


Cómo las prácticas experimentadas de gestión de recursos humanos influyen en la percepción de justicia organizacional

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Abstract: This study examines the influence of employees' experiences with Human Resource Management (HRM) practices on their perception of organizational justice within the Mexican context. Using a quantitative approach, the research engaged 855 individuals employed across diverse organizations as primary respondents. The questionnaire employed items derived from HRM practices widely acknowledged in the literature and commonly utilized within the country, along with components concerning perceived organizational justice sourced from academic literature. The outcomes revealed that certain HRM practices correlated with both procedural and interactional justice, while others did not exhibit such associations. The insights from this research offer valuable elements for practitioners in crafting human resource policies to influence employees across various organizational levels. Furthermore, given that some multinational organizations use their Mexican experiences to represent the LATAM region, this study could serve as a guide for deploying HRM practices throughout this extensive region.

Keywords: HRM practices, organizational justice, organizational behavior, Mexico, LATAM.

Resumen: Este estudio examina la influencia de las experiencias de los empleados con las prácticas d Gestión de Recursos Humanos (HRM, por sus siglas en inglés) en su percepción de la justicia organizacional en el contexto mexicano. Esta investigación con enfoque cuantitativo involucró a 855 individuos empleados en diversas organizaciones en México como principales encuestados. El cuestionario empleó elementos derivados de prácticas de HRM ampliamente reconocidas en la literatura y comúnmente utilizadas en el país, junto con componentes relacionados con la justicia organizacional percibida extraídos de la literatura académica. Los resultados revelaron que ciertas prácticas de HRM se correlacionaban tanto con la justicia procedimental como con la interaccional, mientras que otras no mostraban tales asociaciones. Los conocimientos extraídos de esta investigación ofrecen

elementos valiosos para los profesionales al diseñar políticas de recursos humanos destinadas a influir en empleados en distintos niveles organizacionales. Además, considerando que algunas organizaciones multinacionales utilizan sus experiencias en México como representación de la región de América Latina, este estudio podría servir como guía para implementar prácticas de HRM en esta extensa región.

Palabras clave: prácticas de gestión de recursos humanos, justicia organizacional, comportamiento organizacional, México, LATAM.

Introduction

A central challenge for organizations is to manage their workforce effectively. While most organizations recognize the critical role employees play in achieving organizational objectives, few fully understand how to optimize this contribution (Katou, 2022). Research examining the relationship between Human Resource Management (HRM) and organizational performance has produced mixed results (Katou & Budhwar, 2010). However, specific HRM outcomes—such as employee skills, attitudes, and behaviors—as well as reactions including motivation, commitment, engagement, and organizational citizenship behavior, have been positively associated with organizational performance (Katou, 2013; Katou & Budhwar, 2010; Luo et al., 2017). These factors contribute to improved task execution and client service (Gabriel et al., 2016), leading to more efficient resource utilization, increased employee satisfaction, and reduced turnover (Katou, 2013; Luo et al., 2017).

The degree of satisfaction employees derive from HRM practices is directly linked to their perceptions of organizational justice (Farndale & Kelliher, 2013). Nevertheless, existing studies have emphasized mainly the intended or enacted level of HRM practices while neglecting the experienced level, that is, how employees perceive these practices. This oversight is significant, as employee experience has been shown to influence key outcomes directly (Kitt & Sanders, 2024).

For instance, consider a case where top management implements HRM policies to enhance flexibility, but department managers interpret and apply these policies differently. The result is varied perceptions of fairness across the organization, influenced by inconsistent implementation.

Accounting for diverse national and organizational contexts is also critical, particularly for multinational companies (MNCs) operating in different countries (Zheng, 2016). Despite this importance, a limited explanation remains of how employee experiences of HRM practices in Mexico influence their perceptions of organizational justice.

