



The Influence of Organizational Justice and Positive Organizational Behavior: Systematic Review and Call for Future Research

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Abstract

This paper aims to focus on research configuration and to create a conceptual framework on the influence of salience of organizational justice (OJ) dimension and salience of positive organizational behavior (POB) based on 5.530 articles from the Digital library. The method used in this study is a systematic review covering OJ and POB publications from the 2011 up to 2019. This is the first paper to jointly analyze the influence of OJ and POB using systematic review method, which may enrich academic discussion. Findings: Distributive and procedural justice has the most weighted of evidence in influencing the salience of positive organizational behavior, followed by interpersonal and informational justice. While the highest sequences of salient outcome include organizational commitment, OCB, job satisfaction, organizational trust, job performance, and pay satisfaction. Interpersonal justice does not affect pay satisfaction, and informational justice only has salient outcome towards OCB, job performance, and pay satisfaction.

Keywords: Distributive justice; Procedural justice; Interpersonal justice; Informational justice; Systematic review; Positive organizational behavior.



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1. Introduction

Pan *et al.* (2018) and Saifi and Shahzad (2017) state that organizational justice (OJ) becomes a key factor of many other outcomes of positive organizational behavior (POB), and has an important role in explaining outcomes (Palupi and Tjahjono, 2016; Tjahjono, 2011), which also provides contribution in the process of organizational improvement (Mustafa *et al.*, 2018). Swalhi *et al.* (2017), add that organizational justice plays role as a factor affecting employees' behavior and job performance reflected in company success. However, several studies indicate that organizational justice dimensions and their variations are quite high. The outcomes also vary each other both with personal and with organizational outcome (Akram *et al.*, 2017; Demir *et al.*, 2017; Karam *et al.*, 2019; Pan *et al.*, 2018; Swalhi *et al.*, 2017; Zoghbi *et al.*, 2017). It is like entering the wilderness of science and hesitantly determining the right steps, particularly for practitioners who will find it difficult to determine appropriate business strategies. It had never been investigated yet which leads to answer the question of: "How is the influence of salience of organizational justice dimension and salience of positive organizational behavior?"

In the current study of organizational justice (OJ) conducted by Karam *et al.* (2019), Rupp *et al.* (2014), Colquitt *et al.* (2013) they argue the integrative studies to connect and interpret evidence from primary research to enlarge the research by considering larger outcome series with various configuration with the consideration of alternative method. One of the most appropriate ways is by conducting Systematic Review on some research findings (Cooper, 2016) as important sources of the summary of evidence in certain topics (Briner *et al.*, 2009; Garg *et al.*, 2008), and by configuring and enlarging areas of empirical studies which have not been mapped yet for further researches (Kitchenham, 2004).

The objective of this study is to review organizational justice (OJ) and positive organizational behavior (POB) (both personal and organizational) to find out various configuration, particularly those belong to salience of OJ dimension and the outcomes are article sources from the Digital library ScienceDirect, Proquest, EBSCOhost, JSTOR, Springer publications from the 2011 through 2019 which may enrich academic discussion and also provide some clarity to the conceptualization of these two fields. In Part 2, this paper presents short review about organizational justice and positive organizational behavior. In Part 3, this paper explains the method used in this study. In Part 4, this paper presents the findings of this study and in Part 6, this paper presents conclusion, implication, future research, and limitations.

2. Theoretical Background

According to Aristotle, the idea of distributive justice involves the allocation of benefits and expenses that are “fair” among people or groups in society. In Greek, “fair” is the same as “isos” which means “equal”, and Aristotle recognizes that justice and fairness are only a similarity while equality is a proportionality or “Equity”. According to Aristotle’s principle about equity distribution, benefits and expenses can be considered equitably distributed if the ratio of people and shares is the same (Powell, 2004). In the middle of 1960s to 2004, a number of modern social scientists have adopted Aristotle’s social justice model and formulated it into a special proposition that is recently known as Equity theory. Equity theory is a fair relationship between two sides (people, groups, states, aligned power, etc.) (Powell, 2004).

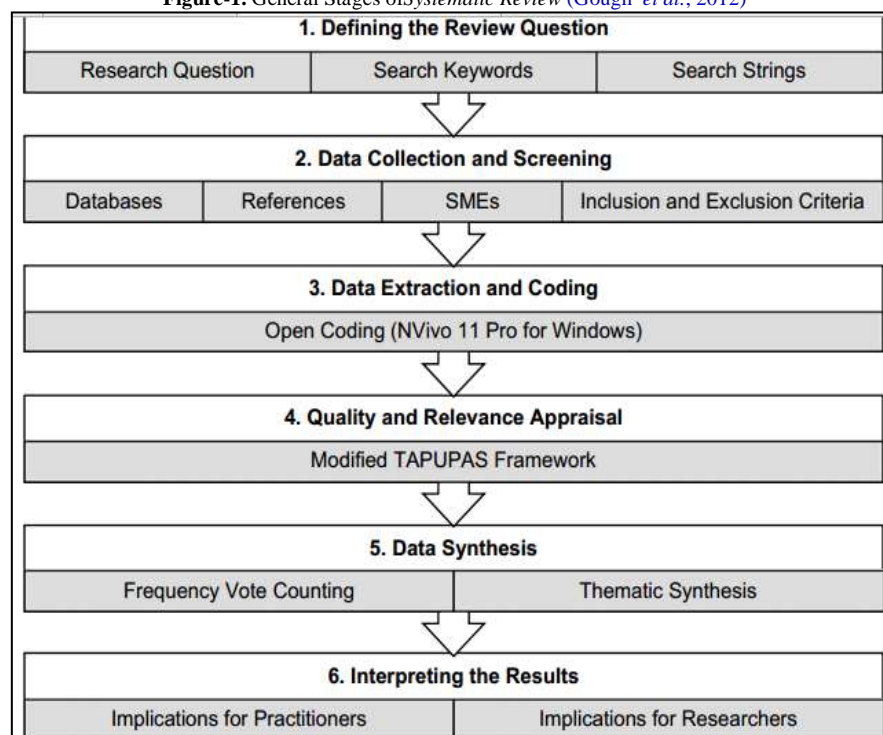
Distributive justice is the perceived fairness of the outcomes received by employees (Adams, 1965; Folger, 1987). Outcomes that are including payment, promotion, status, job performance evaluation, and years of service will have big impacts on job satisfaction, quality of work life (QWL), and organizational effectiveness (Alexander and Ruderman, 1987). Procedural justice is an individual perception about fairness of certain procedures of social system that regulates the allocation of resources (Leventhal et al., 2017). According to Folger (1987) procedural justice refers to the perceived fairness of the means used to determine the amount of compensation received by the employees. Interpersonal justice is a fairness showing concern towards employees regarding the distributive results they receive or the treatment received by them with respect which are affected by decision, to show concern for their condition, and may offer apologies and regrets about the negative outcome of the decision made (Greenberg, 1993). Informational justice has nature of communication and clarification provided to employees during the decision making process. Greenberg (1993), states, “high valid information reduce stealing more than low valid information”.

Based on a positive psychological approach, Luthans (2002) defines Positive Organizational Behavior as “the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today’s workplace”. This study is about the application of human and psychological resources that are positively oriented, can be measured, developed, and managed effectively to improve performance in the workplace (Youssef and Luthans, 2007). Bakker and Schaufeli (2008), argue that positive organizational behavior must be relevant to the improvement of performance and employees’ welfare. Pan et al. (2018), define POB as organizational behavior that is beneficial for organization in improving the function and performance of both individuals and organizations.

