# The effect of Organizational Culture on Organizational Justice and Job Performance

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## Abstract

*The purpose of this study is to investigate the relationship between organizational culture (innovation culture, relationship culture, hierarchy culture, task culture) as perceived by organizational members and its impact on organizational justice and job performance. This contributes to providing additional data for the revitalization and development of the organizational system for efficient management and operation measures included in the organization's sustainable management. To this end, the hypothesis established through the traditional process of quantitative research was tested as follows. First, organizational culture showed a positive effect on organizational justice. Second, organizational culture had a positive (+) effect on job performance. Third, organizational justice was significantly analyzed in terms of job performance. In other words, the importance of systematic re-establishment and continuous implementation of organizational culture (innovation culture, relationship culture, hierarchy culture, task culture) and organizational justice consistent with organizational characteristics was emphasized in order to improve job performance, which is the result of organizational competitiveness. In addition, it is the aspect of drawing practical implications for strategic human resource management and human resource development to systematically improve it.*

*Key words*: *organizational culture, organizational justice, job performance, hypothesis, organization*.

## 1. Introduction

Organizations have a multidimensional structure of individuals, groups, and organizations in modern society to ensure adaptability and competitiveness in rapidly changing domestic and international environments. Members of an organization share the organization's intrinsic values (organizational culture, etc.) and seek to maintain homogeneity in attitudes and behavior. In all organizations, attitudes toward acceptance and resistance of various cultural beliefs are important factors that affect the achievement of

individual and organizational goals, such as job performance (1). In other words, in order for organizational members and the organization to efficiently achieve the agreed upon goals, the organizational culture of the new generation must be reestablished. Based on this, organizational members need to improve their job performance by internalizing organizational justice capabilities. Organizational culture is a comprehensive concept that is shared by members of a specific organization as the organization's traditions and atmosphere, as well as values, signals, and behavior patterns (2). Organizational culture acts as an important variable in improving organizational competitiveness. Organizational culture is considered a key factor that ultimately determines the success of management innovation (3). Organizational justice refers to the degree to which organizational members feel that what has occurred within the organization is justice. Organizational members who are highly aware of organizational justice act as an important factor in improving organizational efficiency. This serves as a key factor in improving job performance based on the social exchange process (4). Job performance is an indicator of work and job efficiency as a result of organizational members' efforts to achieve the organization's goals (5). Job performance is a subjective perspective perceived by individual organizational members. This is because job performance can be seen as the perception that an organization develops as a successful organization when the organizational goals are balanced to some extent with the goals of the organization members.

This study seeks to determine the influence relationship between organizational culture, organizational fairness, and organizational performance as perceived by organizational members. Through this, we aim to provide not only additional theoretical basis for improving organizational competitiveness but also practical implications. In addition, the main purpose is to cultivate the efficiency of the organization's system and operation based on organizational culture and organizational justice in order to improve the job performance of organizational members. In other words, based on the empirical results derived from this study, we intend to further promote the improvement of organizational competitiveness and advance efficient management and operation measures. The ultimate purpose of this is to contribute to improving organizational competitiveness by providing additional basic data for advancing the organization's sustainable management.

## 2. Theoretical Background

### 2.1. Relationship between Organizational Culture and Organizational Justice.

Organizational culture is a set of collective values and belief systems shared by organizational members, which constitutes their identity and has a direct and continuous influence on various behaviors (6). Organizational culture serves as a key function in promoting sustainable management activities by readjusting the organization's mission and goals in line with rapid changes in the political, social, and economic environment (7). Organizational culture is the behavioral norms and decision-making method shared by members within an organization and acts as an important factor in achieving organizational and individual goals (8). In addition, organizational fairness is the degree of fairness perceived by organizational members regarding the distribution of the organization and the events that occur during the distribution process (9). Organizational justice emphasizes the justice of interpersonal relationships and information provision that occurs in the distribution process (10). Organizational justice refers to the degree to which organizational members perceive how fairly the various systems and procedures provided by the organization and superiors are implemented in performing their duties (11). Organizational culture refers to the system of thinking and behavior patterns common to members of an organization. The most commonly used classification model for organizational culture is the competing value model. In other words, innovation culture (adhocracy culture) is a type of culture that emphasizes the structural change and internal flexibility of the organization and pays