This study provides empirical evidence that the way Mexican employees experience specific HRM practices (Madero-Gómez, 2011) significantly impacts their perceptions of procedural justice. Additionally, a distinct set of HRM practices will likely influence perceptions of relational justice. Farndale and Kelliher (2013) demonstrated a positive relationship between employee perceptions of justice, particularly regarding performance appraisal, and organizational commitment. They also called for further research into HRM as experienced by employees. Similarly, Madero-Gómez (2011) identified HRM practices in Mexican organizations that align

with the positive effects reported in earlier studies (Flores Zambada & Castañeda Ríos, 2001).

This study aims to identify the HRM practices that generate the most significant positive impact on perceptions of procedural and relational justice. It integrates insights from Farndale and Kelliher (2013) and Madero-Gómez (2011) to enhance employee experience—recognized as a key driver of desirable outcomes. Questionnaire items from both studies were adapted to measure these perceptions within the study's target organizational environment.

Mexico represents a strategic location for multinational companies, both as a customer market and a source of raw materials and labor. Federal initiatives to attract foreign investment have prompted organizations operating in Mexico to adapt their HRM practices to better manage local workforces. As the second-largest recipient of foreign direct investment in Latin America (Foreign Direct Investment in Latin America and the Caribbean, 2021), Mexico frequently serves as the entry point for MNCs seeking to expand into the region. These firms often draw on their experiences in Mexico to inform broader regional HR strategies.

This article is structured as follows. First, it presents a theoretical framework that develops the study's hypotheses as key concepts are defined and the level of analysis is reached. Second, the methodology section outlines the sample, measurement instruments, data analysis procedures, and results. Third, the discussion section interprets the findings considering the theoretical framework. Finally, the article concludes with a summary of contributions and outlines key limitations.

Theoretical Framework

The statement “People are the preeminent organizational resource...” was initially a statement of faith (Delaney & Huselid, 1996), which in some cases still holds. However, several studies offer evidence that organizational performance significantly correlates with effective management of human resources. When a company adeptly manages its human talent, it anticipates the delivery of desired results (products or outcomes) (Posthuma et al., 2013).

Figure 1 demonstrates that HRM entails establishing principles conveying the value of employees, developing policies to enact these principles, and creating practices to implement these policies effectively (Katou, 2013).

Human Recourses

Management

- Principles
- Policies
- Practices
- Product

Organizational
Performance**Figure 1***HRM Architecture Levels Are Linked to Organizational Performance*

While management research acknowledges the strategic role of the human resources function, there remains a debate about measuring its impact (Saridakis et al., 2017). Studies attempting direct relationships between HRM and financial performance have not reached a consensus (Almutawa et al., 2015; Beer et al., 2015). However, it is proven that HRM enhances organizational performance through intermediate outcomes like motivation, commitment, engagement, Organizational Citizen Behavior (Katou, 2013), job satisfaction, and productivity (Macky & Boxall, 2007) (see Figure 2).

Human Recourses

Management

- Principles
- Policies
- Practices
- Product



Engagement

Motivation
Commitment
Organizational Citizen Behavior
Job Satisfaction
Productivity

Organizational
Performance**Figure 2***Intermediate Outcomes Through Which HRM Improves Organizational Performance*

HRM Practices

According to Posthuma et al. (2013), the HRM system architecture encompasses principles, policies, practices, and products. HRM practices operationalize HR systems, comprising specific methods and procedures that communicate organizational principles and policies to employees (see Figure 3).