3. Methodology

Systematic Reviews increasingly used to inform health service decisions including whether certain health service intervention should be used or not and whether it can contribute to saving lives, and to push research ahead (World Health Organization, 2004). This systematic review research design is a library research purposed to explore the influence of organizational justice and positive organizational behavior through several stages, which can be seen in the following Figure 1. (Gough et al., 2012):

Figure-1. General Stages of Systematic Review (Gough et al., 2012)



3.1. Population

Unit of analysis in *The Influence of Organizational Justice and Positive Organizational Behavior* were articles obtained from Digital Library ScienceDirect (1.120 articles), ProQuest (1.373 articles), EBSCOhost (1.385 articles), JSTOR (1.024 articles), dan Springer (627 articles) from January 2011 to March 2019. As long as nine recent years, there are 5.530 articles added by suggestion from Subject Matter Experts (SME) (one article) as research population, which can be seen in the following Figure 2. In his book, “*Research Synthesis and Meta-Analysis a Step by Step Approach*”, Cooper (2016) states that there is no general answer on how many Digital Library that must be used.

The articles in Digital Library were searched using Boolean Operator (AND, OR, NOT or AND NOT). Boolean Operator is used as a conjunction to combine or to exclude keywords in searching, thus it produces results that are more focused and relevant in Digital Library ScienceDirect, ProQuest, EBSCOhost, JSTOR, and Springer. The following were the examples of keywords combination in searching for articles: (“Organizational Justice” OR) AND (“performance” OR...). The following Table 1 explain the keywords possibly used in this study.

Table-1. Keywords for Article Search in Digital library

No	Organizational Justice	Positive Organizational Behavior
1	Organizational Justice	Pay satisfaction
2	Distributive justice	Job satisfaction
3	Procedural Justice	Organizational Citizenship Behavior (OCB)
4	Interactional Justice	Organizational commitment
5	Interpersonal justice	Job performance
6	Informational justice	Organizational trust

Sources: From various studies particularly meta-analysis Viswesvaran and Ones (2002), Fassina et al. (2008), Li and Cropanzano (2009), Colquitt et al. (2013), Rupp et al. (2014), Karam et al. (2019), McFarlin and Sweeney (1992)

3.2. Sample

Due to the large number of articles obtained, this study conducted the determination of the number of samples used in this study through the screening process (inclusion and exclusion). In addition, the procedure of Quality and Relevance appraisal of these 5.530 articles used Preferred Reporting Items for Systematic Reviews and Meta Analyses (PRISMA) developed by Moher, Liberati, Tetzlaff, Altman, and The PRISMA Group Moher et al. (2009).

The inclusion and exclusion criteria in selecting the samples should clearly describe which study design, population, interventions, and results included and excluded in the review (Petticrew and Roberts, 2006), as well as the time period in which the study was conducted, geographical or cultural restrictions (Cooper et al., 2009). Therefore the results of the research selected in Systematic Review are truly studies which only focus on the Influence of Organizational Justice and Positive Organizational Behavior (Rousseau, 2006). The inclusion and exclusion criteria used in this study can be seen in the following Table 2 and 3 which is adopted from the research of Priola (2016).

Table-2. Inclusion Criteria

Criteria	Note
Research article, peer review, Organizational Behavior	To get a comprehensive perspective related to the influence of organizational justice and positive organizational behavior
All Countries	To get a cross-culture perspective related to the relationship between organizational justice and positive organizational behavior
All Industries and Various Sectors	To get a comprehensive perspective from various sectors related to the influence of organizational justice and positive organizational behavior
All publications in January 2011 to March 2019	To get a comprehensive perspective of theoretical and empirical change related to the influence of organizational justice and positive organizational behavior

Sources: From dissertation of Priola (2016), Wharton (2016), Lo (2016), Baqai (2017), and systematic review book by Gough et al. (2012)

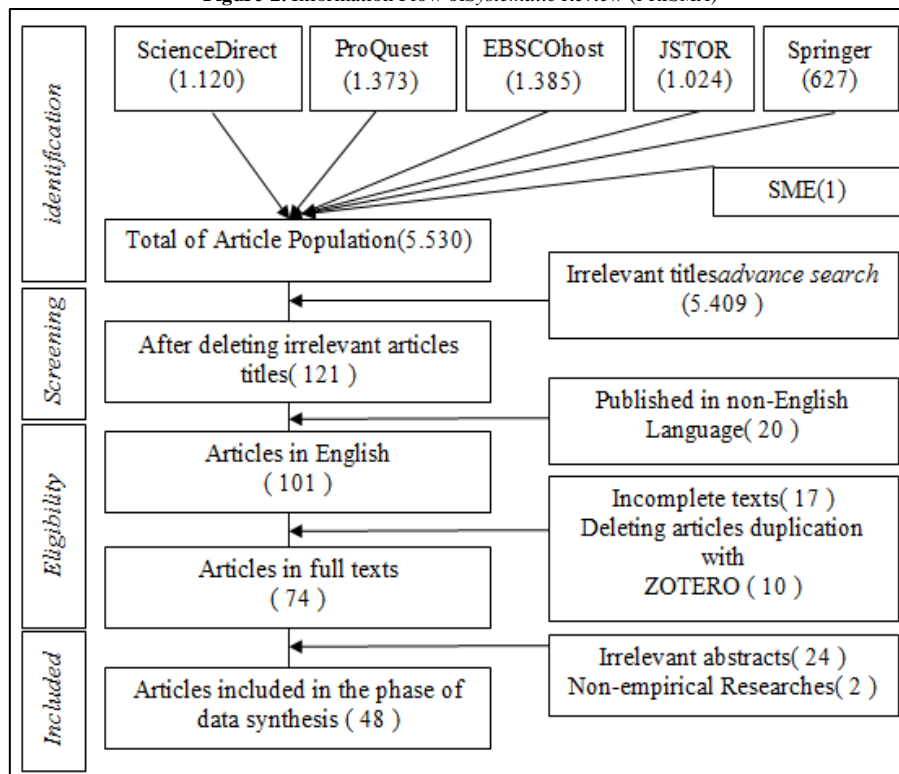
Table-3. Exclusion Criteria

Criteria	Note
Irrelevant titles (advance search)	Using advance search “Select a field: TI Title” will eliminate article titles which have no keywords phrase of “organizational justice” dan “Positive Organizational Behavior”
Published in non-English language	Limitations of understanding language, therefore only international language is used
Incomplete article texts	Limitations of resources in obtaining full texts
Deleting articles duplication	Deleting is to avoid double counting
Irrelevant abstracts	Abstracts of each article do not explore specifically about the relationship between organizational justice and one of six positive organizational behavior
Non-empirical researches	Only articles with empirical researches that are conducted

Source: From dissertation of Priola (2016), Wharton (2016), Lo (2016), Baqai (2017), and systematic review book by Gough et al. (2012).

After conducting inclusion and exclusion process of the articles, this study had obtained as many as 48 research articles to maintain for in-depth data analysis. Figure 2 shows information flow through collection, filtering using graphs adapted from diagram of Preferred Reporting Items for Systematic Reviews and Meta Analyses (PRISMA).

Figure-2. Information Flow of Systematic Review (PRISMA)



The next step was to assess quality and relevance of those 48 articles, which belong to 'Included' using the Nvivo 12 Plus application. To provide an appraisal of the quality and relevance of each article used, this paper applied TAPUPAS Untuk memberikan penilaian kualitas dan relevansi setiap artikel yang dipakai, this paper menerapkan TAPUPAS (Transparency, Accuracy, Purposivity, Utility, Propriety, Accessibility, dan Specificity) developed by Pawson *et al.* (2003). To maintain the quality and relevance, Systematic Review uses only articles with overall high and medium quality and relevance (Priola, 2016). From the results of quality and relevance appraisal, there were only 34 articles considered to have high and medium quality and relevance that would be included in the data synthesis process.

4. Results

4.1. Characteristics of Dataset

The characteristics of 34 articles considered to have high and medium quality and relevance would be extracted starting from the type of research (quantitative or qualitative), Countries of study (20 countries), 15 Industries (manufacturing industry, hospitality, various public and private companies, banking, sports, prison services, construction, IT, Small and Medium Enterprises/SMEs, Defense industry, and marketplaces), the number of samples used, and Journal and Country Rank (SJR) to avoid garbage in and garbage out. Since the studies were conducted in various countries and industries, the data from each of these articles were considered representative to view organizational justice and positive organizational behavior in different parts of the world. The following are the characteristics of the dataset shown in Table 4.

