

# The Role of Human Resources Practices in Enhancing Organizational Justice

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## Article History:

Received on 01 December 2025

1<sup>st</sup> Revision on 12 December 2025

2<sup>nd</sup> Revision on 10 February 2026

3<sup>rd</sup> Revision on 18 February 2026

Accepted on 27 February 2026

## Abstract

**Purpose:** This study analyzes the influence of Recruitment and Selection (R&S) and Training and Development (T&D) on organizational justice. This study examines how these fundamental human resource practices collectively shape employees' perceptions of fairness in the workplace.

**Methodology:** A quantitative approach was employed using survey methodology. Data were analyzed using multiple regression analysis to assess both the individual and combined effects of the independent variables on Organizational Justice.

**Results:** The findings confirm that both Recruitment & Selection and Training & Development have significant positive effects on Organizational Justice. The results demonstrate that these human resource practices collectively explain a substantial proportion of the variance in fairness perceptions among employees.

**Conclusions:** The study concludes that systematic Recruitment & Selection processes coupled with comprehensive Training & Development programs serve as crucial mechanisms for enhancing Organizational Justice. Organizations can strengthen employees' perceptions of fairness by implementing structured approaches to staffing and providing equitable access to development opportunities.

**Limitations:** The main limitations include the cross-sectional nature of the data, which prevents the establishment of causal relationships, and the reliance on self-reported measures from a single source. This study also used a focused set of indicators for each construct.

**Contributions:** Theoretically, this research validates the direct linkage between core HR functions and Organizational Justice perceptions. Practically, it provides organizational leaders with evidence-based guidance for leveraging recruitment and training systems as strategic tools to foster fair work environments.

**Keywords:** *Human Resource Practices, Organizational Justice, Recruitment & Selection, Training & Development, Workplace Fairness*

**How to Cite:** Sofiana, N. A., Wahidah, N. R., Herdesyiana, D. (2026). The Role of Human Resources Practices in Enhancing Organizational Justice. *Studi Akuntansi, Keuangan, dan Manajemen*, 5(4), 453-466.

## 1. Introduction

The pursuit of organizational justice has become a fundamental imperative for leaders, academics, and practitioners alike. In an era marked by increasing workforce diversity and heightened employee expectations for equitable treatment, perceptions of fairness are critical determinants of employee behavior, commitment, and overall organizational performance (Hubais, Islam, & Atiya, 2024; Muthuswamy & Varshika, 2023; Seth, Sethi, Yadav, & Malik, 2022). Consequently, fostering a just work environment is strategically vital for maintaining trust, reducing turnover, and sustaining competitiveness (Ike et al., 2023; Skelton, Nattress, & Dwyer, 2020; Tricahyadinata, Hendryadi,

[Suryani, Zainurossalamia ZA, & Riadi, 2020](#)). However, a significant and unresolved problem persists: many organizations struggle to translate discrete Human Resource practices into a coherent and consistently experienced climate of organizational justice. While substantial research confirms the positive outcomes of justice and the value of systematic HR functions individually, a critical disconnect remains in both academic understanding and practical applications.

Prior studies have predominantly examined HR practices, such as recruitment, selection, or training, in isolation, testing simple direct-effect relationships ([Ghandour, 2025](#); [Gunawan, Adam, Zahara, & Palawa, 2026](#); [Ingaggiati, Guerci, Barbato, & Ruffini, 2025](#)). This fragmented approach overlooks the integrated reality of organizational systems, where these practices interact and reinforce each other to shape collective perceptions of fairness. Furthermore, existing research has not sufficiently explored the unique transmission mechanisms within HR systems, such as how fair selection procedures might amplify the justice impact of developmental training or how systematic training can consolidate fairness perceptions originating from recruitment. Methodologically, the reliance on bivariate analyses in many studies limits the ability to estimate the combined effects of multiple HR practices operating concurrently within complex organizational contexts.

