



Intervention Role of Psychological Capital and Benefit Satisfaction On The Relationship Between Organizational Fairness And Employee Job Performance

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Abstract

The purpose of this study was to determine the importance of the relationship between Organizational fairness, Job performance, Psychological capital and Benefit satisfaction. This survey explored the mediating role of Psychological capital on employee Job performance and the regulating role of Benefit satisfaction on Job performance. This study successfully designed and developed a model, using a quantitative research method to use the partial least square structural equation model (PLS-SEM) to examine the relationship between Organizational fairness and employee Job performance, and to explain Psychological capital and Benefit satisfaction. The questionnaire was designed and evaluated based on the five-point Likert scale. Furthermore, the results of this study show that psychological capital mediates the relationship between Organizational fairness and job performance among ordinary employees of scientific SMEs in Sichuan Province. This study verified the regulatory effect of Benefit satisfaction on organizational fairness and Job performance. In this study, 384 valid samples were taken from ordinary employees of technology-based SMEs in Sichuan Province, China. This study has some regional limitations because it sampled SMEs in Sichuan Province. This study provides theoretical and evidence support for technology SMEs managers to adjust Organizational fairness and improve Job performance. Moreover, this study also develop the theory of equity and Psychological capital.

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1. Introduction

In the practice of enterprise management, on the one hand, enterprises try to create harmonious and stable organizational relationships. Still, on the other hand, they constantly reduce various employment commitments in order to reduce costs, which often leads to employees' emotional exhaustion, reduced efficiency and low sense of achievement, and has negative spillover effects on their Job performance. When employees feel that they are being treated unfairly, this psychological imbalance can dampen their motivation and creativity, negatively affect Job performance, and serious fairness issues may lead to employee turnover.

According to the data of the Global Alliance of Small and Medium Enterprises (GAMSE), the number of SMEs in most countries accounts for more than 95% of the total number of enterprises, and the United Kingdom, the United States, Germany, and South Korea have reached more than 99%, including China. SMEs in most countries (regions) provide nearly 50% of jobs, 53% in the United States, 78% in Germany, 87.7% in South Korea, and 80% in China.

The survival and development of SMEs are related to the economic development of countries worldwide, and the key to the survival and development of enterprises lies in employees. Employees' Job performance directly affects the enterprise's overall performance, and the enterprise's overall performance directly affects the enterprise's survival and development. Previous studies have reported relationships between job satisfaction, organizational commitment, organizational fairness, willingness to leave, Job performance, and more. However, the impact of employees' psychological factors on organizational fairness and Job performance is ignored.

Therefore, in order to achieve sustainable development, improve production efficiency, and achieve long-term development in a competitive market environment, enterprises need to improve employees' perception of organizational fairness, increase employees' sense of belonging and trust in the enterprise, and then improve Job performance. From this perspective, this study verifies the relationship between the importance of organizational fairness in science and technology SMEs and employees' Job performance in Sichuan Province.

In today's increasingly competitive environment, management seeks to improve its performance through human resources to enhance its market competitiveness. Justice within an organisation is seen as the basis of its social and psychological functioning [1]. Workers' perception of employer justice is the essence of organizational justice [2]. In most cases, employers are more concerned about their performance than employees. When employees perform well, the company prospers and stays longer in business [3].

Job performance is one of the most critical topics in research because it plays a vital role in the success of organisations, and decision-makers should pay more attention to the equitable distribution of resources, pay, promotion, and training to improve Job performance. Carlson, 2018 [4] believes Job performance is an observable behavior related to organizational purposes and goals and a dynamic multidimensional variable. Task performance is directly related to the primary task of the assignment.

In the process of policy determination and after policy implementation, SMEs must improve distributive justice, procedural justice, and interactive justice, as it has a positive impact on pay satisfaction, ethical decision-making, job satisfaction, emotional communication, willingness and commitment to join and continue with work [5]

Well-performing employees can help the organisation achieve the goals already set (Hadi et al., 2020). Managers of an organisation have to use incentive programs or other means to make employees work harder to get the results they want from their work [6] Giancola 2018 [7] found that Benefit satisfaction is not only significantly positively correlated with employees' Job performance but also effectively predicts employees' jobs. It was used as a moderator in this study.

As an essential indicator of personality traits, Psychological capital can significantly influence an individual's attitude toward work, organizational citizenship behavior, and Job performance. It was used as a mediating variable in this study. Employees and risk-taking perceive psychological safety regarding interpersonal interaction and task completion that the organisation can support.

