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## Relationship between Organizational Justice and Organizational Conflict: A Literature Review

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### Abstract

This study examines the correlation between organisational justice (distributive justice, procedural justice, and interactional justice) and organisational conflict (task, relationship, and overall organisational conflict) by analysing prior research. Using a descriptive-analytical method, the literature about the influence of organisational justice on conflicts across diverse work environments was examined.

The research indicated that the impression of organisational justice diminishes the incidence of organisational conflict. Distributive justice influences task conflict, as equitable allocation of rewards and resources mitigates task-related tensions. Likewise, procedural justice mitigates task conflict by establishing clear, open procedures that decrease functional discrepancies. Interactional justice directly affects interpersonal conflict, as equitable and respectful treatment by supervisors mitigates personal tensions.

The study suggests that improving organizational fairness in workplaces might diminish organizational conflicts, hence positively influencing organizational performance and employee collaboration.

*Keywords: Organisational Conflict, Organisational Justice, Process Conflict, Relationship Conflict, Task Conflict*

### Introduction

Organisational fairness and organisational conflict are two pivotal ideas central to research in administrative and behavioural sciences, as both significantly impact organisational performance and the quality of employees' professional lives. Organisational justice signifies the significance individuals attribute to their perceptions of fairness inside the workplace, encompassing the allocation of resources and rewards, the procedures employed, and routine interactions between employees and supervisors. Conversely, organisational conflict denotes a collection of conflicts and disputes that may emerge between persons or groups inside an organisation, frequently stemming from divergent goals or interests or perceived inequities. Investigating these topics underscores the increasing interest in comprehending the influence of justice on the quality of organisational relationships and alleviating conflicts that may affect individual productivity and staff collaboration.

In this framework, organisational justice functions as a critical criterion by which employees assess their work situations. The framework comprises three primary dimensions: distributive justice, relating to allocating rewards and resources among employees; procedural justice, focussing on the transparency and fairness of decision-making processes within the organisation; and interactional justice, concerning the respectful and dignified treatment of employees by supervisors. Multiple studies indicate that attaining justice in these areas enhances job satisfaction, cultivates a sense of organisational belonging, and diminishes the probability of conflicts.

The perception of organisational fairness among employees profoundly influences their readiness to collaborate and interact constructively with peers and superiors. Employees who perceive equitable treatment

tend to cultivate positive professional relationships, diminishing the likelihood of organisational conflicts. Conversely, when employees perceive inequity, whether stemming from unequal resource allocation or ambiguous processes, internal tensions escalate, potentially resulting in interpersonal conflicts. Consequently, organisational justice serves as an administrative instrument for managing intra-organizational interactions and an effective technique for regulating conflict levels in workplace environments.

Organisational conflict is a complicated and multidimensional phenomenon. Conflict may emerge from divergent goals, rivalry for scarce resources, or individual personal and professional disparities. Organisational conflict can be categorised into three primary types:

- Task conflict, which pertains to disputes regarding task execution and goal attainment
- Relationship conflict arising from interpersonal tensions among individuals within the organisation
- Overall organisational conflict, encompassing more extensive disputes related to conflicting objectives at the structural or policy level of the organisation

In all its manifestations, organisational conflict constitutes a significant challenge for management since its escalation can adversely impact overall organisational performance and impede achieving objectives.

Research on organisational conflict repeatedly demonstrates that the sense of organisational fairness is a primary element in diminishing conflict levels inside organisations. Employees who see equitable treatment regarding their rights in many work elements are less inclined to participate in disagreements with colleagues or superiors. Research demonstrates that distributive justice, linked to the equitable allocation of rewards and resources among employees, directly affects task conflict. Employees who perceive that resource allocation corresponds with their efforts and contributions enjoy pleasure, diminishing task-related disputes. Procedural justice significantly influences task conflict by improving transparency and equity in decision-making processes connected to labour. Transparent and open procedures reduce the probability of disagreements among persons about task execution and duties.