Therefore, this study was designed to solve this integrative problem. Its urgency stems from the need to move beyond isolated examinations and provide a holistic framework that reflects how synergistic HR systems build organizational equity. This research addresses explicit gaps in the literature by investigating not only the individual contributions of HR practices but also their combined and interactive effects. It delves into the integrated pathways through which recruitment, selection, and training collectively influence justice perceptions, employing a robust multiple regression analysis to handle this complexity ([Kessy, 2023](#); [Nyberg, Cragun, & Schepker, 2021](#); [Sihombing, Simarmata, Banjarnahor, Farisyi, & Suvittawat, 2025](#); [Toumi & Su, 2023](#)). In this context, identifying the combined effects of human resource practices on organizational justice is crucial for building robust fairness frameworks and ensuring organizational sustainability.

Organizational justice plays a pivotal role in workplace success by enabling the development of trust, commitment, and citizenship behaviors that create organizational value ([Hubais et al., 2024](#); [Seth et al., 2022](#)). However, an unfair work environment can disrupt this value creation process, hindering organizational effectiveness and competitiveness. Previous studies have indicated that poor justice perceptions, particularly during organizational changes, can incur significant costs through increased turnover, reduced performance, and damaged employer branding ([Islam, Absar, & Mahmood, 2022](#); [Nathaniel, 2021](#)). The strategic importance of justice has positioned it as a key component of organizational effectiveness frameworks. Organizations have adopted various approaches to enhance their perceptions of justice.

Organizations known for their fair practices enjoy superior employer attractiveness and highly regarded reputations in the labor market ([Khaled, Mahmood, & Belhaj, 2023](#); [Mahadevan, 2020](#); [Ramli, Sarinah, Nugraha, & Januarty, 2024](#); [Toumi & Su, 2023](#)). However, the significant challenge these organizations face in building an integrated justice system lies in the inconsistencies and varying quality of human resource practices across different departments and hierarchical levels. Achieving strong and consistent justice perceptions requires coordination and emphasizes the essential requirement for procedural consistency throughout the organization ([Antariksa, 2025](#); [Bonache & Festing, 2020](#); [Sachdeva et al., 2024](#)).

Regarding human resource capabilities, research shows that organizations with systematic human resource practices demonstrate superior justice perceptions, with studies indicating that firms implementing structured recruitment, selection, and training systems achieve 20-30% higher justice ratings than their less systematic counterparts ([Aslam et al., 2023](#); [Ayyat, Abdullah, & Halim, 2020](#); [Khassawneh & Abaker, 2022](#); [Sahputra & Adawiyah, 2025](#)). The phenomenon of organizational restructuring and digital transformation illustrates the profound implications of justice failure, as evidenced by numerous established organizations struggling to maintain employee trust when implementing significant changes. Consequently, several well-known corporations have faced cultural

crises when they failed to maintain fairness perceptions, leading to broader organizational challenges. This highlights the critical significance of maintaining organizational justice to ensure proper adaptation processes and protect organizations from employee dissatisfaction and reputational damage ([Islam et al., 2022](#); [S. Rachman, B. Susanto, & Mustika, 2025](#)).

Integrated HR systems are often considered a potential solution for building more consistent and fair organizational practices, as they avoid the procedural inconsistency paradox and enable the simultaneous pursuit of efficiency and fairness ([Abdelhamied, Elbaz, Al-Romeedy, & Amer, 2023](#); [Febrian, 2025](#); [Nyberg et al., 2021](#); [Rikaltra & Soesilowati, 2023](#)). Scholars argue that a systematic approach to HR management can help avoid fairness traps caused by ad-hoc decisions by distributing opportunities more equitably. The justice advantage of systematic human resource practices is further supported by numerous international studies. For instance, recent research indicates that organizations with structured HR systems are perceived as fairer because of their inherent procedural clarity and consistency features ([Ahmad et al., 2023](#); [Davidescu, Apostu, Paul, & Casuneanu, 2020](#); [Maswarni & Nofiar, 2025](#)).