more attention to the organization's ability to adapt to the external environment it faces. By prioritizing the ability to support the organization's environmental adaptability and growth, values such as acquisition of appropriate resources, creativity and entrepreneurial spirit of organization members are highly considered. Relationship culture (clan culture) is a flexible organization that focuses on strengthening the organization's capabilities along with internal orientation. This is a type of culture that increases participation through trust and teamwork among members, and values values such as loyalty and morale. Hierarchy culture is a type of culture that focuses on internal orientation and maintenance in an organizational structure with an inherent control system and is characterized by control, efficiency, and stability, such as orders, rules, and regulations. Task culture (market culture) is a type of culture that focuses on external orientation and capacity building in an organizational structure with an embedded control system and emphasizes productivity in achieving organizational performance goals and performing tasks.

Meanwhile, major previous studies on the influence relationship between organizational culture and organizational justice are shown as follows. In the impact of a medical institution's organizational culture and organizational justice on effectiveness and innovation, organizational culture showed a positive (+) effect on organizational justice (12). In a study on the impact of organizational culture of members of the restaurant industry on organizational justice and organizational effectiveness, organizational culture showed a positive effect on organizational justice (13). In a study on the relationship between organizational culture and job performance in a Taekwondo organization, organizational culture was analyzed to be statistically significant in organizational justice (14). In the impact of organizational culture and empowering leadership on the innovative behavior of Chinese knowledge workers, organizational culture showed a positive relationship with organizational justice (15). Accordingly, the following hypothesis was established based on previous research results.

**Hypothesis 1. Organizational culture will have a positive (+) effect on organizational justice**.

### 2.2 Relationship between Organizational Culture and Job Performance

Organizational culture serves as a major factor that can improve organizational structure and strategic systems for successful organizational competitiveness and sustainable management activities (16). Organizational culture is a standard for organizational members' work performance attitudes, behaviors, and value judgments (17), and is a 'shared cognitive model' or 'social glue' that binds members of an organization together (18). Effective use of organizational culture can improve organizational performance and provides the information and direction necessary to achieve organizational goals (19).

In addition, the reality is that job performance is more important to whether the organization's goals are achieved than to the individual performance of organizational members. Job performance is the process and degree of decision-making regarding job goals and organizational goals that organizational members seek to achieve through job performance (20). Job performance is the degree to which effectiveness or organizational goals are achieved as a result of the work performed by individuals, groups, and organizations to achieve common goals through their efforts (21). (22) explained it as an individual-level variable as 'one individual did something,' and it is the result of organizational members' efforts to achieve the organization's goals (23).

Meanwhile, previous research on the influence relationship between organizational culture and organizational performance can be expressed as follows. As a company's organizational culture is closer to the culture preferred by employees, job satisfaction and organizational commitment increase (24), so in order to achieve strategic change in the organization to improve performance, organizational change must be

considered from a cultural perspective (25). The higher the intensity with which organizational members perceive the organizational culture, the better they will understand the goals, and a clear goal orientation improves job performance (26). In the impact of organizational culture perceived by airline cabin crew on crew satisfaction and job performance, organizational culture showed a partial effect on job performance (27). In a study on the impact of hotel organizational culture on employees' job satisfaction and job performance, organizational culture was analyzed to be statistically significant on job performance (28). In a study on the impact of cruise ship organizational culture on job stress, job performance, and customer orientation, the organizational culture, hierarchy-oriented culture, showed a positive (+) effect on job performance (29). Accordingly, this study established the following hypothesis regarding the influence relationship between organizational culture and job performance based on the results of previous research.