Interactional justice significantly influences relationship conflict since the sense of equitable treatment correlates with employees' feelings of respect and value from their bosses. When employees see equitable and courteous treatment, their interpersonal ties with their supervisors improve, diminishing the probability of personal conflicts or tensions within the team. If employees perceive that their rights are disregarded or that they are subjected to inequitable treatment, it may result in heightened tensions and interpersonal disputes that could impair team collaboration.

The interplay between organisational justice and organisational conflict is not static but is shaped by several circumstances, including demographic variables such as gender, age, experience, and job level. Research indicates that younger or less experienced employees may be more susceptible to organisational tensions and disputes than their older or more experienced colleagues, owing to their inadequate understanding of organisational policies and procedures. Gender disparities may also result in heightened conflict in certain situations, especially in contexts where justice is not administered equitably between men and women.

This study seeks to provide a comprehensive analysis of the correlation between organisational justice and organisational conflict based on a review of prior research on this topic. Analysing these studies provides insight into the impact of organisational justice on conflicts within various institutions and how management may leverage this information to cultivate more collaborative and productive work environments. The research will investigate the three dimensions of organisational justice and their impact on different forms of organisational conflict, emphasising the variables that intensify or alleviate conflict.

This study is significant as it provides insights into enhancing work environments through promoting organizational justice and mitigating disputes that obstruct the attainment of organizational objectives. A comprehensive understanding of these relationships will foster employee cooperation, augment productivity, and positively influence organizational success.

### **Concepts**

This section examines the notions of organisational justice, organisational organizational justice, and organisational conflict, which are essential for comprehending interactions inside organisations. Organisational organisational justice pertains to individuals' perceptions of equity inside the organisation, encompassing resource allocation, procedural fairness, and interpersonal interactions. Initial definitions emphasised the material dimension of the exchange between employees and organisations, wherein individuals perceive a feeling of equity when their contributions correspond to the rewards they obtain. As the notion developed, it broadened to encompass procedural and interactional aspects, indicating a more thorough comprehension of organisational justice.

Conversely, organisational conflict is a fundamental aspect of organisational interactions, whether from aim discrepancies or resource limitations. It is characterised as rivalry over limited resources or values and is perceived as a manifestation of a transient divergence of interests among interacting parties. Conflict manifests within the interdependent ties of the organisation, as individuals pursue their divergent interests while maintaining the integrity of organisational relationships.

### **Organizational justice**

Organizational justice encompasses numerous definitions that vary based on the researchers' approaches and the characteristics they emphasise. Adams provided one of the oldest and most recognised definitions, characterising it as the idea of equity arising from an exchange process akin to an economic transaction between employee and employer (Levy-Leboyer, 2006, p. 80). This definition connects the perception of organisational justice with the perception of fairness in business exchanges, wherein individuals assess the value of goods or services they have offered against the compensation received. If the received outcome is inferior to the provided input, the individual sees an inequity in the exchange process. This approach predominantly emphasises the material components of the trade while overlooking the intangible, procedural, and human facets of organisational justice, which later studies have explored.

Rue's definition corresponds with the prior one, conceptualising organisational justice as the outcome of a proportional link between the efforts invested and the rewards obtained (Duweidar, 2011, p. 185). This term highlights the proportional and reciprocal relationship between an individual's efforts and the consequent rewards.

Adams posits that organisational justice involves comparing an individual's output-to-input ratio with another; when these ratios are equivalent, the individual perceives a feeling of justice (Maamari, 2014, p. 66). This definition underscores the significance of comparison in assessing organisational justice, stressing that it pertains not only to an individual's perception of the fairness of their effort-to-reward ratio but also to compare this ratio with that of colleagues who exert comparable effort.

Byrne's concept of organisational fairness parallels Adams', characterising it as employees assessing their circumstances about their colleagues, hence emphasising the notion of peer comparison. Organisational justice extends beyond the individual-organisation interaction to encompass comparing this transaction with that of peers (Duweidar, 2011, p. 185).