Table 4. Dataset Characteristics

Article	Types of Studi	Countries	Type of Industry	Sample	SJR
Arya <i>et al.</i> (2017)	Quantitative	South Africa	Education	180	Q4
(Biswas and Kapil, 2017)	Quantitative	India	Manufacture and Services	237	Q1
Boateng and Hsieh (2019)	Quantitative	Ghana	Prison Services	169	Q1
Buluc and Gunes (2014)	Quantitative	Turkey	Education	350	Q4
López-Cabarcos <i>et al.</i> (2014)	Quantitative	Portugal	Hotelier	321	Q1
Chen and Jin (2014)	Quantitative	China	Industry	264	Q2
Chen <i>et al.</i> (2015)	Quantitative	Taiwan	Hospital	389	Q1
Cheng (2014)	Quantitative	Taiwan	Manufacture	395	Q4
Chou <i>et al.</i> (2013)	Quantitative	Taiwan	Public and private companies	298	Q1
Demir <i>et al.</i> (2017)	Quantitative	Turkey	Defense Industry	428	Q2
Fatimah <i>et al.</i> (2011)	Quantitative	Malaysia	Education	160	Q3
Firozi <i>et al.</i> (2017)	Quantitative	Iran	Education	162	Q3
Gillet <i>et al.</i> (2013)	Quantitative	French	Hospital	323	Q1
(Jiang <i>et al.</i> , 2015)	Quantitative	China, South Korea and Australia	Education	706 ^b	Q4
Kamani and Namdari (2012)	Quantitative	Iran	Banking	250	Q2
Karakus <i>et al.</i> (2014)	Quantitative	Turkey	Education	306	Q4
Khan <i>et al.</i> (2013)	Quantitative	Pakistan	Education	182	Q1
Kim (2016)	Quantitative	Hongkong	Sports	212	Q1
Lambert and Hogan (2013)	Quantitative	United States	Prison Service	160	Q1
Lee <i>et al.</i> (2015)	Quantitative	South Korea	Hotelier	276	Q1
Lim and Loosemore (2017)	Quantitative	Australia	Construction	135	Q1
Mashi (2017)	Quantitative	Nigeria	Government	130	Q2
Minibas-Poussard <i>et al.</i> (2017)	Quantitative	Turkey	Banking	272	Q2
Moon <i>et al.</i> (2014)	Quantitative	South Korea	Industry	253	Q1
Otto and Mamatoglu (2015)	Quantitative	Germany	IT	218	Q1
Rafael <i>et al.</i> (2017)	Quantitative	Portugal	Education	233	Q4
Shan <i>et al.</i> (2015)	Quantitative	Pakistan	Education	69	Q2
Swalhi <i>et al.</i> (2017)	Quantitative	French	SMEs	343	Q1
Tjahjono and Palupi (2017)	Quantitative	Indonesia	Private Companies	88	DJQF 0.80
Tjahjono <i>et al.</i> (2019)	Quantitative	Indonesia	Education	247	Q3
Tlaiss and Elamin (2015)	Quantitative	Saudi Arabia	Organization	231	Q1
Tziner and Sharoni (2014)	Quantitative	Israel	Marketplaces	120	Q1
Yuan <i>et al.</i> (2016)	Quantitative	China	Industry	354	Q2
Zeinabadi and Salehi (2011)	Quantitative	Iran	Education	783 ^c	H In 39 ^d

^a189 (Pakistan) 189 (Bangladesh), ^b227 (China) 242 (Korea) 237 (Australia), ^c652 (teachers)131 (principals), ^dNot yet assigned quartile

Furthermore, a deeper understanding was carried out by examining the results and conclusions of those 34 articles selected. The results and conclusions from the dataset were obtained by copying and pasting directly from the dataset to show the actual results using standardized coefficient to answer research questions. NVivo 12 Plus Application was used to facilitate in managing data encoded by Node of "Results and Conclusions" to see all the influences of organizational justice and positive organizational behavior both directly and indirectly.

4.2. Standardized Coefficient of Organizational Justice and Positive Organizational Behavior

Correlation analysis is not sufficient to provide insight of the relationship between organizational justice and positive organizational behavior. This paper extracted 34 articles of the various forms of modeling to predict positive

organizational behavior in Microsoft Office Table. The result of predictive models can be seen in Table 5. The definition of interactional justice has similarity with its inheritance, namely interpersonal justice, thus this study conducted reduction to become interpersonal justice.

Table-5. Interpretation of Statistically Significant Predication Models

Independent Variables	Dependent Variables	Stand. Coef.	Sig. level	Sources
Distributive Justice	<i>Pay satisfaction</i>	0.54	0.001	Arya <i>et al.</i> (2017)
	<i>Organizational trust^b</i>	<i>Not Reported</i>	0.01	Biswas and Kapil (2017)
	<i>Job satisfaction</i>	0.78	0.05	Boateng and Hsieh (2019)
	<i>Organizational commitment</i>	0.04	0.05	Boateng and Hsieh (2019)
	<i>Organizational commitment</i>	0.408	0.01	Buluc and Gunes (2014)
	<i>Job satisfaction^a</i>	0.414	0.001	López-Cabarcos <i>et al.</i> (2014)
<i>Job satisfaction^a</i>	<i>Organizational commitment</i>	0.673	0.001	López-Cabarcos <i>et al.</i> (2014)
<i>Job satisfaction^a</i>	<i>Organizational commitment</i>	0.398	0.001	López-Cabarcos <i>et al.</i> (2014)
	<i>POS^a</i>	0.14	0.05	Chen and Jin (2014)
<i>POS^a</i>	OCB	0.07	0.05	Chen and Jin (2014)
<i>POS^a</i>	OCB	0.32	0.01	Chen and Jin (2014)
	<i>LMX^a</i>	0.21	0.05	Chen and Jin (2014)
<i>LMX^a</i>	OCB	0.41	0.01	Chen and Jin (2014)
<i>LMX^a</i>	OCB	0.20	0.05	Chen and Jin (2014)
	<i>Organizational trust^a</i>	0.56	0.01	Chen <i>et al.</i> (2015)
<i>Organizational trust^a</i>	<i>Organizational commitment</i>	0.62	0.01	Chen <i>et al.</i> (2015)
	<i>Organizational commitment</i>	0.31	0.001	Cheng (2014)
	<i>Organizational commitment^a</i>	0.30	0.05	Chou <i>et al.</i> (2013)
<i>Organizational Commitment^a</i>	OCB	0.64	0.05	Chou <i>et al.</i> (2013)
	<i>Job satisfaction</i>	0.066	0.05	Demir <i>et al.</i> (2017)
	<i>Organizational commitment^{ab}</i>	-0.064	0.05	Demir <i>et al.</i> (2017)
<i>Organizational commitment^a</i>	<i>Job satisfaction^b</i>	-0.368	0.05	Demir <i>et al.</i> (2017)
	<i>Job satisfaction</i>	0.243	0.05	Fatimah <i>et al.</i> (2011)
	<i>Organizational trust^b</i>	-0.02	0.05	Jiang <i>et al.</i> (2015)
	<i>Organizational commitment^b</i>	-0.04	0.05	Jiang <i>et al.</i> (2015)
	OCB	0.12	0.01	Kamani and Namdari (2012)
	OCB	0.152	0.05	Kamani and Namdari (2012)
	OCB	0.177	0.01	Kamani and Namdari (2012)
	OCB	0.231	0.01	Kamani and Namdari (2012)
	OCB	0.382	0.01	Kamani and Namdari (2012)
	<i>Organizational commitment</i>	0.45	<i>Not Reported</i>	Karakus <i>et al.</i> (2014)
	<i>Job satisfaction^a</i>	0.37	<i>Not Reported</i>	Karakus <i>et al.</i> (2014)
<i>Job satisfaction^a</i>	<i>Organizational commitment</i>	0.32	<i>Not Reported</i>	Karakus <i>et al.</i> (2014)
	<i>Job satisfaction</i>	0.06	0.06	Khan <i>et al.</i> (2013)
	<i>POS^a</i>	0.203	0.01	Kim (2016)
<i>POS^a</i>	<i>Job satisfaction</i>	0.460	0.01	Kim (2016)
<i>POS^a</i>	<i>Organizational</i>	0.584	0.01	Kim (2016)