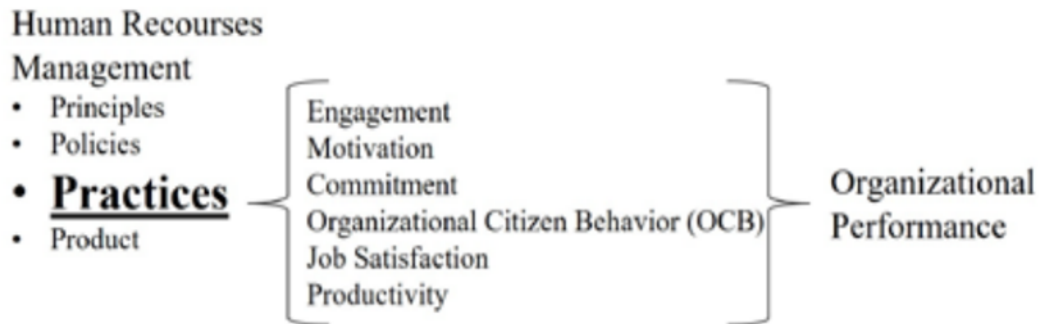


Figure 3

HRM Practices as Direct Promoters of Intermediate Outcomes

Nishii & Wright (2008) identify three lenses for observing HRM practices: intended, enacted, and experienced (see Figure 4). Most studies consider the first two lenses, disregarding the actual experiences of employees regarding HRM practices. Reducing the disparity between intended and implemented HRM practices leads to increased HR satisfaction, subsequently improving organizational performance (Khilji & Wang, 2006). Alfes et al. (2013) also highlight the positive effects of HRM practices on manager behavior and employee engagement.



Figure 4

Lenses For Observing HRM Effects

Multinational corporations acknowledge the importance of culturally responsive HRM policies and practices due to managing a diverse workforce, requiring adaptation to social, technological, and demographic changes impacting employee motivations (Zheng, 2016).

In Mexico, research by Flores Zambada and Castañeda Rios (2001) on attitudes valued by Mexican workers guided Becerra (2006) to identify common HRM practices. Madero-Gómez (2011) classified these practices with the highest correlation to positive attitudes as "excellence criteria." These HRM practices, referred to as HRM

practices with high impact in Mexico (HpMe), contribute to generating positive experiences (see Table 1).

Table 1

HRM Practices Most Recommended for the Mexican Environment

Table 1 *HRM Practices Most Recommended for the Mexican Environment*

1. Av_Salary	Offer salaries according to similar offers or the average in the industry of the same branch.
2. Training	Offer training programs for the development of new skills.
3. Sensitive_Org	Be sensitive to the needs of the worker and their family.
4. Growth	Offer possibilities for growth and promotion.
5. Perform_MS	Have clear and fair performance management systems.
6. Flexibility	Offer flexibility in schedules and flexible time to work.
7. Autonomy	Offer autonomy and freedom to make decisions in the workplace.
8. Recognize	Recognize staff for their achievements and contributions.
9. Cozy	Offer a welcoming work environment that allows one to feel like family, with a work team that includes all company levels.
10. Compensation_S	Have effective compensation systems.

Note. HRM practices defined as “excellence criteria” by Madero-Gómez (2011).

Table 1 Note. HRM practices defined as “excellence criteria” by Madero-Gómez (2011).

HRM Practices and Organizational Justice

Employee perceptions of HRM practices directly affect organizational justice, influencing organizational trust, confidence, and employee reactions (Katou, 2013). Organizational justice comprises procedural, interactional, and distributive justice (Wang et al., 2010) (see Figure 5).



Figure 5

HRM Practices Connotation

HRM practices, as perceived by employees, demonstrate a positive correlation with perceptions of organizational justice. This organizational justice, in turn, is positively linked to critical intermediate outcomes.

Luo et al. (2017) established a direct association between procedural justice and commitment. Transformational leadership and procedural justice were also found to positively impact collective identity, which consequently influences commitment.

Farndale and Kelliher (2013) uncovered a direct relationship between employees' perception of organizational justice (categorized into procedural and interactional) regarding the execution of a specific HRM practice (performance appraisal) and their commitment levels. Additionally, they identified that senior management's trust moderates the relationship between organizational justice and commitment, as well as directly impacts commitment. This study suggests that certain HRM practices can influence the perception of organizational justice. Farndale and Kelliher (2013) distinguished between procedural and interactional justice. It is conceivable that some HRM practices foster interactional justice, while others promote procedural justice. This study's significance lies in examining the impact of these practices on employee experiences. Notably, Farndale and Kelliher (2013) did not delve into distributive justice, as it is influenced more by organizational outcomes rather than the processes employed to achieve those outcomes.

