

The Impact of Organizational Justice on the Organizational Behavior of Generation Z Employees: A Systematic Literature Review

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ABSTRACT

The current global workforce transition is dominated by Generation Z, who place a high value on transparency and ethical values in the workplace. This study aims to map the impact of organizational justice on the organizational behavior of Generation Z employees to address the limitations of systematic reviews in recent years. The method used is a Systematic Literature Review (SLR) with the PRISMA protocol through an analysis of 16 empirical articles published between 2021 and 2026. The results of the review indicate that organizational justice is a driver of innovative work behavior, affective commitment, and increased organizational trust. In general, it was found that the dimensions of interpersonal justice and procedural transparency have a greater influence than material compensation for Generation Z. Effective organizational justice has been shown to suppress the phenomenon of quiet quitting and reduce the resignation rate (turnover). These findings provide value for human resource management in designing fair and transparent policies to increase employee engagement and long-term organizational stability.

Keyword : Organizational Justice, Generation Z, Organizational Behavior, Systematic Literature Review.

INTRODUCTION

The current global workforce transition is dominated by Generation Z, who prioritize transparency and ethical values, thus requiring organizations to re-evaluate organizational justice as an element of industrial relations. Organizational justice, encompassing distributive, procedural, and interpersonal dimensions, is a key determinant of the stability of employment relationships and the psychological safety of young employees (Aggarwal & Mittal, 2021). Problems arise from the gap between expectations of justice and the reality of management, which often triggers the phenomenon of quiet quitting and turnover (Margaretha & Panggabean, 2025). Therefore, this study maps the impact of organizational justice on the organizational behavior of Generation Z to address the limitations of systematic reviews in recent years.

This study applies the Systematic Literature Review (SLR) method with the PRISMA protocol through an analysis of 16 empirical articles published between 2021 and 2026. The main focus of the study is to identify concepts, synthesize influences, and analyze patterns of findings regarding organizational justice in Generation Z. The results of the review indicate that organizational justice is a driver of innovative work behavior and affective commitment. It can be proven that interpersonal justice and procedural transparency have a relationship to

the level of trust compared to material compensation (Prawira, Y et al., 2026). These results have an impact on HR management in designing fairer policies to increase employee engagement and long-term organizational stability.

LITERATURE REVIEW

The method used in this study is the Systematic Literature Review (SLR) method by following the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) protocol chosen to systematically and transparently identify, evaluate, and integrate empirical findings regarding the impact of organizational justice on the behavior of Generation Z employees. PRISMA is an evidence-based minimum guideline that aims to help authors report various systematic reviews and meta-analyses that evaluate benefits by emphasizing strategies so that authors can ensure transparent and comprehensive reporting of this type of research (Simamora et al., 2024).

A relevant literature search was conducted using Boolean operators with keywords (“organizational justice” OR “organizational justice” AND (“generation z” OR “gen z”) AND (“organizational behavior” OR “ethical behavior” OR “OCB” OR “work engagement” OR “turnover intention”) in the Scopus and ScienceDirect databases, as well as Google Scholar as supplementary data. The search (identification) stage was conducted from February 26, 2026, to March 1, 2026, resulting in a total of (n = 491) articles from three main databases, namely Scopus (n = 279), ScienceDirect (n = 112), and Google Scholar (n = 100). Before all articles went through the filtering stage, (n = 10) articles were removed due to data duplication identified manually (n = 1) and identified by Covidence (n = 9).

To ensure the relevance of the articles reviewed during the screening stage, the following inclusion criteria were established: (1) The article is an empirical study with primary data that has gone through a peer-review process; (2) The main focus of the research is organizational justice and its influence on organizational behavior; (3) The research subjects are Generation Z employees; (4) The article was published between 2021 and 2026 in Indonesian or English; (5) The article is in Indonesian or English. Meanwhile, the exclusion criteria include: (1) Non-empirical articles such as literature review articles; (2) Studies that do not include Generation Z as the main sample; and (3) Articles that are not available in full-text format.