	commitment			
	OCB	0.04	0.05	Lambert and Hogan (2013)
	Organizational trust ^a	0.388	0.01	Lee <i>et al.</i> (2015)
Organizational trust ^a	Job performance	0.443	0.01	Lee <i>et al.</i> (2015)
	Job satisfaction	0.164	0.05	Mashi (2017)
	Organizational commitment	0.42	0.01	Moon <i>et al.</i> (2014)
	Organizational commitment	0.11	0.05	Rafael <i>et al.</i> (2017)
	Job performance	0.53	0.001	Shan <i>et al.</i> (2015)
	Organizational commitment ^a	0.16	0.05	Swalhi <i>et al.</i> (2017)
Organizational commitment ^a	Job performance	0.31	0.01	Swalhi <i>et al.</i> (2017)
	Job satisfaction	0.759	0.05	Tjahjono <i>et al.</i> (2019)
	Organizational commitment	0.534	0.05	Tjahjono <i>et al.</i> (2019)
	Organizational commitment ^b	-0.178	Not reported	Tjahjono and Palupi (2017)
	Organizational trust	0.048	0.05	Tlaiss and Elamin (2015)
	OCB	0.44	0.01	Tziner and Sharoni (2014)
	Job satisfaction	0.47	0.01	Yuan <i>et al.</i> (2016)
Procedural Justice	Pay satisfaction	0.19	0.001	Arya <i>et al.</i> (2017)
	Organizational trust ^b	Not Reported	0.01	Biswas and Kapil (2017)
	Job satisfaction	0.79	0.05	Boateng and Hsieh (2019)
	Organizational commitment	0.23	0.05	Boateng and Hsieh (2019)
	Organizational commitment	0.408	0.01	Buluc and Gunes (2014)
	Organizational commitment	0.292	0.05	López-Cabarcos <i>et al.</i> (2014)
	Organizational commitment	0.593	0.001	López-Cabarcos <i>et al.</i> (2014)
	Organizational commitment	0.283	0.05	López-Cabarcos <i>et al.</i> (2014)
	POS ^a	0.36	0.01	Chen and Jin (2014)
POS ^a	OCB	0.07	0.05	Chen and Jin (2014)
POS ^a	OCB	0.32	0.01	Chen and Jin (2014)
	LMX ^a	0.15	0.05	Chen and Jin (2014)
LMX ^a	OCB	0.41	0.01	Chen and Jin (2014)
LMX ^a	OCB	0.20	0.05	Chen and Jin (2014)
	Organizational trust ^a	0.50	0.01	Chen <i>et al.</i> (2015)
Organizational trust ^a	Organizational commitment	0.62	0.01	Chen <i>et al.</i> (2015)
	Organizational commitment	0.30	0.001	Cheng (2014)
	Organizational commitment ^{ab}	-0.073	0.05	Chou <i>et al.</i> (2013)
Organizational commitment ^a	OCB	0.64	0.05	Chou <i>et al.</i> (2013)
	Job satisfaction	0.035	0.05	Demir <i>et al.</i> (2017)
	Organizational commitment ^{ab}	-0.084	0.05	Demir <i>et al.</i> (2017)
Organizational commitment ^a	Job satisfaction ^b	-0.368	0.05	Demir <i>et al.</i> (2017)
	Job satisfaction	0.148	0.05	Fatimah <i>et al.</i> (2011)
	POS ^a	0.48	0.05	Gillet <i>et al.</i> (2013)
POS ^a	Job satisfaction	0.12	0.05	Gillet <i>et al.</i> (2013)
POS ^a	Job performance	0.28	0.05	Gillet <i>et al.</i> (2013)
	Organizational trust ^b	-0.78	0.001	Jiang <i>et al.</i> (2015)

	<i>Organizational commitment^b</i>	-0.47	0.001	Jiang <i>et al.</i> (2015)
	OCB	0.309	0.01	Kamani and Namdari (2012)
	OCB	0.174	0.01	Kamani and Namdari (2012)
	OCB	0.332	0.01	Kamani and Namdari (2012)
	OCB	0.397	0.01	Kamani and Namdari (2012)
	OCB	0.381	0.01	Kamani and Namdari (2012)
	<i>Job satisfaction^a</i>	0.37	<i>Not Reported</i>	Karakus <i>et al.</i> (2014)
<i>Job satisfaction^a</i>	<i>Organizational commitment</i>	0.32	<i>Not Reported</i>	Karakus <i>et al.</i> (2014)
	<i>Job satisfaction</i>	0.19	0.05	Khan <i>et al.</i> (2013)
	OCB	0.23	0.01	Lambert and Hogan (2013)
	<i>Organizational trust^a</i>	0.185	0.01	Lee <i>et al.</i> (2015)
<i>Organizational trust</i>	<i>Job performance</i>	0.175	0.01	Lee <i>et al.</i> (2015)
	<i>Job satisfaction</i>	0.654	0.01	Mashi (2017)
	<i>Organizational commitment^b</i>	-0.18	0.01	Minibas-Poussard <i>et al.</i> (2017)
	<i>Organizational commitment</i>	0.18	0.01	Moon <i>et al.</i> (2014)
	<i>Job performance</i>	0.53	0.001	Shan <i>et al.</i> (2015)
	<i>Organizational commitment^a</i>	0.13	0.05	Swalhi <i>et al.</i> (2017)
<i>Organizational commitment^a</i>	<i>job performance</i>	0.31	0.01	Swalhi <i>et al.</i> (2017)
	<i>job performance</i>	0.13	0.05	Swalhi <i>et al.</i> (2017)
	<i>Job satisfaction</i>	0.161	0.05	Tjahjono <i>et al.</i> (2019)
	<i>Organizational commitment</i>	0.612	0.05	Tjahjono <i>et al.</i> (2019)
	<i>Organizational commitment,</i>	0.263	<i>Not reported</i>	Tjahjono and Palupi (2017)
	<i>Organizational trust</i>	0.244	0.01	Tlaiss and Elamin (2015)
	<i>Organizational trust^a</i>	0.57	0.05	Zeinabadi and Salehi (2011)
<i>Organizational trust^a</i>	OCB	0.13	0.05	Zeinabadi and Salehi (2011)
	<i>Job satisfaction^a</i>	0.30	0.05	Zeinabadi and Salehi (2011)
<i>Job satisfaction^a</i>	OCB	0.03	0.05	Zeinabadi and Salehi (2011)
<i>Job satisfaction^a</i>	<i>Organizational commitment</i>	0.19	0.05	Zeinabadi and Salehi (2011)
	<i>Organizational commitment^a</i>	0.06	0.05	Zeinabadi and Salehi (2011)
<i>Organizational commitment^a</i>	OCB	0.18	0.05	Zeinabadi and Salehi (2011)
Interpersonal Justice	<i>Organizational trust^b</i>	<i>Not Reported</i>	0.01	Biswas and Kapil (2017)
	<i>Job satisfaction^b</i>	-0.17	0.05	Boateng and Hsieh (2019)
	<i>Organizational commitment</i>	0.04	0.05	Boateng and Hsieh (2019)
	<i>Organizational commitment</i>	0.408	0.01	Buluc and Gunes (2014)
	<i>Job satisfaction^a</i>	0.475	0.001	López-Cabarcos <i>et al.</i> (2014)
<i>Job satisfaction^a</i>	<i>Organizational commitment</i>	0.673	0.001	López-Cabarcos <i>et al.</i> (2014)
<i>Job satisfaction^a</i>	<i>Organizational commitment</i>	0.398	0.001	López-Cabarcos <i>et al.</i> (2014)
	<i>Organizational commitment^b</i>	-0.283	0.001	López-Cabarcos <i>et al.</i> (2014)
	<i>Organizational commitment^b</i>	-0.369	0.001	López-Cabarcos <i>et al.</i> (2014)
	<i>POS^a</i>	0.14	0.05	Chen and Jin (2014)