Bobocel (2021) acknowledges that the perception of organizational justice is positively related to job performance, organizational commitment, trust in managers, and civic behavior, all desirable outcomes. However, he acknowledges that there is a relationship with burnout, workplace deviance, and undesirable backlash. Lavelle et al. (2025) expand this line of research by verifying that those who perceive organizational justice come to feel committed to the organization and may feel compelled to exhibit unethical pro-organizational behaviors.

The current study investigates whether employees' experience with HRM practices (specifically those identified as most recommended for Mexican companies) affects their perception of procedural and interactional justice. It is anticipated that employees will perceive some of the highly recommended HRM practices for Mexican companies as endorsing procedural justice. Simultaneously, another subset of the highly recommended HRM practices for Mexican companies will be seen as promoting interactional justice (see Figure 6).

H1. The experience level of a set of HRM practices most recommended for Mexican companies has a positive relationship with employees' perceptions of procedural justice.

H2. The experience level of a set of HRM practices most recommended for Mexican companies has a positive relationship with employees' perceptions of interactional justice.

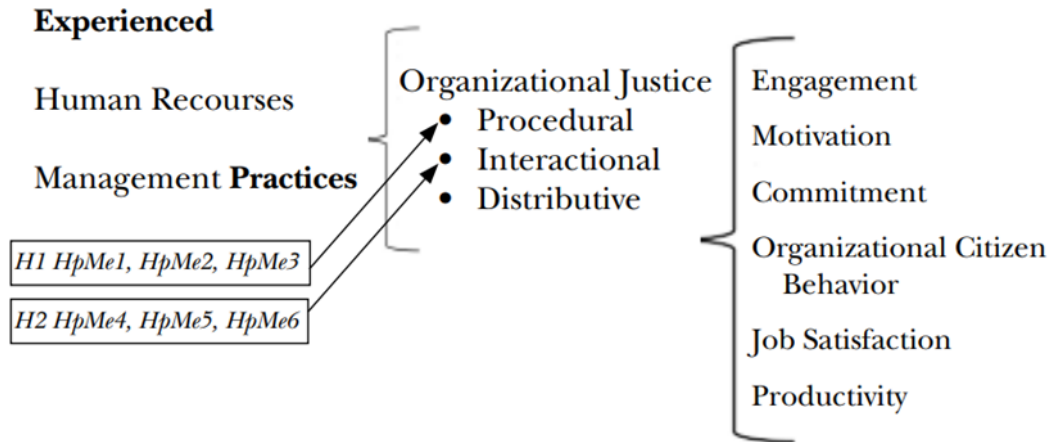


Figure 6

Anticipated Links Between Recommended HRM Practices and Organizational Justice Perception

Sample

With the assistance of MBA students from a prominent private business school in Mexico, a survey was distributed to their contacts to collect data. Through this endeavor, a convenience sample of 1,005 completed questionnaires was collected. Following review, the research team eliminated 150 questionnaires due to missing information, resulting in an analyzed sample of 855 respondents. The sample represents an approximate equal distribution between women and men, encompassing individuals aged between 19 and 63, with an average age of 32. Nearly half of the respondents fell within the age bracket of 25 to 35 years. Regarding professional experience, 39% of the sample reported less than 5 years of experience, 27% reported 6-10 years, and 34% reported more than 10 years of experience. Among the respondents, 29.5% held positions at an operational level or without direct staff, 46.9% were direct supervisors of operational staff, 17.0% occupied management or middle management positions, and 5.7% identified themselves as CEOs or owners of their respective companies.

The descriptive analyses of the participants are summarized in Table 2.

Table 2
Descriptive Analysis of the Sample

Table 2 *Descriptive Analysis of the Sample*

	Frequency	Percent
Gender		
Male	447	52.3
Female	405	47.4
I prefer not to say	3	0.3
Marital Status		
Single	399	46.7
Married	412	48.2
I prefer not to say	44	5.1
Age		
Less than 25 years	68	8.0
Between 26 and 35 years	422	49.4
Between 36 and 45 years	174	20.4
Between 46 and 55 years	40	4.7
More than 55 years	7	0.8
Missing	144	16.8
Years of working experience		
Less than one year	36	4.2
Between 1 and 5 years	299	35.0
Between 6 and 10 years	234	27.4
More than 10 years	286	33.5
Hierarchical level		
High level (Directors)	49	5.7
Managers	145	17.0
Administratives (Profesionals)	401	46.9
Operative	252	29.5
Missing	8	0.9
Total	855	100