A total of (n = 481) articles underwent a screening stage, which resulted in the exclusion of (n = 429) articles due to not meeting the inclusion criteria. Next, an eligibility assessment was conducted on (n = 52) full-text articles. In this stage, a total of (n = 36) articles were excluded due to irrelevant results (n = 19), inappropriate subject populations (n = 16), and administrative errors (n = 1). The final selection process resulted in (n = 16) articles meeting the criteria for further in-depth analysis. To map the results of this study, a mapping analysis procedure based on the PRISMA provisions was used, as shown in Figure 1. Prisma Diagram

METHODS

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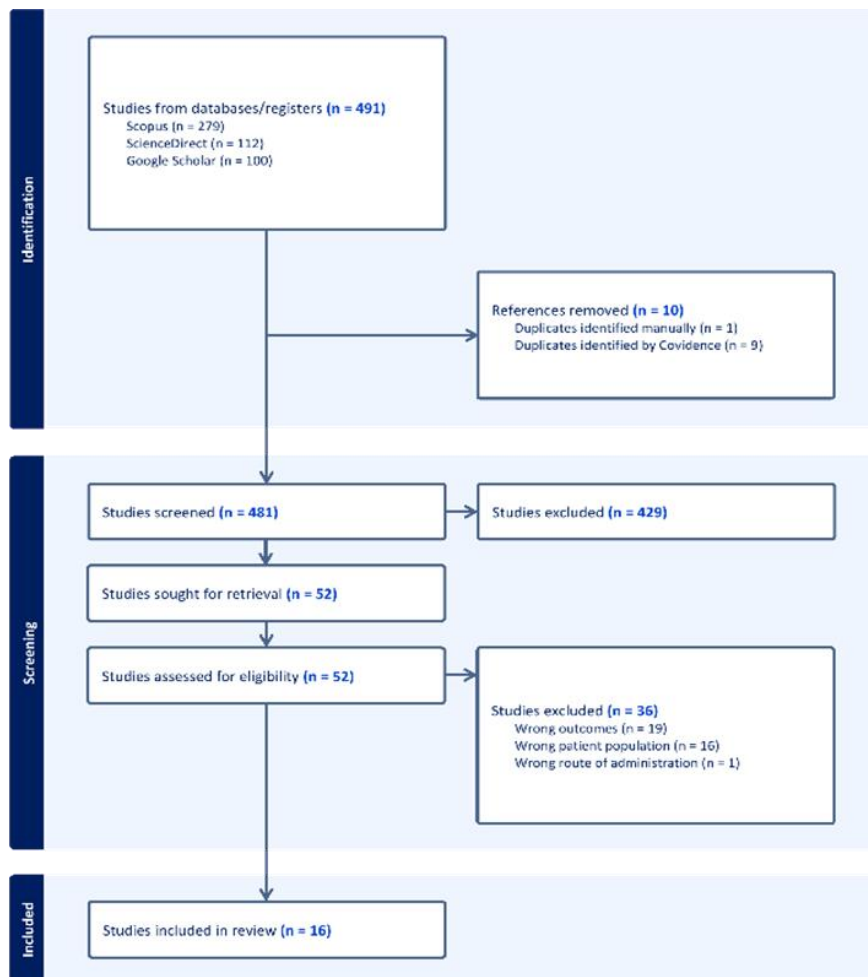


Figure 1. Prisma Diagram

RESULTS

Based on the results of the article selection, a data extraction process was carried out from each study, including the author, year of research, research title, influence on organizational behavior, theoretical contribution and research result patterns, which are shown in Table 1.

Table 1. Literature Analysis

No	Author & Year. Article Title	Influence on Organizational Behavior	Contribution of Theory	Results Pattern
1.	(Ohana et al., 2023). Coworkers' Interpersonal Justice And Team Citizenship Behaviors : Meditation Of Social Exchange And Identity And Moderation Of Extraversion	Improving team citizenship behaviors through team identity.	Interactional justice by expanding the focus on relationships between coworkers (horizontal).	Consistency: Supports the theory that respectful treatment triggers positive behavior.
2.	(Qi et al., 2023). Does justice matter in voice? Inclusive leadership and	Strengthening the influence of inclusive leadership on employee voice (voice behavior).	Leadership that positions justice as the main requirement for	Consistent: In line with the function of justice as a reinforcement of the