**Hypothesis 2. Organizational culture will have a positive effect on job performance.**

### 2.3. Relationship between Organizational Justice and Job Performance

Organizational justice can be divided into a dimension that focuses on the organization's performance distribution and a dimension that focuses on the process of performance distribution (30). Organizational justice is the degree of justice perceived by organizational members regarding events that occur during the organization's distribution and distribution process (9). Organizational justice refers to a balanced state in which actions such as compensation within an organization are carried out fairly through appropriate procedures and meet the expectations of the members themselves (31). In addition, job performance is "the result based on a specific job or activity during a specific time, and although it is limited by ability, motivation, and circumstances, the result is the best evaluation standard" (32). Job performance is the behavior or behavior that an individual contributes to an organization (33). Job performance is the result of actions that can be directly related to achieving the organizational vision required of members within an organization. This refers to the level at which members of an organization have achieved the tasks assigned to them (34).

Meanwhile, in previous studies between organizational justice and job performance, organizational justice was found to have a significant positive (+) effect on job performance (35). It appears that the higher the level of organizational justice awareness among organizational members, the higher their job performance (36). In the impact of the leadership type of the sports administration manager on the organizational justice, organizational commitment, and job performance of members, organizational justice showed a positive (+) effect on job performance (37). Accordingly, this study established the following hypothesis based on previous research.

**Hypothesis 3. Organizational justice will have a positive (+) effect on job performance.**

## 3. Research Method

### 3.1. Research Model

This study confirmed the influence of organizational culture as perceived by organizational members on organizational justice and job performance and established a research model as shown in Figure 1.
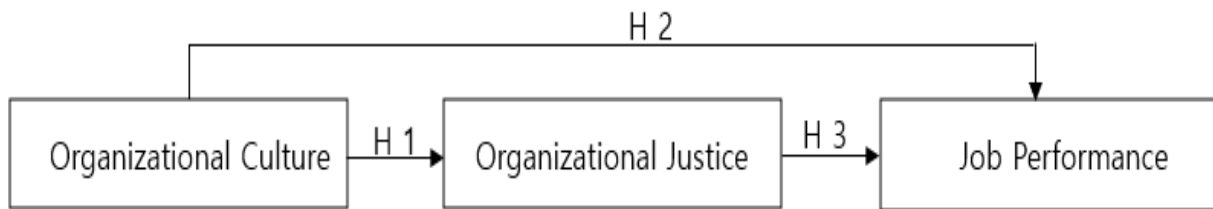
**Figure 1. Research Model**

### 3.2. Analysis Method

This study was analyzed according to each hypothesis using SPSS Version 24.0 for Windows, a statistical program, to confirm the influence relationship between organizational culture, organizational justice, and job performance variables. First, frequency analysis was conducted to confirm demographic characteristics. Second, factor analysis was conducted to test the validity of the main variable measurement items, and the reliability of the measurement tool was judged through reliability analysis. Third, multiple regression analysis and simple regression analysis were used to examine the influence relationship between each variable..

### 3.3. Operational Definition of Variables

In this study, the operational definitions of variables to verify the hypotheses set according to the research model are as follows. First, based on previous research, organizational culture was defined as 'organizational culture refers to a system of thinking patterns and behavioral patterns that are common to members of an organization'. Meanwhile, the questionnaire applied to measure organizational culture was a modified and supplemented organizational culture measurement tool developed by (38) that had been used by (14). Organizational culture was composed of four sub-dimensions: innovation culture, relationship culture, hierarchy culture, and task culture, and a total of 16 questions, 4 each, were measured on a 5-point Likert scale. Second, based on previous research, organizational fairness was defined as 'the fair compensation that organizational members expect for their efforts'. The questionnaire to measure organizational fairness was developed by (39) and others, and the measurement tool used by (40) was modified and supplemented to suit this study, and was comprised of 7 single-variable measurement items like Likert. It is measured on a 5-point scale. Third, job performance was defined as 'the work results ultimately achieved by focusing on the work quality, workload, efficiency, and goal achievement of organizational members' based on previous research. The questionnaire to be used in this study to measure job performance is a single variable measuring 7 questions on a Likert 5-point scale by modifying the items in the questionnaire verified by (14) to suit the study.

