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## RESEARCH ARTICLE

# When Fairness Matters: The Moderating Role of Organizational Justice in Strengthening the Impact of HR Practices on Employee Resilience

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## ABSTRACT

This study investigates how Human Resource Practices (HRP) influence Employee Resilience (ER) in the Business Process Outsourcing (BPO) industry, highlighting the moderating role of Organizational Justice (OJ). A quantitative design was employed using a survey of 523 BPO employees in the National Capital Region. Data were analyzed through Structural Equation Modeling (SEM) and Moderation Analysis to determine the direct and interaction effects. Results show that HRP significantly promotes ER, and this relationship becomes stronger when employees perceive fairness in organizational processes. The findings underscore the critical role of integrating fair and transparent HR systems to improve workforce resilience in high-pressure service environments, offering practical value for HR leaders aiming to sustain employee well-being and organizational performance.

## KEYWORDS

Human Resource Practices, Employee Resilience, Organizational Justice, Business Process Outsourcing (BPO) Industry

## ARTICLE INFORMATION

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## 1. Introduction

Technological changes, automation, and increasingly competitive markets continue to transform organizational environments, requiring companies to adapt their workforce strategies to remain sustainable. Strategic Human Resource Practices (HRP) have therefore become crucial in supporting employee well-being and driving performance, particularly during periods of uncertainty and disruption (Georgescu et al., 2024; Sonar & Pandey, 2023). Organizations that implement effective HR systems are more capable of maintaining operational resilience and long-term success (Widowati & Damiyana, 2025).

Employee Resilience (ER) has emerged as a vital capability that enables individuals to withstand workplace challenges, recover from setbacks, and sustain high productivity (Douglas, 2020; Sumyuktha & Vijayaraj, 2025). Contemporary literature emphasizes that resilience is not merely a personal trait but a dynamic and learnable capacity that organizations can develop through supportive structures and leadership (Basu, 2025; Amutuhair et al., 2025). Strengthening ER therefore represents a strategic opportunity to enhance organizational adaptability and workforce stability.

Likewise, perceptions of fairness in organizational systems—known as Organizational Justice (OJ)—play a foundational role in shaping how employees interpret HR policies and respond to workplace demands. Fairness in rewards, evaluations, communication, and decision-making contributes to positive behavioral outcomes, stronger engagement, and a higher willingness to embrace organizational change (Wiseman & Stillwell, 2022; Indradevi, 2022). Recent studies show that OJ improves acceptance

of HR directives and reduces negative employee outcomes, particularly during periods of organizational transition (Unterhitzenberger & Lawrence, 2023; Mattar et al., 2024).

While research increasingly links HR practices to performance improvement, less attention has been given to their role in developing ER. Moreover, emerging studies suggest that fairness perceptions may reinforce the effectiveness of HR initiatives by improving employee motivation and alignment with organizational goals (Islam & Atiya, 2023; Hubais et al., 2024). However, the combined impact of HRP and OJ on resilience remains underexplored, especially in rapidly evolving sectors.

To address these gaps, this study examines the influence of Human Resource Practices on Employee Resilience and evaluates the moderating role of Organizational Justice. By integrating these constructs in a unified framework, the study offers empirical insights into how organizations can cultivate a more adaptive and high-performing workforce amid continuous workplace transformation.

## **Review of Related Literature**

### **Theoretical Framework**

The theoretical foundation of this study is anchored in organizational justice theory, which emphasizes fairness as a core dimension shaping employee attitudes, motivation, and behavior. Wiseman and Stillwell (2022) explain that fairness perceptions arise from evaluations of outcomes, decision-making processes, and the quality of interpersonal treatment. When organizations uphold distributive, procedural, and interactional justice, they reinforce the psychological contract and trustworthiness of the employer. Laundon et al. (2019) similarly highlight that justice strengthens the employment relationship by validating employees' expectations of respect and equity. Building on this, Wan (2016) argues that fairness not only enhances job satisfaction but also drives cooperative behaviors that contribute to stronger organizational functioning.