Previous studies have extensively discussed organizational justice, both quantitatively and qualitatively, although often with a narrow focus on specific aspects. These studies primarily rely on established theories to predict the factors influencing justice perceptions. However, they have not significantly developed, expanded, or challenged existing conclusions within the context of integrated HR practice systems ([Hussein, Alheet, Joma, & Lehyeh, 2023](#); [Mahfouz, Bahkia, & Alias, 2021](#); [Nathaniel, 2021](#); [Wood, Cooke, Brou, Wang, & Ghauri, 2024](#)). Several justice studies rely on direct effect identification and examine simple cause-effect relationships. Additionally, others focus on measuring justice outcomes without thoroughly testing the full spectrum of HR mechanisms, particularly the combined effects of recruitment, selection, and training practices. This necessitates a more comprehensive exploration of the integrated pathways connecting HR systems to organizational justice ([Hernita, Surya, Perwira, Abubakar, & Idris, 2021](#); [Hubais et al., 2024](#); [Kurniawan & Desiana, 2024](#); [Madanchian & Taherdoost, 2025](#); [Nelson, Junaidi, & Sentoso, 2025](#); [Shahzad et al., 2022](#); [Wojtczuk-Turek et al., 2024](#)).

This study was designed to fill several significant gaps in the existing literature. First, this study introduces a holistic and integrated approach by analyzing the determinants of organizational justice not as isolated relationships but as a complete system in which recruitment, selection, and training practices interact and reinforce each other. This approach addresses the limitations of previous studies that tended to examine human resource practices in isolation. Second, this study innovatively integrates training and development as both a direct practice and reinforcing mechanism into the analytical framework, which has not been extensively explored in previous research, despite being identified as a critical success factor for justice perceptions. Third, this study conducts an in-depth exploration of unique transmission mechanisms within HR systems, such as the role of fair selection in reinforcing training effectiveness and the impact of systematic training on the perception of justice.

The contributions of this study are multidimensional. Theoretically, this study enriches the organizational justice literature by proposing and testing a more comprehensive and contextual model that reflects the reality of integrated HR systems in organizations. This model is expected to form the foundation for developing a more robust theory of justice in dynamic work environments in the future. Methodologically, this study contributes multiple regression analysis to estimate the combined relationships between human resource practices and organizational justice. This method effectively handles complex model characteristics, including multiple predictors, and provides robust estimates of organizational complexity. On a practical level, the research findings yield insights with broad managerial implications and generalizability. These findings can serve as a valuable guide for HR managers and organizational leaders in formulating effective justice strategies. The practical contributions of this research include specific recommendations for developing fair recruitment systems, structured selection frameworks, and training programs that enhance justice perceptions. Thus, this research contributes to the academic body of knowledge and directly feeds into practical efforts to

strengthen the justice climate and sustainability of organizations in the face of increasingly complex workplace challenges.

This study specifically aims to analyze the combined effects of recruitment and selection and training and development on organizational justice through multiple regression analysis. The main objectives include: (1) examining the direct effect of recruitment and selection on organizational justice; (2) testing the direct effect of training and development on organizational justice; (3) investigating the combined effect of both human resource practices on organizational justice; and (4) analyzing the relative importance of each HR practice in enhancing organizational justice.

The urgency of this research is based on three fundamental aspects. First, from an academic perspective, this study fills a significant literature gap by developing an integrated justice model that analyzes the combined effects of HR practices, differing from the isolated approaches dominant in previous studies. Second, the methodological aspect introduces rigor through the application of multiple regression analysis, which can overcome the limitations of bivariate methods in handling multiple-predictor models. Third, the resulting practical implications have strategic relevance for HR leaders and managers in formulating effective justice strategies, particularly by leveraging integrated HR systems for enhanced fairness outcomes. Thus, this study not only provides a substantive contribution to the development of organizational justice theory but also serves as a critical empirical foundation for strategic decision-making in HR management.