- employee voice: the moderating role of organizational justice perception
- employees to dare culture of speech. to speak up.
3. (Alviyani & Etikariena, 2025). Apakah Keadilan Organisasi Berperan dalam Menampilkan Perilaku Kerja Inovatif pada Karyawan Gen Z? Positive influence on the innovative work behavior of Generation Z. Innovation, proving justice as a prerequisite for the emergence of creative ideas in young people. Consistency: Fairness directly drives creativity.
 4. (Ilhamsyah & Hayati, 2026). Employee Engagement and Organizational Trust Among Millennial and Generation Z Employees: The Mediating Role of Psychological Well-Being and Perception of Transformational Leadership In The Formal Sector In Indonesia. Influencing organizational trust through psychological well-being. Trust by linking it to aspects of transparency and empathy. Consistency: System transparency builds employee trust.
 5. (Moon et al., 2024). Examining the Effect of Organizational Justice on Turnover Intention and the Moderating Role of Generational Differences: Evidence from Korean Public Employees. Lower turnover intentions; Generation Z is more sensitive to procedural justice. There are differences in sensitivity between generations, where Generation Z is more focused on the "process" than other generations. Different : Shows specific characteristics of Generation Z that are not found in generations X/Y.
 6. (Aggarwal & Mittal, 2021). Modeling the Effect of Organizational Justice on Employee's Well-Being, Organizational Citizenship Behavior and Turnover Intentions through Employee Engagement. Improve employee well-being and engagement. Psychological well-being as the main foundation of employee loyalty. Consistent: Consistent with the basic theories of justice and work engagement.
 7. (Kim, 2025). Organizational Justice and Performance in Distribution. Increase job satisfaction, commitment, and performance. Distributive justice (outcomes) across generations as a determinant of Consistency: Fair distribution of workload and rewards improves

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|-----|---|--|--|--|
| | Perspectives : Job Satisfaction, Commitment, and Empowerment among Millennials and Gen Z | | performance. | performance. |
| 8. | (Khan et al., 2023). Role of Organizational Justice in Linking Leadership Styles and Academics' Performance in Higher Education | Mediating the relationship between leadership style and academic performance. | Transformational leadership through the mediating role of organizational justice. | Consistency: Proving fairness as a bridge to leadership effectiveness |
| 9. | (Daewoong, 2023). The Effect of Organizational Justice, Career Development and Work-life Balance on Turnover Intention and Job Satisfaction of Z Generation Employees in the Banking Industry | Increase job satisfaction and reduce turnover intentions. | Employee retention by combining fairness and work-life balance. | Consistent: A stable and fair work environment keeps employees happy. |
| 10. | (Margaretha & Panggabean, 2025). The Impact of Job Satisfaction on Quiet Quitting with Organizational Justice as a Mediator among Generation Z Employees | Reducing the phenomenon of quiet quitting in Generation Z. | Positioning justice as a direct solution to address the trend of quiet quitting. | Consistency: A sense of fairness prevents employees from performing mediocre work. |
| 11. | (Pitaloka & Rahman, 2024). The Impact of Organizational Justice, Employee Engagement, and Work Life Balance on Employee Turnover Intention Generation Y at PT XYZ | Negative influence on turnover intention. | Equality of treatment as the main shield against the tide of resignations | Consistency: Confirming fairness as a strong predictor of retention. |
| 12. | (Eng & Kohsuwan, 2025). The Influence of DEI and Organizational Justice on Employee Engagement: A Comparative Study between Gen Y and Z | Influencing employee engagement. There are differences in expectations of inclusivity between Gen Y and Gen Z. | Integrating organizational justice with diversity and inclusion values as the new standard for Generation Z. | Different (Generational): Highlighting the shift towards more inclusive work values in Generation Z. |