Fairness perceptions also influence how employees respond to workplace demands and changes. Virtanen and Elovainio (2018) assert that organizational justice reduces stress, mitigates conflict, and promotes psychological stability—key factors that enhance workforce adaptability. When employees view organizational practices as fair, they are more resilient to adverse conditions and more willing to align with evolving organizational objectives. From this theoretical standpoint, organizational justice is a crucial contextual factor that shapes how employees interpret human resource interventions and influences their ability to sustain effective performance amid uncertainty. Therefore, this study positions justice as a moderating variable that enhances the positive impact of HR practices on employee resilience and overall organizational outcomes.

### **Human Resource Practices**

Human Resource Practices (HRP) play a critical role in enhancing employee capability and sustaining organizational success. Sonar and Pandey (2023) explain that HRP consist of integrated management systems designed to attract, develop, and retain talent aligned with organizational goals. As Liu, Ngolob, and Palaoag (2020) note, strategic recruitment and selection ensure that organizations hire individuals with the right skills and attributes necessary for competitive performance.

Beyond staffing, the development of employee competencies is strengthened through continuous training and performance development initiatives. Indumathi and Jansirani (2025) emphasize that these practices enhance productivity, support innovation, and help workers adapt to evolving workplace demands. When employees receive ongoing learning opportunities and performance support, they are more capable of responding to organizational challenges effectively.

Fair and motivating compensation practices further reinforce employee performance and commitment. Zhang et al. (2025) highlight that equitable and strategically aligned rewards promote stronger motivation, retention, and engagement. Taken together, HR practices are most effective when implemented as a cohesive system that collectively drives employee growth and organizational efficiency (Sonar & Pandey, 2023).

### **Organizational Justice**

Organizational Justice (OJ) is widely recognized as a crucial factor that shapes employee attitudes and behaviors. Wiseman and Stillwell (2022) describe organizational justice as the degree to which employees perceive workplace procedures, interactions, and outcomes as fair. This concept encompasses multiple dimensions of fairness, including how decisions are made, how resources are distributed, and how individuals are treated within the organization. Building from this foundation, Indradevi (2022) emphasizes that employees' perceptions of justice significantly influence their psychological well-being, trust in leadership, and sense of value within the workplace.

Research further highlights the importance of organizational justice in supporting positive workplace outcomes. The Management Research Journal (2021) notes that fair policies and transparent decision-making processes contribute to improved

job satisfaction, stronger commitment, and reduced counterproductive behaviors. Similarly, Bhatti (2024) demonstrates that when employees perceive fairness in performance evaluations, communication, and reward systems, they are more likely to engage in constructive and cooperative organizational behaviors. These findings reinforce that justice is not only an ethical priority but also a performance-enhancing mechanism.

The relevance of organizational justice becomes even more pronounced during change and high-pressure environments. Unterhitzberger and Lawrence (2023) point out that fairness perceptions are essential in project-based work, where shifting responsibilities and evolving team dynamics demand trust and consistent communication. Mattar et al. (2024) further explain that promoting justice helps strengthen leadership integrity, enhancing credibility and ethical decision-making. In addition, scholarship grounded in social exchange theory shows that organizational justice strengthens reciprocal relationships between employees and their organizations, ultimately boosting engagement and cooperation (Impact of organizational justice dimensions on social exchange theory constructs, 2023). These perspectives collectively position organizational justice as a foundational element in building harmonious, resilient, and high-performing organizations.

### **Employee Resilience**

Human Resource Practices (HRP) have been increasingly recognized as a strategic mechanism for strengthening employee resilience. Douglas (2020) emphasizes that HR initiatives promoting learning, communication, and employee involvement help workers recover from setbacks and remain engaged amid adversity. When HR systems are designed to provide support and security, employees are more capable of adapting to changing job demands and maintaining psychological stability.

Strategic HR practices contribute not only to individual adaptation but also to broader organizational resilience. Georgescu et al. (2024) highlight that HRM systems emphasizing capability development, participation, and cultural alignment transform employees into active contributors of resilience across the organization. Similarly, Widowati and Damiyana (2025) show that in times of operational disruption, such as crises in the tourism sector, HR practices that focus on workforce flexibility and continuous skill development enable employees to remain productive and responsive to emerging challenges.