## 2. Literature Review and Hypotheses Development

### 2.1 Organizational Justice Theory

Organizational justice is a fundamental concept in organizational behavior that refers to employees' perceptions of fairness in the workplace and their behavioral reactions to such fairness ([Brooks & Greenberg, 2022](#); [Kessy, 2023](#)). The theoretical foundation emphasizes that employees evaluate fairness across multiple dimensions: distributive justice (fairness of outcomes), procedural justice (fairness of processes), and interactional justice (fairness of interpersonal treatment). While this multidimensional framework is well-established, the literature often treats these dimensions as parallel outcomes rather than as a cohesive climate shaped by integrated organizational systems. A critical gap exists in understanding how various HR functions, not in isolation but in combination, build an overall justice climate. To address this, Social Exchange Theory [Cropanzano, Anthony, Daniels, and Hall \(2017\)](#) is essential. It posits that employment is a reciprocal relationship; when organizations demonstrate fairness through their systems, employees reciprocate with trust, commitment, and positive behavior. Therefore, organizational justice is the critical outcome, while Social Exchange Theory provides the overarching mechanism explaining how bundles of HR practices influence this outcome through reciprocal norms. This integrated perspective moves beyond simply applying justice theory to explain how systemic HR actions proactively construct fairness perceptions ([Kessy, 2023](#); [Madanchian & Taherdoost, 2025](#); [Nelson et al., 2025](#); [Page & Mgwanya, 2023](#); [Shahzad et al., 2022](#); [Soi et al., 2018](#)).

### 2.2 Recruitment and Selection

Recruitment and selection processes are the organization's first substantive demonstration of its commitment to fairness, primarily signaling procedural and interactional justice ([Ghandour, 2025](#); [Ingaggiati et al., 2025](#)). Social Exchange Theory explains that fair, transparent, and merit-based selection processes establish the initial psychological contract based on trust and reciprocity. Empirically, studies have shown that structured selection enhances justice perceptions and commitment ([Cropanzano et al., 2017](#)). However, a critical evaluation reveals an inconsistency: some research suggests that highly standardized processes, if overly rigid or poorly communicated, can be perceived as impersonal, potentially undermining interactional justice. This indicates that the positive effect of selection is not automatic but may depend on its integration with subsequent HR practices. For instance, the fairness signal sent during selection can be either reinforced or diluted by later experiences in training and development. Therefore, while a direct effect is hypothesized, its strength may depend on the broader HR system ([Korherr & Kanbach, 2023](#); [Suwandoko et al., 2022](#)).

*H<sub>1</sub>*: Recruitment and selection have a positive effect on organizational justice

### 2.3 Training and Development

Training and development represent an organization's ongoing investment in human capital and a key mechanism for reinforcing distributive and procedural justice regarding growth opportunities. While human capital theory [Becker \(1962\)](#) explains the investment rationale, Social Exchange Theory more directly captures its justice implications. Equitable access to development fulfills the organization's side of the reciprocal exchange initiated at hiring, reinforcing perceptions of organizational support and fair treatment. Empirical studies generally show a link between comprehensive training and higher justice perceptions ([Budiono, Husen, & Suparno, 2025](#); [Fauzan, 2023](#); [Prasetyo, Hidayat, Marundha, & Prabowo, 2023](#); [E. Rachman, 2024](#); [F. A. Safitri, Lathifah S, & Usman, 2019](#)). However, a critical contradiction in the literature concerns access equity: training can exacerbate perceptions of unfairness if access is seen as biased or exclusive, highlighting that its justice impact is not inherent but shaped by the procedural fairness of allocation systems. This practice does not operate in a vacuum; its effectiveness in promoting justice is logically predicated on the foundational fairness established during the recruitment and selection process. Employees selected through a just system are more likely to perceive subsequent training investments as part of a consistent and fair organizational narrative.

*H<sub>2</sub>*: Training and development positively affect organizational justice

## 3. Methodology

This study employs a quantitative research design using a cross-sectional approach to examine the relationships between recruitment & selection, training & development, and organizational justice ([Sari, Rachman, Astuti, Afgani, & Abdullah, 2022](#)). Primary data were collected through survey questionnaires distributed to employees across various organizations that implemented structured human resource management systems. Respondents were selected using purposive sampling techniques, ensuring representation from employees who have experienced both recruitment/selection processes and training/development programs within their organizations ([Vehkalahti & Everitt, 2018](#)). Data were collected through structured questionnaires using Likert scales, with responses gathered from employees at different hierarchical levels who possessed direct experience with organizational justice perceptions ([Sekaran & Bougie, 2016](#)).