13.	(Dahri et al., 2022). The Influence of Organizational Justice and Negative Emotions on Counterproductive Work Behavior Among Generation Z Employees in Mamuju District	Fairness does not significantly suppress bad behavior if emotions are unstable.	Criticizes that a fair organizational system is ineffective without good individual emotional regulation.	Different: Discovering the limits of justice theory in the context of emotional psychology.
14.	(Prawira, Y et al., 2026). The Role of Perceived Organizational Support and Interpersonal Justice in Shaping Affective Commitment Among Gen-Z Employees: The Mediating Effect of Intrinsic Motivation	Increasing affective commitment through intrinsic motivation.	The internal motivation that dignified treatment is stronger than money for Generation Z.	Consistency: Humane treatment builds strong emotional bonds.
15.	(Hardi & Aryana Satrya, 2025). Work Meaning and Justice in Gen Z: The Mediating Role of Engagement in Turnover Intention	Reducing turnover intentions through the mediation of work engagement.	That meaningful work still requires fairness so as not to trigger the desire to leave.	Consistent: Explaining the complex mechanism between the meaning of work and justice.
16.	(Koç & İlic, 2024). The Relationship Between Organizational <i>Justice and Burnout in Generations X & Y</i>	Injustice is strongly correlated with high levels of burnout.	Mental health by linking systemic injustice as a trigger for chronic stress.	Consistency: Lack of fairness leads to physical and mental exhaustion.

Based on data extraction from 16 selected articles, it was found that the way a company implements fairness significantly determines the work behavior of Generation Z employees. When a company is able to implement procedural and distributive fairness well, it becomes an incentive for young employees to generate creative ideas and dare to innovate in the workplace. Furthermore, polite and respectful treatment among coworkers can strengthen team identity, so that employees are more motivated to help each other for the benefit of the organization (Ohana et al., 2023). Therefore, the implementation of fairness is effective in suppressing employee desire to leave the company and reducing the phenomenon of quiet quitting (Margaretha & Panggabean, 2025).

One interesting finding is that Generation Z has been found to be more sensitive to transparency in decision-making processes, such as promotions or evaluations, compared to previous generations (Moon et al., 2024). Inequity in these processes can lead to feelings of disloyalty and a desire to resign. However, even fair organizational policies can sometimes fail to curb negative behavior if employees have low emotional management skills (Dahri et al., 2022). Therefore, companies are advised to combine fair rules with emotional intelligence training to control negative employee behavior.

DISCUSSION

Research confirms that organizational justice is a key pillar in building trust and commitment among Generation Z employees toward their company. For this generation, humane treatment and honesty in all work policies are more influential in building loyalty than simply providing bonuses or material rewards. By creating a fair environment, companies indirectly protect employees' mental health, preventing them from experiencing severe stress or burnout (Koç & İlic, 2024). Managerially, it is crucial for leaders to prioritize honest communication and develop emotional intelligence to ensure Generation Z feels valued and retains them long-term.

CONCLUSION

Overall, organizational justice has a very positive impact on increasing innovation, happiness, and a sense of belonging in the workplace among Generation Z employees. This sense of fairness serves as a key defense for companies in reducing resignation rates and preventing a minimalist work culture. Because Generation Z values transparent systems and a respectful work culture more than mere material rewards, companies should focus on honest human resource policies. Future research is strongly recommended to further explore how employees manage their emotions to maximize the effectiveness of justice systems within organizations.

LIMITATIONS

The authors acknowledge that this study has limitations. The limitation to empirical articles from 2021–2026 potentially misses the evolution of Generation Z's work values post-pandemic, thus affecting the completeness of mapping long-term trends. Furthermore, the inclusion of only Indonesian/English-language literature from Scopus, ScienceDirect, and Google Scholar introduces a geographical-cultural bias, which limits the generalizability of the findings to non-Western organizational contexts or other developing countries. Furthermore, despite identifying emotion regulation as a moderator, the thematic analysis failed to examine the specific interactions between justice dimensions and individual personality, thus limiting the depth of causal mechanisms. To address this, suggestions for future research include expanding the timeframe and language, incorporating regional databases such as Garuda or Dimensions, and using a mixed-methods approach to causality testing for psychological variable interactions. These limitations suggest caution in generalizing the findings to highly specific organizational contexts.

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