identity	Justice strengthens cooperation and legitimacy	Explained behavioral engagement	Limited integrity analysis	Justice and institutional culture
19	De Cremer, van Dijke & Bos (2006)	Procedural justice and leadership	Leadership Theory	Quantitative	Employees	Procedural justice, leadership trust	Fair leadership increases identification and trust	Linked justice and ethical leadership	Limited societal focus	Ethical governance studies
20	Fortin et al. (2016)	Temporal justice effects	Justice Theory	Review study	Justice literature	Justice judgments over time	Justice perceptions evolve dynamically	Highlighted long-term justice implications	Limited integrity perspective	Longitudinal justice research
21	Al Halbusi et al. (2022)	Ethical leadership and justice	Ethical Climate Theory	Quantitative	Employees	Ethical leadership, justice	Ethical leadership strengthens justice	Connected ethics and fairness	Limited social justice outcomes	Social equity implications

#	Author(s) & Year	Study Focus	Theoretical Foundation	Methodology	Sample/Unit of Analysis	Key Variables	Major Findings	Relevance to Current Study	Identified Gaps	Future Research Suggestions
							perceptions			
22	Cugueró - Escofet, Fortin & Canela (2019)	Organizational justice and restorative justice	Justice Theory	Conceptual	Organizations	Retributive and restorative justice	Justice mechanisms improve ethical resolution	Expanded justice beyond punishment	Limited institutional integrity discussion	Restorative governance models
23	Bandy (2021)	Algorithm audits	AI Ethics	Systematic review	Algorithmic systems	Accountability, fairness	Digital systems require ethical oversight	Extended justice into digital governance	Limited organizational application	AI governance and institutional integrity
24	Rakova & Dobbe (2023)	Algorithmic audits and environmental justice	Socio-technical Systems Theory	Conceptual	Technological systems	Algorithmic justice	Technology can reproduce inequalities	Highlighted digital social justice concerns	Limited organizational context	Organizational AI fairness studies

#	Author(s) & Year	Study Focus	Theoretical Foundation	Methodology	Sample/Unit of Analysis	Key Variables	Major Findings	Relevance to Current Study	Identified Gaps	Future Research Suggestions
25	Healy (2023)	Generative AI and social justice	Social Justice Perspective	Conceptual	AI governance	AI ethics, fairness	Ethical governance needed for AI systems	Extended institutional integrity to AI governance	Emerging field with limited evidence	Empirical AI governance studies
26	Sarkar & Faik (2026)	AI alignment and institutional transparency	Institutional Logics Theory	Conceptual	Digital institutions	Transparency, AI governance	Transparency strengthens institutional legitimacy	Linked integrity to digital governance	Limited empirical support	Comparative AI governance research
27	Leventhal (1980)	Procedural fairness principles	Equity Theory	Conceptual	Social systems	Fair procedures	Fair procedure improves legitimacy	Provided procedural justice foundation	Limited empirical testing	Modern governance applications
28	Bies & Moag (1986)	Interactional justice	Interactional	Conceptual	Organizational	Respectful treatment	Interpersonal fairness	Expanded justice	Limited societal	Social interaction and

#	Author(s) & Year	Study Focus	Theoretical Foundation	Methodology	Sample/Unit of Analysis	Key Variables	Major Findings	Relevance to Current Study	Identified Gaps	Future Research Suggestions
			Justice Theory		relationships	Equity and fairness	influences perceptions	dimensions	implications	inclusion studies
29	Adams (1965)	Equity theory	Equity Theory	Conceptual	Social exchange relationships		Perceived inequity creates dissatisfaction	Foundational justice theory	Limited institutional perspective	Equity in governance systems
30	Colquitt et al. (2012)	Justice-performance relationship	Social Exchange Theory	Quantitative	Employees	Justice, trust, performance	Trust mediates justice outcomes	Connected fairness and performance	Limited societal focus	Justice and institutional sustainability

Source: Author, 2026