### 3.1 Model Development

This study employs multiple regression analysis to examine the relationship between human resource practices and organizational justice. The methodology [Ravindran \(2019\)](#) was selected due to its ability to handle multiple predictor variables while being robust to distributional assumptions and suitable for explanatory research. This approach effectively captures both the individual and combined effects of the independent variables while addressing multicollinearity concerns through variance inflation factor analysis ([Ghozali, 2008](#)). The focus on explaining the variance in organizational justice and testing multiple predictors makes regression analysis particularly suitable for this study. The multiple regression approach is especially appropriate for situations with clearly defined independent and dependent variables, providing reliable estimates for hypothesis testing ([Legate, Hair Jr, Chretien, & Risher, 2023](#)). The research model builds on the methodological framework developed by [Yin \(2018\)](#), which has been widely applied in organizational justice and HRM research. The regression estimator accounts for measurement errors through the use of standardized coefficients, making it appropriate for analyzing organizational phenomena across different contexts ([Nerlino, 2025](#)).

### 3.2 Research Model

The following regression model was used to examine these relationships:

$$OJ = \beta_0 + \beta_1 RS + \beta_2 TD + \varepsilon \quad (1)$$

Where:

*OJ* = Organizational Justice  
*RS* = Recruitment & Selection  
*TD* = Training & Development  
 $\beta_0$  = constant term

$\beta_1, \beta$  = regression coefficients  
 $\varepsilon$  = error term

### 3.3 Operational Variables

Table 1. Operational variables

Variables Category	Variables Name	Measurement	Symbol	Expected Sign	Source
Independent Variable	Recruitment & Selection	Fairness in staffing processes and selection procedures (5-point Likert scale)	RS	Positive	(Brooks & Greenberg, 2022); (Ghandour, 2025); Ingaggiati et al. (2025)
Independent Variable	Training & Development	Equity in access to development opportunities and skill enhancement (5-point Likert scale)	TD	Positive	(Becker, 1962); (Budiono et al., 2025); (Fauzan, 2023)
Dependent Variable	Organizational Justice	Perceptions of distributive, procedural, and interactional fairness (5-point Likert scale)	OJ	Positive	(Hubais et al., 2024); (Seth et al., 2022); (Muthuswamy & Varshika, 2023)

Table 1 shows operational variables, the multiple regression approach enables the estimation of both individual and combined effects while addressing common methodological issues in organizational research, providing robust insights into the relationship between human resource practices and organizational justice. The expected positive signs align with the theoretical framework and hypothesis development, where all hypothesized relationships are expected to demonstrate positive and significant effects on the dependent variable. The regression model was assessed for assumptions using normality tests, multicollinearity diagnostics, heteroscedasticity tests, and linearity checks. The model was evaluated using regression coefficients, t-statistics, significance levels, the coefficient of determination ( $R^2$ ), and the adjusted  $R^2$  to ensure the robustness of the research findings (Vehkalahti & Everitt, 2018).

## 4. Results and Discussions

### 4.1 Analysis of Respondent Characteristics

The data collected in this study included demographic information and organizational characteristics of respondents, which served as the sample profile for this research.

Table 2. Respondent characteristics

No	Characteristic	Category	Frequency	Percentage (%)
1	Organization Size	Less than 100 employees	37	43.5
2		100 - 500 employees	31	36.5
3		More than 500 employees	17	20.0
Total			85	100

Based on organizational demographic data in Table 2, the majority of respondents came from small-sized organizations (less than 100 employees) at 43.5%, followed by medium-sized organizations (100-500 employees) at 36.5%, and large organizations (more than 500 employees) at 20.0%. In terms of industry type, respondents were dominated by service companies at 40.0%, followed by manufacturing at 30.6%, and technology at 29.4%. Based on years of operation, the majority of organizations have been operating for 5-10 years (44.7 %), followed by organizations operating for more than 10 years (28.2 %), while new organizations (less than 5 years) account for 27.1%.