Recent studies extend this perspective to sustainability and climate-related uncertainty. Rosyafah et al. (2025) illustrate that green and future-oriented HR practices strengthen resilience by empowering employees to manage stressors, innovate environmentally, and internalize adaptive behaviors. Basu (2025) likewise argues that through well-structured HR interventions that promote well-being and support systems, organizations can build a resilient workforce that sustains excellence despite prolonged uncertainty. Reinforcing these outcomes, Amutuhaire et al. (2025) explain that employee resilience directly supports psychological well-being, showing that HRM-driven resilience capabilities can prevent burnout and foster long-term workplace health.

HR practices that cultivate employee skills, involvement, and well-being create a positive environment where resilience can thrive. As Sumyuktha and Vijayaraj (2025) conclude, resilient employees are better positioned to drive organizational excellence, making HRP a critical foundation for adaptability and sustained performance in rapidly evolving work environments.

### **Moderating Role of Organizational Justice**

Organizational Justice (OJ) has increasingly been recognized as a key moderator that shapes how employees respond to managerial actions and workplace conditions. Islam and Atiya (2023) explain that when employees perceive fairness in decisions, procedures, and treatment, they are more receptive to organizational policies and more motivated to perform effectively. Fairness acts as a psychological buffer, helping employees interpret HR practices as supportive rather than controlling.

Extending this evidence, Hubais, Islam, and Atiya (2023, 2024) demonstrate that OJ strengthens the positive effects of HR practices on employee performance. When justice perceptions are high, employees are more likely to internalize organizational expectations, engage in productive behavior, and contribute to performance improvements. Conversely, in contexts with low perceived fairness, HR practices may fail to yield the intended outcomes, as employees become skeptical or disengaged.

Beyond HR systems, OJ also moderates the impact of negative workplace conditions. Bhutta et al. (2024) find that fairness perceptions reduce the harmful influence of job insecurity on performance, enabling employees to remain focused even during uncertainty. Similarly, Khairy and Elzek (2023) show that OJ weakens the detrimental effects of workplace gossip and nepotism, fostering more positive behavioral outcomes despite organizational dysfunction. This stress-buffering effect is echoed by Hizarcioglu and Güney (2022), who reveal that fair treatment strengthens the relationship between employees' professional identity and their commitment to the organization.

## **Methodology**

### **Population and Sampling Technique**

The target population of this study consisted of Business Process Outsourcing (BPO) firms located in the National Capital Region. Participants included officers, employees, and managers who have direct knowledge of their organization's human resource practices. Only individuals with at least two years of tenure were included to ensure they have sufficient experience and familiarity with workplace processes.

Stratified random sampling was used because the population can be grouped by similar characteristics such as employee position or profile. This approach ensures that each subgroup is fairly represented and supports the study's objective of examining how human resource practices relate to employee resilience under different organizational conditions (Kothari, 2008; Acharya et al., 2013).

The minimum sample size was determined through statistical power analysis, which is recommended for hypothesis testing as it helps balance the risks of Type I and Type II errors (Cohen, 1992; Barker et al., 2002; 2016). Using G\*Power with a power of .95, effect size of .10, and  $\alpha = .05$ , the required number of respondents was at least 175. However, this study successfully gathered data from 523 BPO employees, exceeding the minimum requirement and further strengthening the reliability of the findings (Cohen, 1988; Kyriazos, 2018; Amora, 2020).

### **Instrumentation**

A structured survey questionnaire was used to collect data directly from respondents, as their insights and perceptions were essential in measuring the study variables. The instrument was organized based on the key constructs of the research, with specific items designed to capture participants' perspectives on each variable.

A 5-point Likert scale was employed to assess the level of agreement with each statement, where 1 indicated "Strongly Disagree" and 5 indicated "Strongly Agree." This scale allowed for a clear quantification of respondents' attitudes and evaluations, providing measurable data for analysis.

### **Statistical Analysis of Data**

Structural Equation Modeling (SEM) was used in this study as it enables the analysis of complex relationships among variables by assessing both latent constructs and their structural connections within one comprehensive model. SEM integrates features of regression, factor analysis, and path analysis, making it suitable for testing theoretical frameworks and examining causal relationships. As part of SEM, moderation analysis was applied to determine whether the effect of human resource practices on employee resilience varies depending on the level of organizational justice. This involves testing interaction effects to identify conditional influences, allowing the study to assess how fairness perceptions strengthen or weaken the primary relationship within the model.