The definitions above mainly address the material exchange between what the organisation offers to the individual in return for their efforts relative to their colleagues. Nonetheless, these definitions need to more adequately encompass organisational justice's procedural and interactional dimensions, which subsequent definitions seek to rectify. Moor and Saal characterise organisational justice as the extent to which equity and fairness in rights and responsibilities are realised, illustrating the connection between the individual and the organisation (Al-Omayan & Al-Saud, 2009, p. 399). This definition emphasises the procedural feature of organisational justice, specifically the organisation's dedication to equity and fairness in its interactions with employees, a crucial aspect of organisational justice.

Although the distributive and procedural characteristics discussed in the above definitions are essential, they overlook the interactional factor emphasised in the concept by Greenberg and Cropanzano. Employees perceive organisational justice as the fairness of their treatment by the organisation (Al-Saud & Sultan, 2009, p. 195). Cole asserts that it pertains to how employees perceive the fairness and equity of the outcomes they obtain and their treatment within the organisation (Al-Rubaie et al., 2012, p. 7). These definitions emphasise the equity of relationships between individuals and the organisation, which must be impartial per their descriptions.

Procedural justice refers to how organizational procedures are perceived as fairly designed and how these processes are used fairly in determining the allocation of outcomes (Obalade & Mtembu, 2023, p. 2). Organizational justice, in a broader sense, encompasses employees' perceptions regarding the fairness of treatment within their organizations (Snyman et al, 2023, p. 187). Earlier definitions of organizational justice often concentrated on a single aspect, such as procedural fairness, while overlooking other dimensions. However, more comprehensive definitions, like those by Karrikar and Williams, address both professional and personal dimensions, defining organizational justice as individuals' perception of fair treatment by management, grounded in principles of equity and impartiality (Al-Ubaidi, 2012, p. 80).

### **Organisational conflict**

Conflicts are common within the interpersonal context of teams, arising from disagreements and misunderstandings that occur whenever two or more employees interact. There are three types of group conflict: task, process, and relationship (Joo et al. 2023, p. 8). While conflict can often be seen negatively, it has several

benefits for organizational climates, such as preventing premature agreement. In certain situations, conflict can also foster creativity among employees (FERINE et al. 2021, p. 1). This is particularly relevant considering that conflict, whether minor or serious, is an inevitable outcome of human interactions. Individuals bring a wide variety of experiences, beliefs, aspirations, and problem-solving approaches to the workplace (ZHANG et al. 2021, p. 4). Thus, when a large number of people work together, conflicts become unavoidable (Zakaria et al. 2024, p. 4).

Murad Zaimi characterises it as a social process wherein two or more parties endeavour to attain a goal by overcoming, defeating, or dominating their adversary (Aishour, 2008, p. 25). This definition corresponds with McIver's definition of ambiguity in defining the conflict's objective. In contrast, Zaimi offers a more concrete characterisation by designating the goal as something, linking conflict resolution to the defeat of the adversary. This indicates that the disputed objects are limited and cannot be allocated to both parties, a detail not elucidated in the prior definition.

Coser's description underscores the notion of scarcity, perceiving conflict as competition for limited or esteemed values and positions to acquire power and control over resources, ultimately resulting in the opponent's defeat (Allam, 1994, p. 200). Coser characterises values and positions as limited, compelling individuals to compete for them, acquiring the capacity to surpass rivals and secure additional rare resources.

The prior definitions pertained to goal conflict and resource scarcity in organisations. The subsequent definitions elucidate the notion of conflicting interests. Boudon characterises organisational conflict as any disagreement between individuals or groups with temporally conflicting goals concerning the acquisition or administration of limited material and symbolic resources (Boudon, 2005, p. 42). Boudon introduces the concept of interests, characterising them as competing and transient, in contrast to earlier definitions. He posits that there is no strategic conflict; instead, conflicts are tactical and fluctuate according to changing interests, which are limited.

Al-Huneiti expands upon Boudon's definition by incorporating the notion of interdependency, asserting that organisational conflict manifests between a minimum of two parties possessing a dependent relationship, perceiving their objectives as contradictory, and viewing their resources as constrained. Each side intrudes upon the other's matters while striving to achieve their objectives (Al-Tajm & Al-Sawwat, 2013, p. 226). The dispute involves not just two individuals but rather two individuals engaged in a significant interaction that escalates to interdependent relationships. The lack of resources breaks this mutually beneficial connection, resulting in conflict. This battle seldom leads to the dissolution of organisations, as their interdependence inhibits the victorious party from annihilating the other.