Employee Job performance is one of the most important influencing and decisive elements in the organisation's performance and improving its reputation. The importance of employee Job performance has increased and taken root over the past several years, as it has become the fastest and most important variable in any organisation. It has taken the utmost priority in all aspects of the job and the administrative contexts.

Employee Job performance is not just a thought that deals with one area. Instead, it is a concept focusing on employees' life satisfaction in general. It has become an important issue that reflects the provision of satisfactory and safe environmental factors in the workplace, which are reflected in the employees and contribute to achieving the organisation's strategic goals. Accordingly, organisations must analyse and study these factors and work to develop them, as Job performance is the main result that employees contribute to their productivity. It is an integrated set of skills, capabilities, motivation, and opportunities supported by the organization's performance.

Moreover, employees are the main factor determining the organization's success or failure. Therefore,

organisations must work to attract and retain qualified and experienced staff and properly reward them [8]. Researchers believed that financial incentives were the only way to motivate workers. Later, they proved that several factors affect performance, including motivation, job satisfaction, and fairness[9].

In addition, myriad factors can determine workplace performance levels [10]. These factors include equipment, physical work environment, compensation system, ideal operating procedures, anticipated performance, feedback on performance, knowledge, skills, and attitudes [11]. Employees must be motivated and thus increase job satisfaction, thereby increasing organizational productivity [12].

This study focuses on the relationship between organizational fairness and Job performance, introduces Psychological capital as the mediating variable, and introduces Benefit satisfaction as a moderating variable to explore the role of the two in the relationship between organizational fairness and Job performance, hoping to help SMEs improve organizational fairness and improve employee Job performance, so as to enhance the life cycle and market competitiveness of enterprises. At the same time, it provides some theoretical basis and empirical experience for subsequent research related to organizational fairness.

2. Research Questions

This research aims to find out the relationship between organizational fairness and employee performance in science and technology SMEs in Sichuan Province. It fills some gaps in our understanding of various relationships by testing the mediating and moderating effects of Psychological capital and Benefit satisfaction on organizational fairness. Therefore, the questions raised in this study are:

1. Is there a relationship between organizational fairness factors and Job performance?
2. Does Psychological capital affect employee Job performance?
3. Does Benefit satisfaction affect employee Job performance?
4. Does Psychological capital mediate the relationship between organizational fairness factors and Job performance?
5. Does Benefit satisfaction moderate the relationship between organizational fairness factors and Job performance?

3. Literature Review

3.1 Job Performance

Employees' Job performance is the foundation of enterprise development, so managers have always paid special attention to Job performance, and it's also the focus of scholars' research. The study of Job performance is mainly in the determination of its nature. The division of dimension structure and the effect of anterior dependent variable.

Over the past few decades, there has been a shift in how organizational behavior scholars define "Job performance." "Job performance should include not only the results of the employee's completion of tasks and the behavior shown at work, but also work attitude [13].

While researchers have focused more on specific job responsibilities in the past, they now consider broader factors about Job performance in more mobile organizational settings. The Job performance theory proposed by [14] believes that performance is the observable behavior of employees, which refers to the possibility of employees completing organizational tasks. Chegini 2019 believes that any organisation's research on employee performance is a very useful resource for the organisation. Job performance is the primary outcome of employee contribution to their productivity and is a collection of skills, abilities, motivation, and opportunities supported by organizational performance[15].

Employee Job performance is critical and crucial in competing creativity with other organisations, especially in the rapidly changing business environment [16]. Employee Job performance is also one of the decisive factors in improving organizational performance and reputation [17]. In previous studies, the importance of employee Job performance is increasingly prominent, and it has become the first important variable in any organisation. It is a priority for managers in all aspects [18].

Employee Job performance has always been a topic of great concern and has been studied in different industries. Prosocial bonuses for employees and teammates impact Job performance. This new type of bonus is one that employees will not fall on them..

3.2 The Influence of Organizational Fairness on Job Performance

An important factor affecting employee Job performance is the perception of organizational justice. Improving employees' citizen behaviour is vital in improving employee Job performance in the work environment. In a fair organizational environment, increased organizational commitment to a certain extent will directly or indirectly affect the employee's Job performance [19]. Organizational fairness is regarded as one of the most important characteristics that contribute to the success of an organisation, which has a positive and significant impact on Job performance[20].