<i>POS^a</i>	OCB	0.07	0.05	Chen and Jin (2014)
<i>POS^a</i>	OCB	0.32	0.01	Chen and Jin (2014)
	<i>LMX^a</i>	0.55	0.01	Chen and Jin (2014)
<i>LMX^a</i>	OCB	0.41	0.01	Chen and Jin (2014)
<i>LMX^a</i>	OCB	0.20	0.05	Chen and Jin (2014)
	<i>Organizational trust^a</i>	0.43	0.01	Chen <i>et al.</i> (2015)
<i>Organizational trust^a</i>	<i>Organizational commitment</i>	0.62	0.01	Chen <i>et al.</i> (2015)
	<i>Organizational commitment</i>	0.36	0.001	Cheng (2014)
	<i>Organizational commitment^a</i>	0.34	0.05	Chou <i>et al.</i> (2013)
<i>Organizational commitment^a</i>	OCB	0.64	0.05	Chou <i>et al.</i> (2013)
	<i>Job satisfaction^b</i>	-0.062	0.05	Demir <i>et al.</i> (2017)
	<i>Organizational commitment^{ab}</i>	-0.065	0.05	Demir <i>et al.</i> (2017)
<i>Organizational commitment^a</i>	<i>Job satisfaction^b</i>	-0.368	0.05	Demir <i>et al.</i> (2017)
	<i>Job satisfaction</i>	0.271	0.05	Fatimah <i>et al.</i> (2011)
	OCB	0.228	0.01	Kamani and Namdari (2012)
	OCB	0.311	0.01	Kamani and Namdari (2012)
	OCB	0.302	0.01	Kamani and Namdari (2012)
	OCB	0.203	0.01	Kamani and Namdari (2012)
	OCB	0.279	0.01	Kamani and Namdari (2012)
	<i>Job satisfaction^a</i>	0.37	Not Reported	Karakus <i>et al.</i> (2014)
<i>Job satisfaction^a</i>	<i>Organizational commitment</i>	0.32	Not Reported	Karakus <i>et al.</i> (2014)
	<i>Organizational trust^a</i>	0.341	0.01	Lee <i>et al.</i> (2015)
<i>Organizational trust^a</i>	Job performance	0.443	0.01	Lee <i>et al.</i> (2015)
	<i>Job satisfaction</i>	0.245	0.05	Mashi (2017)
	<i>Organizational commitment</i>	0.15	0.01	Minibas-Poussard <i>et al.</i> (2017)
	<i>Organizational commitment</i>	0.38	0.01	(Moon <i>et al.</i> , 2014)
	<i>Job performance</i>	0.27	0.05	(Otto and Mamatoglu, 2015)
	<i>Organizational commitment</i>	0.33	0.05	(Rafael <i>et al.</i> , 2017)
	<i>Job performance</i>	0.45	0.001	(Shan <i>et al.</i> , 2015)
	<i>Organizational commitment^a</i>	0.28	0.01	(Swalhi <i>et al.</i> , 2017)
<i>Organizational commitment^a</i>	<i>Job performance</i>	0.31	0.01	(Swalhi <i>et al.</i> , 2017)
	<i>Job performance</i>	0.24	0.01	(Swalhi <i>et al.</i> , 2017)
	<i>Organizational commitment</i>	0.615	Not reported	(Tjahjono and Palupi, 2017)
	<i>Organizational trust</i>	0.044	0.05	(Tlaiss and Elamin, 2015)
Informational Justice	OCB	0.296	0.01	(Kamani and Namdari, 2012)
	OCB	0.239	0.01	(Kamani and Namdari, 2012)
	OCB	0.300	0.01	(Kamani and Namdari, 2012)
	OCB	0.157	0.05	(Kamani and Namdari, 2012)
	OCB	0.230	0.01	(Kamani and Namdari, 2012)
	<i>Organizational trust^{ab}</i>	0.010	0.05	(Lee <i>et al.</i> , 2015)
<i>Organizational trust^a</i>	Job Performance	0.175	0.01	(Lee <i>et al.</i> , 2015)
	Job performance	0.27	0.05	(Otto and Mamatoglu, 2015)

Notes: ^a Mediation Variable ^b deleted variables due to negative influence

To evaluate whether the available evidence is sufficient or not for each direct or indirect influence of the four organizational justice and the six positive organizational behavior described previously to be maintained until the final stage of revising the conceptual framework of this study, it was conducted Weighted of Evidence by asking three questions: (a) how many dataset reveal the relationship between positive influence and positive organizational behavior? (b) how many dataset studies reveal the relationship between negative influence and positive organizational behavior? (c) how many dataset studies conclude that there is no relationship of influence between organizational justice and positive organizational behavior?. The positive influence is indicated by the significant positive regression coefficient (standardized coefficient). The negative relationship are shown by the significant negative regression coefficient (standardized coefficient) (Priola, 2016). The results of *Weighted of evidence* can be seen in Table 6.

Table-6. Appraisal of *Weighted of Evidence* Based on Level of Quality

No	Article (1)	Quality Rate(2)	Organizational Justice (OJ)				Freq. of the use of JO (7) = 3+4+5+6	Weighted of evidence (8) = 7x2
			a (3)	b (4)	c (5)	d (6)		
1	(Arya <i>et al.</i> , 2017)	100%	√	√			2	2
2	(Biswas and Kapil, 2017)	100%	√	√	√	√	4	4
3	(Boateng and Hsieh, 2019)	100%	√	√	√		3	3
4	(Buluc and Gunes, 2014)	100%	√	√	√		3	3
5	(López-Cabarcos <i>et al.</i> , 2014)	100%	√	√	√		3	3
6	(Chen and Jin, 2014)	100%	√	√	√		3	3
7	(Chen <i>et al.</i> , 2015)	100%	√	√	√		3	3
8	(Cheng, 2014)	100%	√	√	√		3	3
9	(Chou <i>et al.</i> , 2013)	80%	√	√	√		3	2,4
10	(Demir <i>et al.</i> , 2017)	100%	√	√	√		3	3
11	(Fatimah <i>et al.</i> , 2011)	80%	√	√	√		3	2,4
12	(Firozi <i>et al.</i> , 2017)	80%	√	√	√	√	4	3,2
13	(Gillet <i>et al.</i> , 2013)	100%		√			1	1
14	(Jiang <i>et al.</i> , 2015)	100%	√	√			2	2
15	(Kamani and Namdari, 2012)	100%	√	√	√	√	4	4
16	(Karakus <i>et al.</i> , 2014)	80%	√	√	√		3	2,4
17	(Khan <i>et al.</i> , 2013)	100%	√	√			2	2
18	(Kim, 2016)	100%	√				1	1
19	(Lambert and Hogan, 2013)	80%	√	√			2	1,6
20	(Lee <i>et al.</i> , 2015)	100%	√	√	√	√	4	4
21	(Lim and Loosemore, 2017)	100%	√	√	√	√	4	4
22	(Mashi, 2017)	100%	√	√	√		3	3
23	(Minibas-Poussard <i>et al.</i> , 2017)	80%		√	√		2	1,6
24	(Moon <i>et al.</i> , 2014)	100%	√	√	√		3	3
25	(Otto and Mamatoglu, 2015)	100%			√	√	2	2
26	(Rafael <i>et al.</i> , 2017)	100%	√		√		2	2
27	(Shan <i>et al.</i> , 2015)	100%	√	√	√		3	3
28	(Swalhi <i>et al.</i> , 2017)	100%	√	√	√		3	3
29	(Tjahjono and Palupi, 2017)	100%	√	√	√		3	3
30	(Tjahjono <i>et al.</i> , 2019)	100%	√	√			2	2
31	(Tlaiss and Elamin, 2015)	100%	√	√	√		3	3
32	(Tziner and Sharoni, 2014)	100%	√				1	1
33	(Yuan <i>et al.</i> , 2016)	80%	√				1	0,8
34	(Zeinabadi and Salehi, 2011)	100%		√			1	1
Means of Quality Rate (9)		95.88%						
Numbers of articles (10)			30	29	24	6		
Weight of evidence = 10 x 9			28,76	27,80	23,01	5,75		

Note: a = distributive justice, b = prosedural justice, c = interpersonal justice, d = informational justice. **Source:** Table 5. Interpretation of Statistically Significant Prediction Models

Table 6 shows the weighted evidence of the dimensions of organizational justice, as well as the contributions of each study in this study. This Weighted of evidence approach reveals interesting findings. First, distributive justice received more support in the dataset than other justice with weighted evidence as 28.76 followed by distributive justice as 27.80 and interpersonal justice as 23.01. Comparatively, the weighted evidence for informational justice was the least as many as 5.75. Regardless of what causes variations in appraisal weights, each dimension of justice received empirical support for at least two dataset studies. Thus, it is considered sufficient for the evidence to maintain everything in the revised conceptual framework of this study.