This section has examined the principles of organisational fairness and organisational conflict. Organisational justice emphasises individuals' perceptions of equity within the organisation, specifically about resource allocation, procedural fairness, and interpersonal interactions. The idea includes material, procedural, and interactional components, demonstrating a thorough comprehension of justice in the employee-organisation relationship. Organisational conflict denotes rivalry arising from conflicting objectives and limited resources, manifesting within the interdependent connections of interacting parties. Notwithstanding the rivalry, conflict minimally affects the deterioration of organisational ties, strengthening the continuity of interactions between individuals and the organisation.

This study's technique is essential for examining the correlation between the dimensions of organizational justice and those of organizational conflict. The research is based on the examination and analysis of multiple prior studies concerning organizational justice and organizational conflict across diverse workplace settings. This methodology examines the interconnections among the variables through a critical and research-oriented analysis of the concepts and theories presented in the academic literature.

The study employs a descriptive-analytical framework for the examination of prior studies. This approach is distinguished by its capacity to thoroughly and methodically delineate phenomena and the interrelations among variables and analyse data and information from prior studies to derive scientific findings and generalisations. This technique involved reviewing and analysing a series of research examining the three elements of organisational justice—distributive justice, procedural justice, and interactional justice—and their influence on organisational conflict, encompassing task and relationship conflict.

The study was founded on an extensive examination of prior research investigating the correlation between organizational justice and organizational conflict. Research examining the aspects of organizational justice, task conflict, and relational conflict was gathered and analysed. The technique entailed carefully analysing the data obtained from this research, focussing on the discrepancies in results and the factors affecting the nature of the examined connections.

The investigation explored the correlation between organisational justice and organisational conflict aspects, namely the association between interactional justice and relationship conflict, procedural justice and task conflict.

The study depended on prior research findings that employed statistical analysis as the principal method to evaluate the degree and direction of the association between these factors. The links were analysed in multiple organisational contexts, including healthcare, education, industry, and across varied cultural settings. This facilitated a more extensive comprehension of the connection between organisational justice and conflict.

An essential component of the study's approach is the comparison of outcomes from prior research. Sectoral differences were examined, along with the influence of demographic variables, including age, gender, and employment level, on the outcomes. These comparisons facilitated accurate elucidations of the disparities among research and clarified the impact of sample characteristics and organizational context on the link between organizational justice and organizational conflict.

### Literature review

Organisational justice is a pivotal subject in administrative studies, as equity within organisations significantly influences organisational conflict and employee satisfaction with the work environment. Numerous studies examine the correlation between interactional justice and relationship conflict, which emerges between individuals due to personal tensions or misunderstandings, within the three dimensions of organisational justice: distributive justice, procedural justice, and interactional justice. Interactional justice pertains to how supervisors engage with their employees, encompassing respect and transparency in these exchanges, directly influencing the trust and collaboration between employees and supervisors.

When employees sense disrespect or a lack of transparency from their managers, it can lead to personal disputes that adversely affect teamwork and group coordination. The reviewed papers investigate the correlation between interactional justice and relationship conflict across diverse industries and nations, illustrating the impact of this correlation on overall organisational conflict levels.

The study *Determinants and Outcomes of Conflict Within Nursing Groups*, by Almost et al. (2010) in the United States, examined Interactional Justice and its correlation with Relationship Conflict among nurses in a Louisiana hospital. A random sample of 277 nurses was obtained. The research examined multiple critical enquiries, including:

What is the statistical correlation between interactional fairness and relationship conflict?