According to the social exchange theory, the feeling of being treated fairly explains why perception affects employee Job performance and organizational citizen behavior, and perception can be transformed into employee

behavior to benefit the organisation. Employee positive perception of organizational fairness is important for job satisfaction, which regulates the relationship between employee justice perception and organizational performance. The relationship between organisation fairness and Job performance is mostly indirect [21].

The organisation fairness dimension has a stronger direct and indirect influence on Job performance [22]. Employees treated fairly, interactively, and procedurally will improve their job satisfaction and impact their task and environmental performance [23]. In their analysis of organizational fairness and Job performance.

According to Ahmed & Faeq 2020, organizational fairness is a system in which employees and managers are treated fairly, and there is a correlation between organizational fairness and employee Job performance by observing the dynamics between employers and employees.

3.3 Distributive Fairness

For the first time, the sense of organizational fairness was proposed, describing organizational fairness as an individual's subjective perception of fairness in the organizational environment. [24] points out that the social and economic exchange theory is closely linked to distributive fairness. Employees use their work input to measure their benefits to reflect their sense that they are being treated fairly in the organisation, and if they feel that the input is not proportional to the output, then they will perceive the organisation as unfair [25]

But does distributive fairness affect employees' work behavior? Why is absolute distributive fairness so difficult to achieve? Moreover, how much impact does distributive fairness have on employees' Job performance? Since this issue has not been addressed in the previous literature, this study will investigate the relationship between distributive fairness and employee Job performance. Furthermore, this study considered the mediating role of employee Psychological capital in the relationship between organizational fairness and employee Job performance.

Therefore, we propose the hypothesis:

H1: Sense of distributive fairness has a significant influence on Job performance in SMEs in Sichuan Province, China

3.4 Procedural Fairness

Procedural fairness refers to the equitable perspective of distributing outcomes. Procedural fairness means that the results of the employee's individual allocation to the organisation are believed to be determined in accordance with the organisation's policy procedures, and the organisation is fairly implemented and aligned with the policy when making decisions. Procedural fairness can affect employee behavior at work.

Studies have found that an organizational process's fairness is crucial to maintaining its legitimacy and mitigating adverse outcomes. However, how do employees confirm that the process is fair? How does Procedural fairness affect employees' Job performance? How do you judge how well your employees understand the fairness of the process? Therefore, we propose the hypothesis:

H2: Sense of procedural fairness has a significant effect on Job performance in SMEs in Sichuan Province, China

3.5 Interpersonal Fairness

Three-factor dimensions of organizational fairness include distributive, procedural, and interactive fairness. Greenberg divides the fairness of interaction into interpersonal and information. Interpersonal fairness is related to the feeling of being treated in the interaction. Interpersonal fairness mainly refers to whether superiors can respect subordinates in daily interactions. Results showed that low interpersonal fairness perceptions increase the risk of subsequent organizational, but not group, turnover. In his survey of companies by, [26] found that employees pay more attention to their relationship with their superiors, that is, whether they are recognised and respected by them. The effect of interpersonal justice perceptions on organizational turnover differed depending on self-rated health. Interpersonal justice refers to workers' fairness, respect, dignity, and civilised treatment. [3] found that interpersonal fairness improves performance in the workplace. When the interpersonal fairness atmosphere is low, the impact of job satisfaction becomes significant. Job performance suffers when both factors are low. Although procedural and distributive fairness are being discussed more, [6] also emphasises the importance of interpersonal fairness. But does interpersonal fairness affect employees' work behavior? Why do employees want to be respected by their leaders at work? Moreover, how much impact will interpersonal fairness have on employee Job performance? Therefore, we propose the hypothesis:

H3: Sense of interpersonal fairness has a significant effect on Job performance in SMEs in Sichuan Province, China

3.6 Information Fairness

Information fairness refers to the perception of whether the decision maker is genuinely providing sufficient justification for the decision. Employees believe that when leaders are honest with them when they make decisions, and in a reasonable way, they assume that the organisation is informatively fair. Although

procedural fairness and distributive fairness are being discussed more, Faeq & Ismael (2022a) also emphasise the importance of information fairness. To sum up, since Homans proposed distributive fairness in 1961, the evolution of the organizational fairness dimension has evolved from a single-factor structure, a two-factor structure, and a three-factor structure to today's four-factor structure. But does information fairness affect employees' work behavior? Why do employees want to get the information about the company first possible at work? Moreover, how much impact will information fairness have on employees' Job performance? Since this issue has not been addressed in the previous literature, this study will investigate the relationship between information fairness and employee Job performance.