## 4. Research Results

### 4.1 Demographic Characteristics

This study surveyed organizational members working in companies from October 17 to November 10, 2024. A total of 187 questionnaires were used in the final analysis, excluding questionnaires that were not returned during the course of this study and 45 questionnaires that were answered insincerely. Looking at the general characteristics of the sample, the gender distribution of respondents was 145 men (77.5%) and 42 women (22.5%). The respondents' ages were distributed as follows: 34 people (18.2%) in their 20s, 47 people (25.1%) in their 30s, 61 people (32.6%) in their 40s, and 45 people (24.1%) in their 50s or older. The

distribution of respondents by educational level was as follows: 29 people (15.5%) had a high school diploma or less, 60 people (32.1%) had a college graduate, 79 people (42.2%) had a college graduate, and 19 people (10.2%) had a graduate school or higher. The respondents' positions were distributed as follows: 33 people employees (17.6%), 45 people assistant managers (24.1%), 75 people managers (40.1%), and 34 people assistant managers or higher (18.2%)..

## 4.2 Validity and Reliability analysis of Measurement tools

In order to achieve the purpose of this study and verify the research hypothesis established according to the research model, the reliability and factor analysis for each variable are as follows. First, to verify the validity of organizational culture, factor analysis and reliability analysis were conducted and four factors were derived. In other words, principal component analysis was performed as a factor extraction method, and the Varimax method, which maintains mutual independence between factors, was used as a rotation method. Cronbach's α values, which indicate internal consistency, were .873 (innovation culture), .878 (relationship culture), .851 (hierarchy culture), and .831 (task culture), indicating that reliability was secured. The KMO, which indicates the suitability of the sample, is .882, indicating that the collected sample is good for factor analysis. Bartlett's test of sphericity, which confirms the presence of correlation between variables, is X²=1676.856, and the significance level is .000, which is appropriate, and the eigenvalue standard value of the factor extraction process was extracted as a factor of 1.0 or more. In addition, the factor loading value of each variable was based on 0.4, which can be said to exist a correlation coefficient between variables and factors, and the total variance explanatory power of the four factors is 81.151%. Second, the analysis results regarding organizational members' perception of organizational justice were derived as one factor. In other words, the Cronbach's α value, which indicates internal consistency, was .848, indicating that reliability was secured. The KMO value indicating the suitability of the sample was .857, the Bartlett's test of sphericity, which checks the presence or absence of correlation between variables, was X²=562.308, and the significance level was .000, indicating the suitability of the sample. In addition, the total variance explanatory power of one factor was 60.213%, which was judged to be good. Third, the analysis results on the job performance of organizational members were derived as one factor. The Cronbach's α value, which indicates internal consistency, was .894, ensuring reliability, the KMO value, which indicates the suitability of the sample, was .887, and Bartlett's test of sphericity was X²=804.896. Additionally, the significance level was .000, indicating the adequacy of the sample. The total variance explanatory power of one factor was found to be 61.399%.

## 4.3 Correlation analysis between Measured variables

The results of an analysis using Pearson's correlation coefficient to examine the correlation between constructs are shown in Table 1. Pearson correlation coefficients ranged from .206 to .621, and all showed a positive relationship, indicating that there was a significant correlation between measurement concepts. In the correlation between variables, the correlation coefficient between organizational fairness and job performance was found to be the highest at .621, and the relationship between relationship culture and hierarchical culture was found to be the next highest at .587. On the other hand, the hierarchical culture and organizational fairness factors were the lowest at .208. Judging from this, it appears that the direction of the relationship between the variables presented in the research hypothesis is mostly consistent.