5. Discussion

5.1. The Influence of Distributive Justice and Positive Organizational Behavior

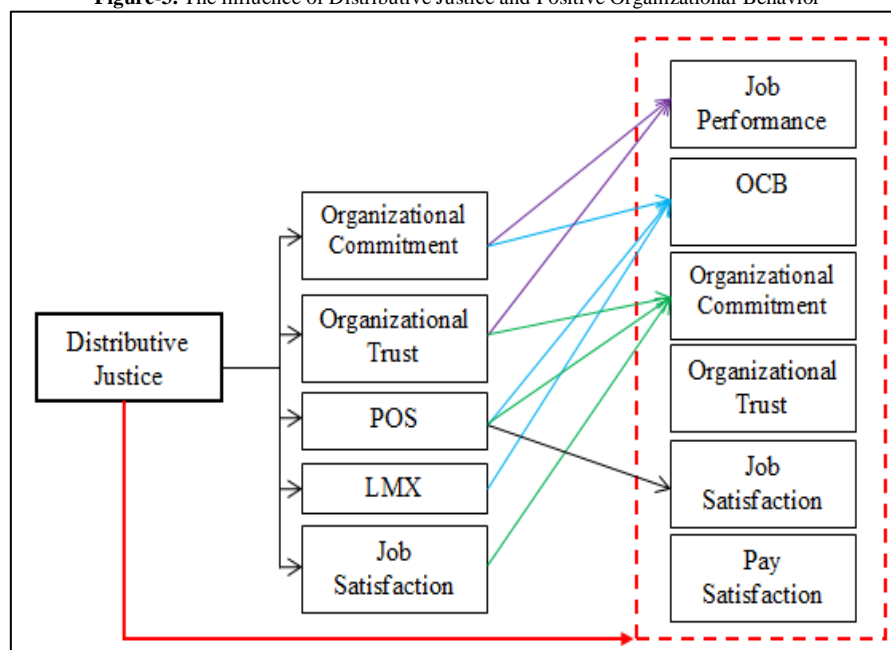
A fairness in allocating resources in the process of distribution (outcome) and reward for individuals in an organization includes; compensation justice, promotion, reward, assignment, evaluation, and punishment are having a positive outcome for individuals or organizations improvement. Types of individual outcome are including: First, there is a satisfaction of payment signed by positive attitude or feeling of the employees towards the amount of their current wages, changes in wage levels, or the payment methods (Arya *et al.*, 2017). Second, there is job satisfaction, with pleasant work environment, and positive assessment of their experience at work and in organizational career (Boateng and Hsieh, 2019; Demir *et al.*, 2017; Fatimah *et al.*, 2011; Karakus *et al.*, 2014; Khan *et al.*, 2013; López-Cabarcos *et al.*, 2014; Mashii, 2017; Tjahjono *et al.*, 2019; Yuan *et al.*, 2016). This relationship of influence can be mediated by POS (Kim, 2016) as the organization's support in providing facilities and infrastructure at work effectively.

Meanwhile, organizational outcome includes: First, the employees would have extra roles at work (OCB), which means that the basic task and function are carried out according to work standards. However, helping others, participating in various activities, sportsmanship, and having good manners, are nothing but for achieving organizational goals. They were not explicitly recognized by the reward system (Kamani and Namdari, 2012; Tziner and Sharoni, 2014). This relationship of influence can be mediated by POS and LMX (Chen and Jin, 2014), and by organizational commitment (Chou *et al.*, 2013) to get support of facilities and infrastructure at work, as well as qualified resource exchange between superiors and subordinates; consistency and strong belief in the organization also have a positive impact for the organization.

The second is organizational trust, in which employees put trust in the organization by working and attaching themselves to the organization, with the individuals or groups' expectation to receive guarantees in the future such as benefits and pensions (Chen *et al.*, 2015; Lee *et al.*, 2015). The third is the contribution of employees' performance results for the organization that have been specified in the job description in meeting the organizational goals. The better the employee's performance, the better it will be for the organization. Thus organization often provide self-development to their employees with the aim of building employee's capacity at work (Shan *et al.*, 2015). This relationship of influence can be mediated by organizational trust (Lee *et al.*, 2015) and by organizational commitment (Swalhi *et al.*, 2017). This means that by putting trust in the organization expecting to get guarantee in the future, as well as committing and maintaining membership in the organization to exert extra and consistent efforts on the organization interests, it has a positive impact for the organization.

Finally is organizational commitment, namely emotional attachment of employees to the organization, in exerting extra and consistent efforts in organization's interests and strong belief to maintain membership in the organization. Conversely if the employees are not committed to the organization which affects employee turnover to occur (Buluc and Gunes, 2014; Chou *et al.*, 2013; Karakus *et al.*, 2014; Moon *et al.*, 2014; Rafael *et al.*, 2017; Swalhi *et al.*, 2017; Tjahjono *et al.*, 2019). This relationship of influence can be mediated by job satisfaction (Karakus *et al.*, 2014; López-Cabarcos *et al.*, 2014), POS (Kim, 2016), and organizational trust (Chen *et al.*, 2015). The fact is that to create an emotional attachment between employees to the organization, in exerting extra and consistent efforts of the organization and strong belief to maintain membership in the organization, the organization is required to provide support, and work experience in a pleasant way to make them feel satisfied with their careers and to make them more engaged and have more trust to the organization. The summary of the relationship between influence of distributive justice and positive organizational behavior, which is statistically significant and has a positive standardized coefficient value (β), can be seen in Figure 3.

Figure-3. The influence of Distributive Justice and Positive Organizational Behavior