Therefore, we propose the hypothesis:

H4: Sense of information fairness has a significant effect on Job performance in SMEs in Sichuan Province, China

3.7 Psychological Capital

Psychological capital refers to an individual's positive state of mind during growth and development (Goldsmith et al., 1997, 1998). [7] identifies four psychological states consistent with positive organizational behavior: optimism, self-confidence, tenacity, and hope, and summarises these four criteria into a higher-order concept: Psychological capital. Psychological capital is a state-like construct that can influence an individual's positive attitudes and behaviors [9]. Part of human resource management is effectively assessing employees' Psychological capital, as it helps to understand better employees committed to providing personalised opportunities to maximise Psychological capital. Individuals adapt to adversity or rapid changes, find balance, and quickly recover from negative stress situations. The strong ability to suppress adverse emotional reactions reflects a high level of psychological resilience. Focus on the individual level, Psychological capital is the internal determinant of a particular psychological state and external performance. It affects the individual to show a positive degree of self and objective things

Scholars usually use four indicators to measure self-efficacy, hope, optimism, and tenacity on the level that determines the individual specific Psychological capital. The Psychological capital of organizational members is positively correlated with individual-level job satisfaction and Job performance. The so-called Psychological capital refers to a sustainable and stable positive psychological concept obtained by employees after investing in learning and other ways, and this psychological concept mainly refers to personality, quality, cognition, etc. [11] Focusing on employees' personal Psychological capital is the appropriate choice to improve employees' innovation ability, especially for most companies and organisations that lack the capital to invest in creativity and innovative development. These findings suggest that employee mental state largely influences employee behavior at work.

Therefore, we propose the hypothesis:

H5: Benefit satisfaction significantly influences Job performance.

H6: Psychological capital significantly influences Job performance.

H7: Psychological capital Mediates the relationship between a sense of distributive fairness and Job performance.

H8: Psychological capital Mediates the relationship between a sense of procedural fairness and Job performance.

H9: Psychological capital Mediates the relationship between a sense of interpersonal fairness and Job performance.

H10: Psychological capital Mediates the relationship between a sense of information fairness and Job performance.

3.8 Benefit Satisfaction

The concept of Benefit satisfaction was first proposed by the American scholar Locke (1976), who believed that Benefit satisfaction is one of the elements of job satisfaction. [22] extended the theoretical model of compensation satisfaction to Benefit satisfaction, proposed a two-dimensional structure of benefit level satisfaction and benefits system satisfaction, and defined benefit system satisfaction as "the degree to which the beneficiary employee responds positively to the management system."

Regarding job and organizational satisfaction, benefits satisfaction is more important than a sense of distribution fairness. Employees' work attitudes and work behavior are affected by two major factors: 1) job salary and 2) benefits other than salary. Low pay, benefits satisfaction, and job diversity can improve employee-organizational relationships by developing perceived organizational support, thereby reducing employee turnover intentions.

Benefits communication can have a direct and indirect positive impact on employee benefit level satisfaction, affecting benefit level satisfaction through employees' perceived organizational support and multiple intermediary effects of employees comparing their benefits with those of other. According to organizational support theory, when a company offers higher benefits, new employees will be more likely to work in the company, depending on their exchange ideology.

When companies raise the level of benefits offered, they are more attractive to new employees with a high level of communication ideology. Previous studies have focused on whether employee satisfaction with compensation for benefits directly impacts employees' work outcomes.

Therefore, there is no consensus on the relationship between Benefit satisfaction and employee Job performance in the theoretical field. This study will investigate the influence of Benefit satisfaction on the relationship of organizational fairness and the Job performance of SMEs in Sichuan Province, China, to provide more basis for this research field [21].

Therefore, we propose the hypothesis:

H11: Benefit satisfaction Moderates the relationship between the sense of distributive fairness and Job performance.

H12: Benefit satisfaction Moderates the relationship between the sense of procedural fairness and Job performance.

H13: Benefit satisfaction Moderates the relationship between the sense of interpersonal fairness and Job performance.

H14: Benefit satisfaction Moderates the relationship between the sense of information fairness and Job performance.