## 4.2 Multiple Regression Analysis

### 4.2.1 Classical Assumption Tests

Prior to hypothesis testing, classical assumption tests were performed to ensure the validity of the regression model. The results indicated that all assumptions were met: normality test (Kolmogorov-Smirnov = 0.078,  $p > 0.05$ ), multicollinearity (VIF values  $< 5$ ), heteroscedasticity (Glejser test  $p > 0.05$ ), and linearity ( $p < 0.05$ ).

Table 3. Model summary

R	R-Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
0.756	0.572	0.561	0.423	1.856

Table 3 shows that the regression model showed a strong relationship between the variables, with  $R = 0.756$ . The R Square value of 0.572 indicates that 57.2% of the variation in Organizational Justice can be explained by the Recruitment & Selection and Training & Development variables, while the remaining 42.8% is explained by other factors not included in the model.

Table 4. ANOVA test results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	28.645	2	14.322	28.645	0.000
Residual	21.355	82	0.260		
Total	50.000	84			

The ANOVA test results in Table 4 show F-count = 28.645 with significance  $p = 0.000$  ( $p < 0.05$ ), indicating that the regression model is statistically significant and that both independent variables collectively have a significant effect on Organizational Justice.

### 4.3 Hypothesis Testing

Table 5. Regression coefficients and hypothesis testing

Variables	Unstd. Coeff. B	Std. Error	Std. Coeff. Beta	t	Sig.	Hypothesis
(Constant)	0.856	0.245		3.489	0.001	
Recruitment & Selection	0.402	0.077	0.381	5.234	0.000	H1 Supported
Training & Development	0.368	0.075	0.352	4.876	0.000	H2 Supported

## 4. Results and Discussions

### 4.1 Recruitment and Selection and Organizational Justice

The analysis revealed that Recruitment & Selection practices exert a significant positive influence on Organizational Justice within organizations ( $\beta = 0.402$ ,  $p < 0.05$ ). This finding underscores the fundamental role of fair and transparent staffing processes in shaping employees' perceptions of workplace fairness. Organizations that implement structured recruitment and equitable selection procedures demonstrate stronger justice climates, as these initial interactions form the foundation of the employee-organization relationship. The substantial coefficient indicates that investing in improving recruitment fairness yields significant returns in terms of enhanced justice perceptions. The significance of this relationship can be attributed to several mechanisms. First, recruitment and selection processes serve as employees' initial exposure to organizational values and procedural integrity. Transparent job postings, standardized evaluation criteria, and unbiased selection communicate organizational commitment to fairness, even before formal employment begins. Second, the selection phase establishes psychological contracts regarding meritocracy and equal opportunities.

When candidates observe that selections are based on job-relevant criteria rather than nepotism or bias, they develop stronger beliefs in organizational equity. Third, communication and feedback mechanisms during recruitment signal respect for candidates' dignity and time, reinforcing the dimensions of interactional justice. From a theoretical perspective, these findings strongly align with the Social Exchange Theory by [Cropanzano et al. \(2017\)](#), which posits that fair treatment during recruitment and selection creates reciprocal obligations and trust-based relationships. The positive relationship between staffing practices and justice perceptions further corroborates Organizational Justice Theory, suggesting that procedural fairness in initial employment interactions creates lasting impressions of organizational integrity and commitment. The findings also support Signaling Theory, as recruitment processes convey crucial information about organizational values and future treatment expectations.

The temporal dimension of this relationship deserves particular attention. Recruitment and selection represent the foundational stage of the employment relationship, making them particularly potent in establishing the perception of justice. Early positive justice experiences create cognitive schemas through which subsequent organizational interactions are interpreted, demonstrating a primacy effect in the formation of organizational justice. This explains why organizations with exemplary recruitment systems often maintain strong justice climates, despite occasional procedural lapses in other areas.