The research employed a descriptive methodology and utilised a questionnaire for data collection, featuring a sample of 1.8% male participants with an average age of 42 years. The researchers concentrated on the association between interactional justice and relational conflict, which comprised most of the correlations examined. The correlation was quantified as -0.210, signifying a weak negative association. This may be ascribed to the sample's homogeneity, with only 1.8% male and the predominant 98.2% female. The absence of gender diversity likely diminished potential conflicts between males and females, which some researchers link to the glass ceiling (Laufer & Muller, 2011, p. 132), a discriminatory phenomenon that prevents women from attaining promotions to senior roles, often fostering resentment towards male colleagues due to a negative perception of supervisory fairness. The comparatively elevated average age of 42 also had a role in mitigating disputes, as prolonged connections among nurses have been demonstrated to diminish tensions, as evidenced in research such as Breugst (2012, p. 196).

The study titled *Task and Relationship Conflict Between Subordinates and Supervisors: The Interaction of Perceived Justice and Affective Responses*, conducted by Choi (2010) in South Korea, examined Procedural Justice and Interactional Justice about task and relationship conflict among non-medical hospital workers in Seoul's healthcare sector. A random sample of 310 persons was obtained. The research examined multiple critical enquiries, including:

What is the statistical correlation between procedural justice and task conflict?

What is the statistical correlation between interactional fairness and relational conflict?

What is the statistical correlation between interactional justice and task conflict?

The research employed a descriptive methodology and utilised a questionnaire for data collection, featuring a sample of 18% male participants with an average age of 28 years. The researcher examined the correlation between procedural and interactional justice and task and relational conflict. The researcher identified significant and comparatively proximate negative associations, except the correlation between procedural justice and task conflict, which was quantified at -0.230. The slight negative correlation can be attributed to the sample's very young average age of 28 years, indicating a potential need for more familiarity with organisational procedures and their rights to voice opinions. Moreover, their positions as non-medical personnel may impede their involvement in task planning, as assignments are typically designated by physicians who possess greater power and qualifications yet were excluded from the study.

The correlation between procedural justice and relationship conflict was measured at -0.590, indicating a moderate negative relationship. This can be attributed to young employees frequently perceiving organisational rules and supervisory decisions as ambiguous or unjust, which fosters discomfort and rejection. They may misinterpret these feelings as personal animosity, culminating in conflicts with their supervisors.

The association between interactional fairness and task conflict was quantified at -0.520, indicating a moderate negative link. This phenomenon can be ascribed to supervisors' adverse perception of treatment, where dishonesty and insufficient rationale for choices lead employees to adopt contrary stances, sometimes rooted in subjective feelings of indignation.

**Results**

After examining several previous studies and trying to understand their meanings, Table 01 compares these studies, with the sample sector, country, gender distribution, and average age of respondents broken down into groups.

Table 01: Comparison of Previous Studies

Researchers	Sector	Country	Males %	Age	TC	RC	OC
<b>Distributive Justice</b>							
Pekdemir et al.	Furniture Industry	Turkey	-	-	-	-0.580	-
Kerwin and Turner	Sports Committee	USA	46.1	40.8	0.110	-	0.110
<b>Procedural Justice</b>							
Iqbal et al.	Telecommunications	Pakistan	72.8	29.9	-	-0.360	-
Choi	Health	South Korea	18	28	-0.230	-0.590	-
Kerwin and Turner	Sports Committee	USA	46.1	40.8	-0.330	-	-0.330
<b>Interactional Justice</b>							
Almost et al.	Health	USA	1.8	42	-	-0.210	-
Bouckenooghe and De Clerq	Car Distributors	Belgium	86	42.5	-	-0.410	-
Iqbal et al.	Telecommunications	Pakistan	72.8	29.9	-	-0.310	-
Choi	Health	South Korea	18	28	-0.520	-0.690	-
Kerwin and Turner	Sports Committee	USA	46.1	40.8	-0.160	-	-0.160

The Correlation Between Distributive Justice and Dimensions of Organisational Conflict: Research investigating this association is limited, with merely two of six studies addressing it. The findings indicate a moderate negative connection of -0.580 between distributive justice and relationship conflict within Turkey's furniture business sector. This can be ascribed to the perception that the industrial sector entails physically arduous labour, characterised by comparatively challenging physical conditions relative to other sectors. In this context, employees anticipate compensation commensurate with their exertion, aligning with the incentives received by others who exerted similar effort. A disparity in this balance creates friction in the relationship between the employee and the supervisor, perceived as a representative of management, resulting in personal disputes that diminish performance.