## **RESULTS AND DISCUSSION**

Table 1. Validity and Reliability Results

<b>Construct</b>	<b>Items</b>	<b>Loadings</b>	<b>Ave. Var. Ext.</b>	<b>Cronbach's <math>\alpha</math></b>
Human Resource Practices	1	0.761	0.624	0.821
	2	0.796		
	3	0.843		
	4	0.757		
Organizational Justice	1	0.777	0.616	0.846
	2	0.798		
	3	0.795		
	4	0.775		
	5	0.779		
Employee Resilience	1	0.769	0.674	0.895
	2	0.847		
	3	0.879		
	4	0.848		

5 0.755

Table 1 shows that all constructs demonstrate good reliability and convergent validity, with factor loadings for Human Resource Practices (0.757–0.843), Organizational Justice (0.775–0.798), and Employee Resilience (0.755–0.879) all exceeding the acceptable threshold of 0.70, indicating strong item representation for each latent variable. The AVE values also surpass the recommended minimum of 0.50 (HRP = 0.624, OJ = 0.616, ER = 0.674), confirming that each construct explains a sufficient portion of variance in its indicators. Likewise, Cronbach's alpha values for HRP (0.821), OJ (0.846), and ER (0.895) are well above the 0.70 benchmark, demonstrating strong internal consistency.

Table 2. Moderation Analysis

Predictor	Estimate	SE	t	p
Intercept	3.367	0.1793	18.78	< .001
Human Resource Practices (HRP)	0.361	0.0375	9.64	< .001
Organizational Justice (OJ)	0.502	0.0338	14.85	< .001
HRP x OJ	0.366	0.1288	15.81	< .001

Table 2 shows the results of the moderation analysis examining whether Organizational Justice (OJ) strengthens the relationship between Human Resource Practices (HRP) and Employee Resilience. The results reveal that HRP has a significant positive effect on resilience ( $\beta = 0.361$ ,  $p < .001$ ), indicating that better implementation of HR practices is associated with higher resilience among employees. OJ also has a significant positive effect ( $\beta = 0.502$ ,  $p < .001$ ), suggesting that fairness in the workplace independently contributes to stronger employee resilience. Most importantly, the interaction term HRP  $\times$  OJ is significant ( $\beta = 0.366$ ,  $p < .001$ ), confirming that OJ significantly moderates the HRP–resilience relationship. This means that when employees perceive higher organizational justice, the positive influence of HR practices on resilience becomes stronger. The findings support the moderating role of OJ, highlighting that effective HR practices are more impactful in promoting resilience when employees experience fairness in their organization.

This moderation analysis is illustrated in Figure 1.

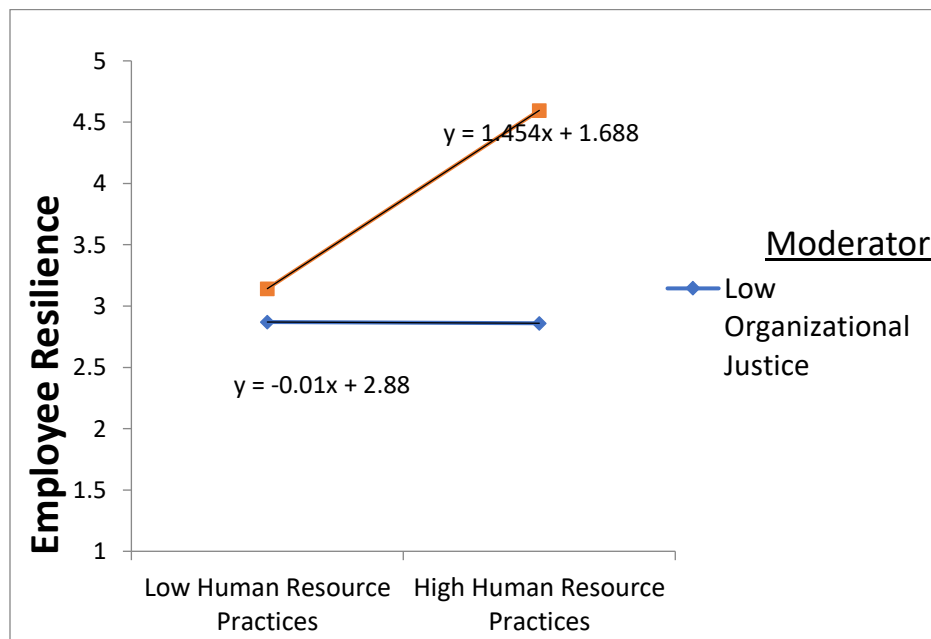


Figure 1. Effect of Human Resource Practices on Employee Resilience at Different Levels of Organizational Justice