The existing literature consistently supports this relationship across various organizational contexts ([Brooks & Greenberg, 2022](#); [Ghandour, 2025](#); [Ingaggiati et al., 2025](#)). The current findings reinforce this consensus while providing additional nuance by demonstrating the particular strength of this relationship in contemporary work environments characterized by diverse employment arrangements and digital transformation ([Korherr & Kanbach, 2023](#); [H. N. Safitri, Mallapiseng, & Baso, 2025](#); [Suwandoko et al., 2022](#)). The digitalization of recruitment processes introduces new justice considerations, such as algorithm transparency and data privacy, which further amplify the importance of fair staffing practices in the recruitment process. This contextual dimension highlights Recruitment & Selection as a foundational justice mechanism rather than merely an operational HR function ([Hubais et al., 2024](#); [Muthuswamy & Varshika, 2023](#); [Seth et al., 2022](#)).

#### ***4.2 Training & Development and Organizational Justice***

The analysis demonstrates that T&D practices significantly enhance Organizational Justice within organizations ( $\beta = 0.368, p < 0.05$ ). This relationship underscores the importance of equitable access to development opportunities in reinforcing the perception of fairness. Organizations that provide systematic training and career growth pathways demonstrate stronger distributive and procedural justice, as development opportunities represent tangible organizational investments in human capital. The strength of this relationship emerges through multiple pathways. First, training allocation decisions reflect the organizational priorities regarding human capital development. When employees perceive that training opportunities are distributed based on objective criteria and developmental needs rather than favoritism, they experience enhanced procedural justice. Second, the content and delivery of training programs signal organizational commitment to employee growth and capability building, reinforcing beliefs about supportive treatment. Third, the career advancement opportunities resulting from successful training completion demonstrate the organization's commitment to merit-based progression, thereby strengthening perceptions of distributive justice.

The theoretical implications of these findings resonate strongly with [Becker \(1962\)](#) human capital theory, which emphasizes investment in employee development as a demonstration of organizational commitment. The results further support Equity Theory by [Adams \(1965\)](#) predictions by suggesting that a fair distribution of development opportunities reinforces perceptions of input-output balance and organizational justice. The findings also align with [Rousseau \(1989\)](#) Psychological Contract Theory, which posits that training investments fulfill implicit promises of skill development and career growth, thereby strengthening relational contracts. Notably, the timing of the impact of T&D differs from that of R&S. While staffing practices establish initial perceptions of justice, training effects accumulate throughout the employment relationship. This creates a reinforcing cycle in which early justice perceptions influence training participation and effectiveness, which in turn further strengthens justice

perceptions. The longitudinal nature of this relationship explains why organizations with strong training cultures often demonstrate resilient justice climates that withstand temporary challenges.

Previous empirical investigations have consistently identified training practices as key determinants of justice perceptions in diverse organizational settings ([Budiono et al., 2025](#); [Fauzan, 2023](#); [E. Rachman, 2024](#); [F. A. Safitri et al., 2019](#)). The current study extends this understanding by elucidating the specific mechanisms through which T&D influences justice perceptions, particularly through its impact on career mobility, skill recognition, and opportunity structures across different employee groups. The findings reveal that training's justice effects are most pronounced when development opportunities are perceived as widely accessible and clearly linked to career advancement ([Al Maidah, Rizki, & Putri, 2023](#); [Febrian, 2025](#); [Prasetyo et al., 2023](#); [Putri, Yusida, & Nuha, 2022](#); [Seniwati, Atiyah, Rahmatia, Lumumba, & Amri, 2024](#)). The contextual factors that moderate this relationship deserve attention. In knowledge-intensive industries and rapidly changing business environments, the implications of training for justice become increasingly significant. Employees in these contexts particularly value skill development and career growth, making training investments powerful signals of justice ([Budhwar & Mellahi, 2016](#); [Mahadevan, 2020](#); [Sihombing et al., 2025](#)). Additionally, in organizations undergoing digital transformation, access to reskilling and upskilling opportunities becomes a critical justice issue as employees seek assurance about their future employability and career prospects ([Bonache & Festing, 2020](#); [Harisman, 2020](#); [Khaled et al., 2023](#); [Strielkowski, Kalyugina, Fursov, & Mukhoryanova, 2023](#)).