## Table1. Correlation analysis

| division | innovation culture | relationship culture | hierarchy culture | task culture | organizational justice | job performance |
|---|---|---|---|---|---|---|
| innovation culture | 1 | | | | | |
| relationship culture | .523** | 1 | | | | |
| hierarchy culture | .566** | .587** | 1 | | | |
| task culture | .497** | .434** | .301** | 1 | | |
| organizational justice | .474** | .399** | .208** | .524** | 1 | |
| Job performance | .524** | .507** | .505** | .508** | .621** | 1 |

*p<0.05, **p<0.01, ***p<0.001

### 4.4 Hypothesis test

In order to achieve the purpose of this study, the results of verifying the hypotheses set according to the research model were analyzed as follows. First, the results of analyzing the relationship bet ween organizational culture and organizational justice as perceived by organizational members, which is Hypothesis 1, are shown in Table 2.

## Table 2. Multiple regression analysis of the organizational culture and organizational justice result Correlation analysis

| dependent variable | independent variable | B | S.E | Beta(β) | t | p | VIF |
|---|---|---|---|---|---|---|---|
| Organizational justice | (a constant) | 1.948 | .058 | - | 90.008 | .000 | - |
| | Innovation culture | .471 | .076 | .455 | 6.019 | .000*** | 1.651 |
| | relationship culture | .396 | .075 | .331 | 4.307 | .000*** | 1.707 |
| | hierarchical culture | .304 | .076 | .287 | 3.711 | .000*** | 1.724 |
| | Task culture | .227 | .077 | .198 | 3.195 | .002** | 1.741 |
| R²=.319, Modified R²=.307, Durbin-Watson=2.121, F=30.977, p=.000*** | | | | | | | |

*p<.05, **p<.01, ***p<.001

In other words, the adjusted R2 indicates the goodness of fit of the model, and .307 means that i t explains 30.7% of the variation in self-efficacy, the dependent variable, and the overall significanc e probability was significant at .000. The VIF values for measuring multicollinearity between variabl es were all less than 2, indicating that multicollinearity did not exist. Among the independent variab les, all four factors were statistically significant at the ρ<.01 level. In explaining organizational justi ce, the Beta (β) value had an influence in the following order: innovation culture, relationship cultur e, hierarchy culture, and task culture. Therefore, hypothesis 1, organizational culture, was adopted as it was shown to have a positive influence on organizational justice. In other words, in order to im prove organizational justice, there was a need to re-establish a plan to revitalize organizational cultu re in line with the changing times.

Second, the results of analyzing hypothesis 2, the relationship between organizational culture and job performance, are shown in Table 3. This means that the adjusted R² indicates the goodness of fit of the model, with .292 meaning that 29.2% of the variation in self-efficacy, the dependent variable, is explained, and the overall significance probability was .000, which was analyzed as significant. Multicollinearity between variables (organizational culture and job performance) was measured by VIF values, and all values were less than 2, so multicollinearity was judged to be normal. Among the independent variables, all four factors were statistically significant at the ρ<.01 level. In explaining job performance, the Beta (β) value had an influence in the following order: innovation culture, relationship culture, task culture, and hierarchy culture. Therefore, Hypothesis 2, organizational culture, was adopted as it was shown to have a positive influence on organizational performance. In other words, in order to strengthen job performance, the need to systematically change organizational culture emerged.