The study in the sports associations sector revealed a correlation coefficient of 0.110 between distributive justice and organisational conflict (task and process conflict), signifying a weak positive relationship. This phenomenon might be attributed to the characteristics of the association's sector, which, despite specific material and ethical benefits, is predominantly altruistic and reliant on volunteerism. This compels members to expend effort despite insufficient resources and inadequate distributive justice. Association members regard their job as predominantly voluntary and do not perceive funding bodies as imposing administrative oversight, unlike other sectors. Their recognition of resource scarcity and unequal distribution is challenging, prompting enhanced efforts that result in consensus on new strategies, heightened coordination, and improved execution capabilities.

The Correlation Between Procedural Justice and Dimensions of Organisational Conflict: Researchers identified differing correlation strengths in this relationship, with the most significant being a correlation of -0.590 between procedural justice and relationship conflict in the South Korean healthcare industry. This was more robust than

the relationship observed in the telecoms industry in Pakistan, where the correlation was -0.360. The observed discrepancy may be attributed to the primarily female composition (82%) of the Korean study population, in contrast to the telecoms sector, where males constituted 72.8% of the sample, despite the average ages being comparable. This remains a hypothesis requiring additional validation through empirical testing. The disparities may also stem from the inherent characteristics of nursing, which necessitates rapid adaptability to emergencies and flexible protocols that can result in ambiguity, in contrast to the telecommunications sector, where processes are more explicit. This renders telecommunications personnel less prone to question the accuracy and impartiality of decisions, unlike nurses, who may perceive such decisions as personal conflicts necessitating escalation.

The association between procedural justice and task conflict was modest at -0.230, lower than the correlation between procedural justice and organisational conflict (task and process conflict), recorded at -0.330. This may be due to nurses' lack of expectation to participate in planning and generating ideas, a responsibility typically assigned to physicians. In contrast to sports association members, who anticipate their views will be considered by officials, when choices are perceived as grounded in erroneous or biased information, it results in problems with management.

The correlation between interactional justice and task conflict among South Korean nurses was found to be a moderate negative value of -0.520, which is more pronounced than the correlation of -0.160 observed between procedural justice and organisational conflict (task and process conflict) among members of sports associations. The disparities may arise from nurses anticipating respect from their supervisors and justifications for judgements, which are not always communicated, particularly in crises where physicians may believe that nurses do not require comprehension of the decisions due to the disparity in their education and duties. This differs from members of sports associations, who receive enhanced respect due to the voluntary nature of their contributions, garnering greater esteem from regulating entities.

The disparity in job nature and supervisory styles elucidates the pronounced negative correlation among nurses. These nurses may contest choices when they perceive contempt from their superiors, hence escalating conflict from a personal to an organisational level.

The relationship between interactional justice and interpersonal conflict is the most extensively researched. The association is weakly negative in the U.S. healthcare sector and the telecommunications industry in Pakistan, with coefficients of -0.210 and -0.310, respectively. Nonetheless, it has a moderately negative correlation in the vehicle distribution sector in Belgium and the hospital sector in South Korea, with correlation coefficients of -0.410 and -0.690, respectively. The disparity between the healthcare sectors of the U.S. and South Korea can be ascribed to age, with the average age in the former being 42 years and in the latter 28 years. Age, associated with seniority in the organisation, can engender increased respect from superiors, thus enhancing interpersonal interactions and mitigating misunderstandings and tensions.

## Discussion

Ultimately, it is apparent that research concerning the correlation between characteristics of organizational justice and organizational conflict is limited, with all existing studies conducted abroad. Arab studies have concentrated on conflict management variables, overlooking the three acknowledged aspects of organizational conflict and their relationship to organizational justice.

These studies exhibit constrained outcomes that correspond with the essence of article composition, which prioritises conciseness. The relationship between all dimensions of organisational justice and all dimensions of organisational conflict was not addressed. This gap prompts additional investigation in the present study, which analyses these correlations and employs personal enquiries to explore the distinctions across different groups regarding the linkages between the dimensions.