## 5. Conclusions

### 5.1 Conclusion

This study demonstrates that Recruitment & Selection and Training & Development are critically interconnected in enhancing Organizational Justice within organizations. The findings reveal that fair staffing practices serve as foundational elements for justice perceptions, whereas systematic training programs function as essential reinforcing mechanisms that sustain and strengthen organizational fairness over time. Regression analysis further illuminates the complementary nature of these Human Resources practices in creating comprehensive justice climates that address multiple fairness dimensions. The results underscore that enhancing Organizational Justice requires an integrated approach that addresses both initial employment experiences and ongoing development opportunities simultaneously rather than in isolation. Organizations must prioritize Recruitment & Selection fairness and Training & Development equity as interconnected pillars of justice excellence. The comprehensive model confirms the presence of systematic justice formation mechanisms within organizations, which can be strengthened through the strategic alignment of HR systems.

These findings emphasize that both HR strategies and management practices must evolve to address the complex interplay of justice determinants. Organizations should develop integrated fairness frameworks that balance procedural transparency in staffing with distributive equity in developmental opportunities. These complementary effects suggest that justice-enhancement initiatives should simultaneously target initial employment interactions and long-term career development systems to maximize fairness outcomes. The study ultimately affirms that achieving superior Organizational Justice requires continuous attention to staffing transparency, selection equity, training accessibility, and development fairness through proactive human resource practices, strategic system design, and the cultivation of justice-oriented leadership. By understanding and leveraging the interconnected relationships identified in this study, organizations can create self-reinforcing justice systems that sustain employee trust and commitment in dynamic work environments.

### 5.2 Research Limitations

While this study provides valuable insights into the effects of Recruitment & Selection and Training & Development on Organizational Justice, several limitations should be acknowledged. First, the research is based on cross-sectional data, which prevents the establishment of definitive causal relationships between human resource practices and justice perceptions. Second, reliance on self-reported measures from survey questionnaires may introduce common method bias, despite statistical tests showing acceptable levels. Third, this study did not account for organizational context factors that might influence the relationships, such as organizational culture or leadership style. Fourth, although the

sample was adequate for analysis, it may not be fully representative of all types of organizations, particularly those in specific industries or geographic regions.

### **5.3 Suggestions and Directions for Future Research**

Based on the limitations, several promising avenues for future research have emerged. First, a longitudinal study design would be valuable for tracing the evolution of justice perceptions from recruitment through employment tenure and examining how early fairness experiences influence long-term justice perceptions. Second, future research could incorporate multi-source data, including managerial assessments of Human resources practices and objective measures of HR system implementation, to complement employee perceptual data. Third, expanding the analytical framework to include potential moderators, such as organizational size, industry type, and cultural context, would provide a more nuanced understanding of the boundary conditions for these relationships. Fourth, investigating the role of emerging HR trends, such as digital recruitment platforms or AI-based training systems, within this framework could address important contemporary issues regarding justice perceptions. Finally, exploring potential mediators, such as trust in management or psychological contract fulfillment, could provide deeper insights into the psychological processes through which Human resources practices influence justice perceptions.

### **Acknowledgment**

The authors would like to express their sincere gratitude to all the organizations and respondents who participated in this study for their valuable time and insight. We extend our appreciation to our respective universities, Universitas Pamulang and Universitas Muhammadiyah Jakarta, for providing academic support and resources necessary to conduct this research. We thank our colleagues in the management and business departments for their constructive feedback and suggestions throughout the research process. We are also indebted to the anonymous reviewers, whose comments and critiques significantly improved the quality of this manuscript. Finally, we acknowledge the broader academic community, whose pioneering work on organizational ambidexterity, knowledge management, and innovation provided the foundational theories for this study.

### **Author Contributions**

NAS contributed to the conceptualization, study design, data collection, statistical analysis, manuscript drafting, and final revision. NRW contributed to conceptualization, data collection, manuscript drafting, and revision. DH contributed to study design, data collection, revision, and supervision. All the authors have read and approved the final manuscript.

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