## **Conclusion**

The findings clearly demonstrate that Human Resource Practices are vital drivers of employee resilience, reinforcing the notion that investing in people-focused strategies—such as development, fair evaluations, and supportive policies—directly strengthens employees' capacity to cope with workplace challenges. However, the results also reveal that HR practices alone are not sufficient. Organizational Justice significantly magnifies their impact, showing that employees respond more positively to HR initiatives when they feel fairly treated and valued by their organization. This validates the argument that employees' psychological responses are shaped not only by what the organization provides but also by how these practices are perceived and delivered.

These outcomes challenge organizations to move beyond basic compliance-oriented HR systems and toward a fairness-centered approach in policy implementation. Ensuring transparency, equitable decision-making, and respectful treatment is not merely an ethical concern but a strategic requirement for maximizing resilience in the workforce. Therefore, organizations that ignore justice perceptions risk weakening the effectiveness of their HR programs, while those prioritizing fairness are more likely to foster a resilient, motivated, and high-performing workforce even in the face of uncertainty and change.

## **Theoretical and Practical Implications**

This study advances organizational behavior theory by reinforcing the role of Organizational Justice (OJ) as a key contextual factor that strengthens the effects of Human Resource Practices (HRP) on critical outcomes such as employee resilience. Previous works highlight that fairness shapes the quality of the employment relationship and influences individuals' perceptions, attitudes, and behaviors (Laundon et al., 2019; Wan, 2016). The present findings extend these arguments by demonstrating that fairness not only affects direct psychological outcomes but also moderates how HR systems translate into adaptive capabilities. Consistent with Virtanen and Elovainio's (2018) assertion that justice is central to well-being and functioning in the workplace, this study empirically validates that resilience thrives when HR initiatives are delivered within a just environment. Moreover, it contributes to Wiseman and Stillwell's (2022) framework by emphasizing OJ as a consequential mechanism that enhances the effectiveness of human capital investments. This strengthens theoretical models proposing that fairness perceptions act as catalysts through which organizational practices yield stronger, more sustainable employee reactions.

The findings offer clear guidance for leaders and HR practitioners. Organizations must ensure that HR practices are not only well-designed but also implemented with fairness and transparency to fully promote resilience among employees. This requires consistent communication, equitable reward systems, fair performance evaluations, and respectful interpersonal interactions across all levels of management. Managers should be trained to uphold justice principles in daily decision-making, particularly when addressing issues such as promotions, workload, and conflict resolution. Organizations may also benefit from establishing mechanisms for employee voice, providing clear explanations for policies, and ensuring accountability in the application of rules and procedures. Prioritizing justice in HR execution strengthens employee trust, increases engagement, and improves the workforce's capacity to adapt and excel in changing work environments.

## **Limitations of the Study and Suggestions for Future Research**

One limitation of this study is its reliance on self-reported survey data, which may be influenced by social desirability bias and subjective interpretations of human resource practices, organizational justice, and employee resilience. Perceptions may not fully reflect actual workplace conditions. Additionally, the focus on BPO employees in the National Capital Region limits the generalizability of the findings to other industries and regions with different organizational systems and fairness structures. Future research should broaden the sample to include various sectors and geographical contexts to enhance external validity. The cross-sectional design further restricts the ability to draw causal conclusions; thus, longitudinal studies are recommended to examine how HR practices and fairness perceptions influence resilience over time.

Future studies may also integrate additional moderating or mediating variables—such as employee engagement, psychological safety, or job autonomy—to better understand the mechanisms that strengthen employee resilience. Incorporating qualitative approaches like interviews or case studies could provide richer insights into fairness perceptions and resilience-building processes. Moreover, combining self-report data with objective performance indicators would offer a more complete understanding of how resilience translates into actual workplace outcomes. Addressing these gaps would contribute to a more comprehensive and practical framework for developing resilient employees through effective and fair HR management.

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