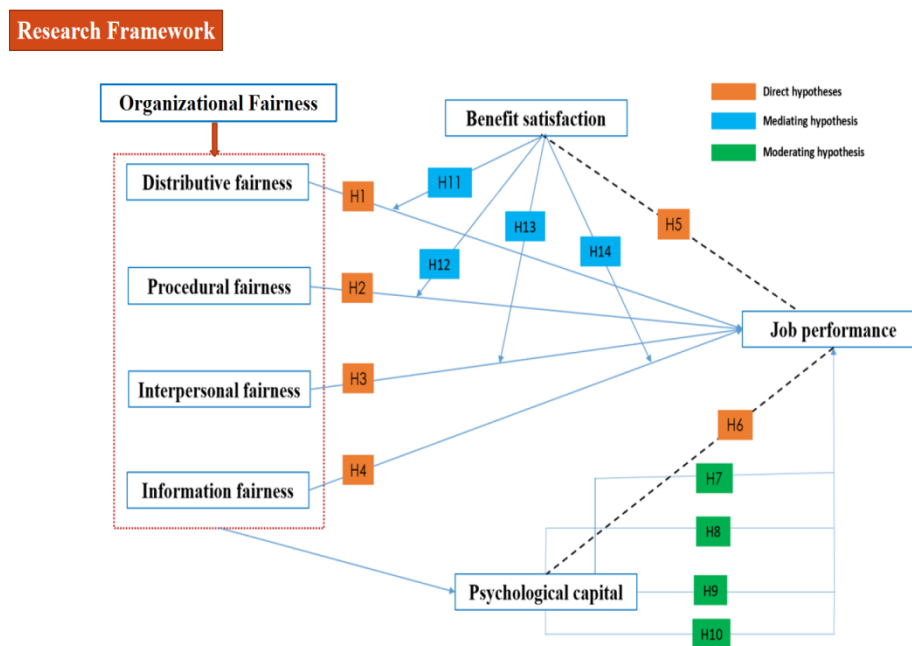


Figure 1: A research framework

4. Methodology

4.1 Research Paradigm and Research Design

Quantitative research expresses problems and phenomena in quantities to analyse, test, and determine the change between factors according to the results obtained. Quantification is to measure based on digital symbols. This paper aims to explore the relationship between organizational fairness and distributive fairness, procedural fairness, interpersonal fairness, information fairness, and employee Job performance. Quantitative research tests and reflects this relationship through data collection of target populations. The research design of the present study closely follows quantitative cross-sectional studies with two data collection periods within the research timeframe.

This study belongs to the positivist paradigm, mainly through the quantitative investigation of the research object and scientific hypothesis methods to complete the empirical test. This study examines the relationship between distributive fairness, procedural fairness, interpersonal fairness, information fairness, employee Job performance, Psychological capital, and Benefit satisfaction. Therefore, the design of the variables is most suitable for this study.

Research design is essential to ensure the alignment of research objectives, methodology and results within the time, knowledge, and evidence. We need to collect and analyse the data of our research project through research design or plan, considering the research's purpose and the availability of various resources. Any error in the study design will affect the reliability of the study results. So, it's the basis of the whole study.

The failure of many researchers to achieve their research aims is largely due to a lack of attention to research

design as a vital element of an organised study. Systematically considering whether the whole research is scientific through reasonable research design can help us complete the research better and make it easier for other scholars to understand our research.

4.2 Population and Sampling Technique

The sample of this study was from 18,693 science and technology SMEs in Sichuan Province, China, with 577,214 employees. Since this study examines the relationship between the sense of organizational fairness and employee performance of science and technology SMEs in Sichuan Province, China, respondents must be employees in the company. The requirements of the research respondents :

- 1) They were employees of a science and technology SMEs in Sichuan Province, China;
- 2) Work in the enterprise for more than one year, familiar with the salary and welfare system of the enterprise;
- 3) Respondents should be front-line employees of the enterprise, and they are post-90s, because they are now the backbone of the survival and development of the enterprise.

Data representation is not always numeric; there are also categorical data, sequential data, etc. They cannot be used directly for quantitative research but need to "simplify, concretise and systematically organise the observed social facts." In case of the quantitative paradigm, questionnaire tools are used to solicit responses from respondents and analyse quantitative data with simple percentages and statistical techniques to measure the strength and direction of variable association.

The sample size of this study is based on essential rules in academic research, citing the sample size calculation from the model:

$$n = \frac{\chi^2 N p(1-p)}{e^2 (N-1) + \chi^2 p(1-p)}$$

n=sample size, N=population, e=acceptable sampling error, χ^2 =chi-square of freedom 1 and confidence 95%=3.841, p=proportion of population (if unknown, 0.5). The model calculated from the model yields a sample size of 384. As of 2022, the number of science and technology SMEs in Sichuan Province, China, is 18,693, and the number of employees is 577,214. By calculation, when P=0.5, χ^2 =3.841, e=0.05, N=577214, n= 384.1. Simple random sampling is the preferred method when quantifying research, and it can allow eligible individuals to participate in the study.