5.2. The Influence of Procedural Justice and Positive Organizational Behavior

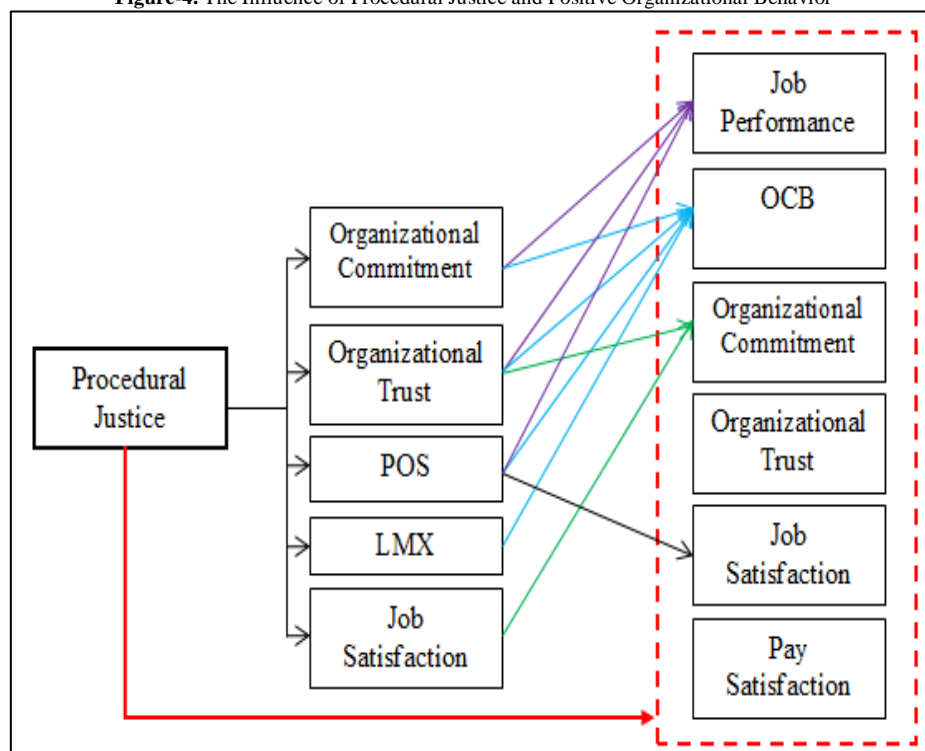
The influence of procedural justice and outcome of positive organizational behavior is first, feeling satisfied with the salary, which is marked by the positive attitude, or feeling of employees on their current wages, when there is a change in the wages level, and the method of employees' payment (Arya *et al.*, 2017). Second, feeling satisfied with their job, with pleasant work environment, positive assessment of their experience at work and in organizational career (Boateng and Hsieh, 2019; Demir *et al.*, 2017; Fatimah *et al.*, 2011; Karakus *et al.*, 2014; Khan *et al.*, 2013; López-Cabarcos *et al.*, 2014; Mashhi, 2017; Tjahjono *et al.*, 2019). This relationship of influence can be mediated by POS (Gillet *et al.*, 2013) as well as support from the organization in providing facilities and infrastructure at work effectively when they face various organizational situations.

Meanwhile the organizational outcome includes first, OCB where the employees will have extra roles at work, meaning that the basic task and function are carried out according to work standard. However, helping others, participating in various activities, sportsmanship, and having good manners, are nothing but for achieving organizational goals, which are not explicitly recognized by system reward (Kamani and Namdari, 2012; Lambert and Hogan, 2013). This relationship of influence can be mediated by POS and LMX (Chen and Jin, 2014), organizational commitment (Chou *et al.*, 2013), and organizational trust (Zeinabadi and Salehi, 2011). This means that support of organization in providing facilities and infrastructure at work, and qualified resources exchange between superiors and subordinates as well as consistency, strong belief, and trust, have positive impacts for the organization.

The second is organizational trust. The employees put trust and attach themselves in the organization with the individuals and groups' expectation to get guarantees in the future such as benefits and pensions (Chen *et al.*, 2015; Lee *et al.*, 2015; Tlaiss and Elamin, 2015; Zeinabadi and Salehi, 2011). The third is the contribution of employees' performance results for the organization that have been specified in the job description in meeting the organizational goals. The better the employee's performance, the better it will be for the organization. Thus organization often provide self-development to their employees with the aim of building employee's capacity at work (Shan *et al.*, 2015; Swalhi *et al.*, 2017). This relationship of influence can be mediated by organizational trust (Lee *et al.*, 2015), organizational commitment (Swalhi *et al.*, 2017), and POS (Gillet *et al.*, 2013). It means that by putting trust and maintaining membership in the organization as well as exerting extra and consistent efforts on the organization's interests, with the hope that individuals and groups in the organization expect to receive guarantee in the future, and to receive support of facilities and infrastructure in performing the job.

Finally is organizational commitment, which is employees' commitment to exert extra and consistent efforts towards the procedures and process determined in order to survive in the organization, since the organization often applies hard approach in managing work system (Boateng and Hsieh, 2019; Buluc and Gunes, 2014; Cheng, 2014; López-Cabarcos *et al.*, 2014; Swalhi *et al.*, 2017; Tjahjono *et al.*, 2019; Zeinabadi and Salehi, 2011). This influence relationship can be mediated by job satisfaction (Karakus *et al.*, 2014; Zeinabadi and Salehi, 2011), and organizational trust (Chen *et al.*, 2015). This means the organization is required to provide pleasant experience at work in order to make them satisfied of their career, and to commit and put their trust on the organization thus it is achieved better positive organizational behavior. The summary of the relationship between influence of procedural justice and positive organizational behavior, which is statistically significant and has a positive standardized coefficient value (β), can be seen in Figure 4.

Figure-4. The Influence of Procedural Justice and Positive Organizational Behavior



5.3. The Influence of Interpersonal Justice and Positive Organizational Behavior

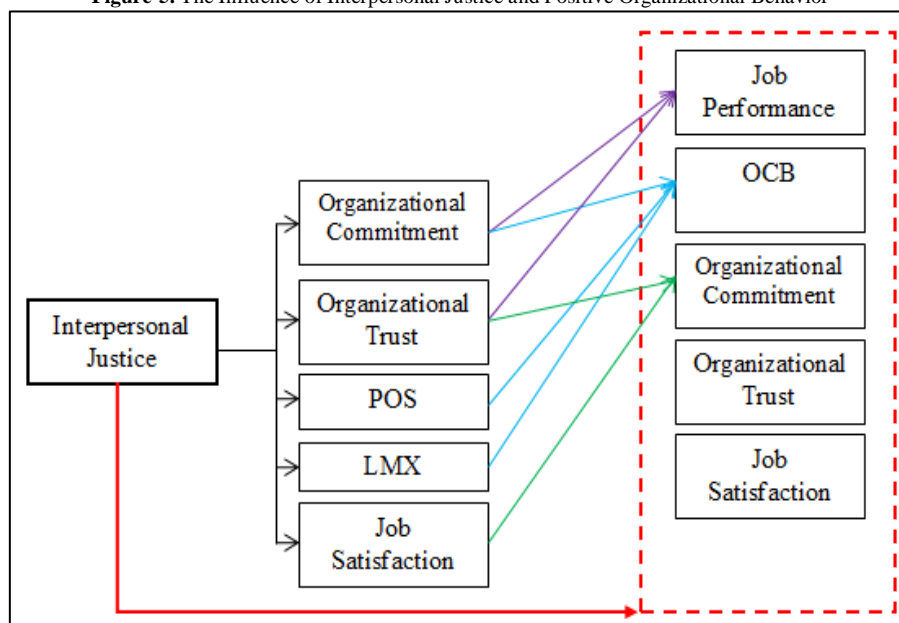
This study explores the influence of interpersonal justice and outcome of positive organizational behavior. The individual outcomes include: feeling satisfied with the job, pleasant work environment, positive assessment of their experience at work and in organizational career (Fatimah *et al.*, 2011; Karakus *et al.*, 2014; López-Cabarcos *et al.*, 2014; Mashi, 2017).

While organizational outcomes include: First, OCB, the employees will have extra roles at work, which means that basic task and function are carried out according to standard at work. However, helping others, participating in various activities, sportsmanship, and having good manners, are nothing but for achieving organizational goals, which are not explicitly recognized by reward system (Chou *et al.*, 2013; Kamani and Namdari, 2012). This relationship of influence can be mediated by POS and LMX (Chen and Jin, 2014), and by organizational commitment (Chou *et al.*, 2013) to receive support of facilities and infrastructure at work, and qualified resource exchange between superiors and subordinates, as well as consistency and strong belief on the organization provides positive impact for the organization.

The second is organizational trust. The employees put trust in the organization by working and attaching themselves in the organization with the individuals and groups' expectation to receive guarantee in the future such as benefits and pensions (Chen *et al.*, 2015; Tlaiss and Elamin, 2015). The third is job performance, in which the contribution of employees' performance results for the organization that has been specified in the job description in meeting the organizational goals. The better the employee's performance, the better it will be for the organization. Thus organization often provide self-development to their employees with the aim of building employee's capacity at work (Otto and Mamatoglu, 2015; Shan *et al.*, 2015; Swalhi *et al.*, 2017). This relationship of influence can be mediated by organizational trust (Lee *et al.*, 2015) and by organizational commitment (Swalhi *et al.*, 2017). It means that by putting trust in the organization with the hope to receive guarantees in the future, and having commitment and maintaining membership in the organization to exert extra and consistent efforts on the organization's interests have positive impacts for the organization.