**Table 3. Multiple regression analysis of the organizational culture and job performance result**

| dependent variable | independent variable | B | S.E | Beta(β) | t | p | VIF |
|---|---|---|---|---|---|---|---|
| Job performance | (a constant) | 6.443 | .059 | - | 10.311 | .000 | - |
| | Innovation culture | .360 | .076 | .394 | 5.182 | .000*** | 1.651 |
| | relationship culture | .384 | .075 | .298 | 3.703 | .007** | 1.707 |
| | hierarchical culture | .301 | .078 | .199 | 2.057 | .004** | 1.724 |
| | Task culture | .347 | .076 | .227 | 3.466 | .009** | 1.741 |
| R²=.302, Modified R²=.292, Durbin-Watson=2.047, F=29.191, p=.000*** | | | | | | | |

*p<.05, **p<.01, ***p<.001.

Third, the results of analyzing hypothesis 3, the relationship between organizational justice and job performance, are shown in Table 4. In other words, the explanatory power of the regression model was 31.6%, and it was significant with an overall significance probability of .000. The significance probability of organizational justice was .000, which was statistically significant at the VIF=1% level. It was found that as organizational justice increases, job performance improves by .562, which shows that organizational justice is an important factor in job performance. Therefore, hypothesis 3, organizational justice, was adopted as it showed an effect on job performance.

**Table. 4. Simple regression analysis of the job performance and job performance result**

| dependent variable | independent variable | B | S.E | Beta(β) | t | p | VIF |
|---|---|---|---|---|---|---|---|
| Job performance | (a constant) | 3.992 | .058 | - | 32.045 | | - |
| | Organizational justice | .635 | .58 | .562 | 9.737 | .000*** | 1.000 |
| R²=.319, Modified R²=.316, Durbin-Watson=2.121, F=96.861, p=.000*** | | | | | | | |

*p<.05, **p<.01, ***p<.001.

## 5. Conclusion

In order to survive in an era of rapid change and infinite competition, companies must discover and cultivate competitive human resources to strengthen their core competencies and grow into sustainable companies. In particular, companies are becoming increasingly interested in developing and motivating human resources to lead the emerging 4th Industrial Revolution in order to advance sustainable management. In line with the demands of the times, research on organizational culture is being actively conducted in companies, but research that uncovers the structural relationship that links direct influence between organizational culture and performance variables is insufficient. Therefore, this study aims to identify factors of organizational culture and determine the relationship between organizational justice and job performance as perceived by organizational members. The verification results of the research hypothesis established according to the research model are as follows. First, organizational culture consists of four factors: innovation culture, relationship culture, hierarchy culture, and task culture. Organizational justice and job performance were derived as single variables, and the validity of the factor analysis results was secured. Second, Hypothesis 1, the four factors of organizational culture were all found to have a positive (+) effect on organizational justice.

This result supports previous studies (12-15) that suggested a positive relationship between organizational culture and organizational justice. Third, the four sub-factors of organizational culture all showed a significant impact on job performance, so Hypothesis 2 was accepted. This shows results that support previous researchers (24-29) who showed a positive influence between organizational culture and job performance. Fourth, hypothesis 3, organizational justice and job performance, was analyzed and adopted as statistically significant. This was consistent with previous research results (35-37) showing that organizational justice improves job performance. Meanwhile, based on the research results, this study has the following implications for organizational culture, organizational fairness, and job performance. First, it provided additional theoretical concepts regarding organizational culture, organizational fairness, and job performance. Second, additional theoretical implications were provided on the relationship between organizational culture and organizational fairness, which are factors affecting job performance. Third, as organizational culture affects organizational fairness and job performance, a practical need for re-establishing and executing a plan to revitalize a differentiated organizational culture suited to the characteristics of the times was required. Fourth, the importance of organizational fairness was emphasized as job performance improved. Fifth, a plan to enhance organizational culture and organizational fairness was required to improve job performance as a result of the organization's sustainable management activities. To this end, it is important to establish a more practice-oriented system and maintain implementation in terms of organizational revitalization based on strategic human resource management and development that can improve the perception of organizational members. Despite these research results, this study has limitations in generalizing the research results in that it targeted a specific region. Accordingly, it is believed that future research needs to be conducted by applying more diverse variables that affect job performance in various regions and industries.

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