This study will use a random sampling method, study the correlation and potential relationship between independent variables and other variables, and distributed to post-90s front-line employees in science and technology SMEs in Sichuan Province, China, through electronic questionnaires.

4.3 Scale Measurement of Variable

Measurement of Job performance: This study used the Job performance Scale of (Ingold et al., 2016). The scale is modeled on the Task-Based Job performance Questionnaire and the German OCB scale. Using a 5-point Likert type scale, the evaluation criteria are: 1 strongly disagree 2 disagree 3 neither agree or disagree 4 agree 5 strongly agree: (Ingold et al., 2016) showed that the internal consistency coefficient of the task-based Job performance survey scale α =0.84, and the internal consistency coefficient of the German OCB scale α =0.84.

Measurement of organizational fairness: The four dimensions of organizational fairness, distributive fairness, procedural fairness, interpersonal fairness, and information fairness scales are consistent with other studies (Colquitt, 2001), the judging criteria are as follows: 1 strongly disagree 2 disagree 3 neither agree or disagree 4 agree 5 strongly agree. The confirmatory factor analysis showed that χ^2/df =1.90, IFI = 0.92, CFI=0.92, RMSEA=0.055 (0.049, 0.060) of the four-factor model. The structural equation model also shows that the fairness dimension has predictive validity for important outcomes—including leadership evaluation, rule obedience, commitment, and helpful behavior—with χ^2/df =2.50, IFI = 0.91, CFI = 0.91, and RMSEA = 0.067 (0.062, 0.072). The coefficients for predicting paths are significant.

This study used the Psychological capital Scale of Fred, which drew on the Self-Efficacy Questionnaire (Parker, 1998), the Hope Questionnaire, the Optimism Questionnaire, and the Resilience Questionnaire, and based on content validity and surface validity, the panel selected 10 questions from the four measurement questionnaires. Its linguistic background was adjusted to suit the workplace so that it measured state-like individual characteristics, and then uniformly adopted the Likert 5-point scale. According to the actual situation of the study subjects, agree or disagree with these descriptions, the criteria for evaluation and judgment are as follows: 1 strongly disagree 2 disagree 3 neither agree or disagree 4 agree 5 strongly agree.

Measurement of Benefit satisfaction: The scale also uses the Richter 5-point scale, which contains 6 items, the scale adopts, Same evaluation criteria from 1 strongly disagree 2 disagree 3 neither agree or disagree 4 agree 5 strongly agree.

According to the reliability and validity analysis values and reliability and validity discrimination standards of

each scale, it is proved that the reliability and validity of the prediction scale are good and suitable for the study of survey samples. According to the results of factor analysis, the factor load deviation items and aggregation dissatisfaction items of each question item were deleted, and the formal implementation of the test scale was finally determined for questionnaire survey.

5. Data Analysis

This study used the structural equation model SEM-PLS (SmartPLS4.0.8) for path analysis to observe the path coefficient and significance between variables. Path regression is an extension of multiple regression. The structural equation evaluation consists of three criteria: coefficient of determination (R^2), cross-validation redundancy (Q^2), and path coefficient. The present closely follows the formatting of result report and analysis. SEM-PLS considers the requirements of complex path models and can be applied to the analysis of small sample sizes, so it has some confidence.

Meanwhile, this study separates interpersonal fairness and information fairness in interaction fairness, which is an exploratory study, and SEM-PLS is most suitable for this kind of research. This study will take resampling to test for possible indirect effects and use existing mediation validation procedures. This method for mediation analysis is best suited for SEM-PLS and can be used for small sample analysis.

Data analysis software SPSS22 is used to analyse the collected data. Firstly, the reliability and validity of the scale are verified, the fit between the data and the model is verified, and finally, the correlation analysis and regression analysis are carried out to verify whether the data support the hypothesis. Reliability analysis is mainly used to check the stability and consistency of the results presented as a measurement tool when measuring the same variables.

Table.1: Analysis techniques for hypothesis testing

Hypothesis	Technique
H1	Path analysis
H2	
H3	
H4	
H5	
H6	
H7	Resampling Meditation(bootstrapping)
H8	
H9	
H10	
H11	Two-stage
H12	
H13	
H14	

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