Finally is the organizational commitment, in which employees' commitment to exert extra and consistent efforts towards the procedures and process determined in order to survive in the organization. Since the organization applies two approaches namely soft approach and hard approach, but hard approach is used much more often in managing work system (Boateng and Hsieh, 2019; Buluc and Gunes, 2014; Cheng, 2014; López-Cabarcos *et al.*, 2014; Swalhi *et al.*, 2017; Tjahjono *et al.*, 2019; Zeinabadi and Salehi, 2011). This relationship of influence can be mediated by job satisfaction (Karakus *et al.*, 2014; López-Cabarcos *et al.*, 2014), and by organizational trust (Chen *et al.*, 2015). It can encourage employees' emotional attachment to the organization, in exerting extra and consistent efforts as well as strong belief to maintain membership in the organization, thus the organization is required to provide experience at pleasant work environment in order to make them satisfied with their career and to make them attached and have more trust to the organization. The summary of the relationship between influence of interpersonal justice and positive organizational behavior, which is statistically significant and has a positive standardized coefficient value (β), can be seen in Figure 5.

Figure-5. The Influence of Interpersonal Justice and Positive Organizational Behavior

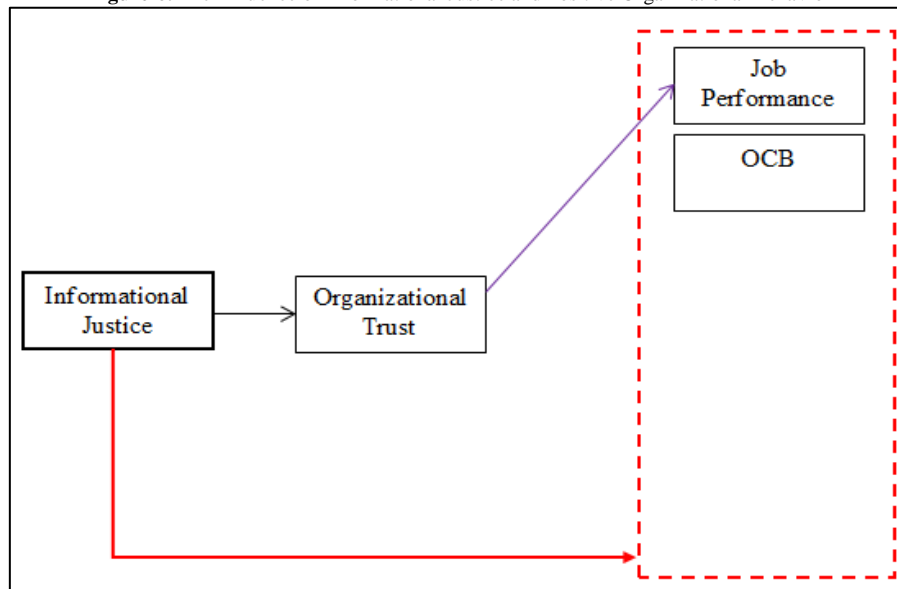


5.4. The Influence of Informational Justice and Positive Organizational Behavior

The influence of informational justice and positive organizational behavior has the least pattern of influence relationship, because there are very few studies published from 2011-2019 concerning informational justice and positive organizational behavior; it may be because the topic of interactional justice is still a common topic to explain interpersonal and informational justice. Thus, there are just few topics focusing on informational justice. A study of informational justice has a direct outcome towards OCB and job performance (Kamani and Namdari, 2012;

Otto and Mamatoglu, 2015). Fairness perceived by a proper, relevant, and honest explanation of the decision why outcome must be distributed by certain procedures can lead the employees to contribute more in their performance results that have been specified in the job description in meeting organizational goals (Otto and Mamatoglu, 2015). They also have extra roles at work (OCB), which means that helping others, participating in various activities, sportsmanship, and having good manners are nothing but for achieving organizational goals, which are not explicitly recognized by reward system (Kamani and Namdari, 2012). One of informational justice outcome that is job performance can be mediated by organizational trust (Lee *et al.*, 2015), which means that by putting trust in the organization with the hope to receive guarantees in the future, it has a positive impact for the organization. The summary of the relationship between influence of informational justice and positive organizational behavior, which is statistically significant and has a positive standardized coefficient value (β), can be seen in Figure 6.

Figure-6. The Influence of Informational Justice and Positive Organizational Behavior



6. Conclusion

The organization is possibly getting weak when management practitioners fail to heed the findings and recommendations of researchers in management field (Brownell, 2003). It is interesting that salience of organizational justice dimensions, particularly distributive justice and procedural justice have the most weighted evidence in influencing the salience of positive organizational behavior, which are followed by interpersonal justice, and finally by informational justice. While the most sequence of salient outcome of positive organizational behavior is organizational commitment outcome, followed by OCB, job satisfaction, organizational trust, performance, and finally salary satisfaction.

Interpersonal justice, especially, does not have any influence towards pay satisfaction, which can be explained by the theory of Two Factor by McFarlin and Sweeney (1992) which states that individuals are more focused and sufficient on the distributive justice to maximize their personal outcomes, since they believe that distributive justice will produce a beneficial distribution. On the other hand, the organization has the capacity of procedures to treat individuals fairly. When individuals perceive that the procedures are fair, they will view the organization positively which affects that all performed by the organization including its distribution is considered fair.

Meanwhile, the most interesting thing is that informational justice has salient outcome only on OCB, performance, and organizational trust. However, according to Mintzberg (1989) in his book entitled: "Mintzberg on management : inside our strange world of organizations" in 1989, he divides types of leadership into three parts, one of which is informational roles which have three roles: First, the role of monitor, disseminator, and spokesperson. However, in empirical studies through systematic review from 2011 to March 2019, informational justice only influences OCB, performance, and organizational trust.

6.1. Implication

6.1.1. Management Practitioners

Science-based Systematic Reviews are published in management studies and the organization is able to develop knowledge to design solutions in every area of the organization (Briner *et al.*, 2009). This research similarly provides a rational basis in selecting configuration of recommendation to create and determine strategic policies, program policies, and operational technical policies, which are needed for improving performance, commitment, organizational trust, and extra roles, as well as for finding out how to increase satisfaction towards current performance and satisfaction towards salary, provided.

6.1.2. Management Research

Related to implications for management research, this systematic review puts new research activities precisely from the large construction of the concept of organizational justice and positive organizational behavior, thus it is no longer trapped in the wilderness of science, and it ensures that “fish do not fly and birds do not swim” in scientific puzzle (Cooper, 2016). The systematic review technique in this study is easier to conduct by understanding the application of ZOTERO (reference management), NVivo (extracting and encoding data), and advance search in each digital library to make it much faster without eliminating the substance of the Preferred Reporting Items for Systematic Reviews and Meta Analyses (PRISMA).

6.2. Future Research

The Systematic Review method used does not allow empirical testing of the influence between four salience of organizational justice dimensions, five mediations, and six personal and organizational outcomes at the same time. When studied together, it is very possible that this influence can cancel each other out, or even have a negative influence. That is why future research should explore whether there is an interaction effect between these relationships in various types of organizations. It also needs to explore the diversity of samples in the industrial revolution 4.0 which has characteristics as partnership or multiple partnership, with the phenomenon of changing production process from labor to machine (automation), the development of business systems, for instances: marketplaces such as Lazada, Shopee, or Gamification interaction methods.

Informational justice has the least consequences or positive organizational behavior outcome than interpersonal justice, distributive justice, and procedural justice. It is only found that it has salient outcome on OCB, performance, and organizational trust, thus this phenomenon becomes important for empirical studies, according to Mintzberg (1989) one of main roles of a leader is informational role.

6.3. Limitations

The process of data gathering started from January 2011-March 2019 in *Digital Library* (ScienceDirect, ProQuest, JSTOR, Springer, EBSCOhost) may skip several studies in the other digital library. The determination of inclusion criteria is the articles published only in English, article texts that are difficult to get, thus it makes skipping other articles, and not paying attention to journal rankings(*Scimago Journal & Country Rank*).

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