Notwithstanding their constraints, the prior studies provide additional inquiry into unresolved ambiguities and elucidate the direction and intensity of the correlations among the study variables, informing the development of hypotheses and research objectives.

In conclusion, organisational justice and conflict are pivotal subjects that profoundly affect workplace dynamics. This relationship is a critical determinant of work environment quality, as it is intricately linked to the organisation's capacity to sustain a collaborative and productive atmosphere. Prior research indicates that organisational justice is crucial in mitigating conflict across diverse industries. The perception of fairness among employees immediately impacts their job satisfaction and interactions with colleagues, thereby influencing the probability of conflicts inside the organisation.

Literature indicates that organisational justice consists of three primary dimensions: distributive justice, procedural justice, and interactional justice. Each of these dimensions influences a specific category of organisational conflict. Distributive justice pertains to the allocation of resources and rewards among employees.

When employees perceive that resources are allocated equitably by their effort, the probability of task-related conflicts or resource competition diminishes. Nonetheless, if employees perceive inequity in allocating awards or resources, it exacerbates tensions and conflicts about tasks or even interpersonal relationships among employees.

Procedural justice refers to the clarity and equity in applying rules and procedures within the organisation. When procedures are implemented equitably and transparently, employee satisfaction increases, and the probability of task-related organisational conflicts diminishes. Transparent and explicit procedures mitigate misunderstandings regarding decision-making processes and role assignments, cultivating trust and comprehension among team members. Nevertheless, when processes lack clarity or are administered inequitably, the probability of organisational conflicts escalates since disputes may emerge regarding task execution or interpretation of instructions.

Interactional justice is another facet of organisational justice about the connection between employees and their supervisors, specifically regarding the degree to which supervisors acknowledge employees' needs and administer equitable treatment. Interactional justice directly affects interpersonal conflict, which emerges from personal tensions among employees or between employees and supervisors. When employees perceive equitable and courteous treatment from their bosses, they are less inclined to participate in interpersonal confrontations with colleagues or supervisors. Conversely, when employees see disrespect or unjust treatment, tensions rise, heightening the probability of interpersonal disputes. These disagreements can profoundly influence teamwork and collaboration, affecting the organisation's effectiveness.

Moreover, specific research indicates that demographic parameters, including gender, age, job level, and experience, influence the impact of organisational justice on organisational conflict. For instance, junior or less experienced employees can encounter elevated levels of conflict owing to their unfamiliarity with organisational norms and processes. Gender disparities may exacerbate tensions within organisations that inadequately administer fairness between men and women about opportunities or promotions. This suggests that the impact of organisational justice is not definitive but is shaped by human traits and the work environment.

The research suggests that fostering organisational justice is an effective strategy for mitigating conflicts and enhancing employee collaboration inside organisations. The effective execution of organisational justice fosters a cooperative and transparent workplace, wherein employees perceive themselves as integral to a fair system that upholds their rights and treats them with dignity. Work settings marked by organisational justice exhibit reduced conflict and enhanced capacity to attain organisational objectives. Reduced conflict levels also enhance job satisfaction and team productivity.

This analysis highlights the significance of organisational justice as a strategic instrument for improving institutional performance by mitigating organisational disputes. The report advises organisations to prioritise the promotion of organisational justice through the implementation of clear and transparent policies, the provision of equal opportunities for all, and the training of supervisors in equitable employee treatment. The study advocates for additional research on the influence of demographic and cultural variances on the correlation between organisational justice and organisational conflict, especially in heterogeneous work settings, as these variances can substantially affect employees' perceptions of organisational justice and the nature of conflicts they encounter.

In conclusion, the analysis indicates that organisational justice is not merely an administrative concern but a vital component in fostering a healthy organisational culture that mitigates tensions and conflicts while enhancing cooperation and productivity. By emphasising the promotion of justice in all facets of organisational management, entities can get a more stable and efficient work environment, raising overall performance and augmenting employee happiness.

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