Measures

This study utilized a survey comprising 24 items (Table 3), of which 14 were considered for testing the hypotheses. Following the framework of Farndale and Kelliher (2013), an instrument was developed to gauge organizational commitment (four items), procedural justice (three items, two from the authors and an intentionally added one), interactional justice (three items), and confidence in top management (four items). Additionally, drawing from Madero-Gómez's work (2011), a 10-item questionnaire

assessing employees' experiences with HRM practices significantly impacting Mexico (HpMe) was included (these items showed a Cronbach's alpha of .859). The response options were presented as Likert scales, ranging from 1 (totally disagree) to 5 (totally agree).

The 14 items derived from Farndale and Kelliher's work (2013) yielded a Cronbach's alpha of .915. Subsequently, an exploratory factor analysis was employed to validate the measure for procedural justice and interactional justice. This analysis employed a main components extraction with varimax rotation. The results indicated a Kaiser-Meyer-Olkin (KMO) measure of .920, explaining up to 69.33% of the variance and identifying two items for removal (the additional item in procedural justice measurement and an item intended for assessing confidence in top management).

Post-elimination of these items, a confirmatory factor analysis was conducted using main components extraction to identify the four factors the instrument was designed to measure. The analysis utilized oblimin rotation due to the theoretical interdependence between constructs of procedural justice and interactional justice within the organizational justice construct (Wang et al., 2010). This factorial analysis elucidated up to 80.68% of the variance with a KMO of .913, demonstrating both convergent and divergent validity of the measurements taken.

Subsequently, the reliability of each scale intended for hypothesis testing was calculated, resulting in a Cronbach's alpha of .817 for procedural justice and .833 for interactional justice, indicating favorable reliability for the instrument. After conducting the corresponding analyses to assess the validity and reliability of the measurement instrument, it was found that the explained variance exceeds 60%. This indicates statistically significant evidence supporting the adequacy of the variables for making predictions in the proposed regression models

Table 3

Measurements References Cited by Authors

Table 3 *Measurements References Cited by Authors*

Reference	Construct	Reference reported
Farndale and Kelliher (2013)	Justice perception (procedural and interactional)	Folger and Konovsky, 1989; Skarlicki, Folger, and Tesluk, 1999
Madero-Gómez (2011)	HRM practices with high impact at México	Becerra 2006; Flores Zambada and Castañeda, 2001

As the present investigation relied on a single source to gather data measuring both the dependent and independent variables, there is an inherent risk of encountering common method bias. Following

Podsakoff et al. (2003), the Harman single-factor test stands as the most commonly used technique to assess this bias. To execute this test, the 15 items employed to evaluate the hypotheses were subjected to an exploratory factor analysis using a main components extraction without rotation, revealing loads across two factors. While this test does not dismiss the presence of common method bias, its impact on the performance of hypothesis tests is not anticipated.

The descriptive data of the variables used in the research are shown below, and the results of the Kolmogorov-Smirnov test show a normal distribution in each of the variables used. When performing the homogeneity test (Levene test), it is observed that the variances and the results of the base on mean present significance levels less than .05, so it can be inferred that there is statistically significant evidence in the homogeneity of the variance of the variables and continue with the tests that are planned to be performed.

To measure the collinearity of the variables used in the model, that is, the correlation between them, the corresponding statistical tests were carried out. It was observed that in the Pearson test, all the coefficients are less than 0.6 and the resulting Durbin-Watson test is 1.814, because it is between 1 and 2, it is considered that the correlation between the variables is tolerable. Likewise, the VIF indicator is between 1 and 5 (see Table 4).

Table 4
Descriptive Analysis of Variables

Table 4 Descriptive Analysis of Variables

HRM Practice	Mean	Std-dev.	Kolmogorov-Smirov Test	Levene test	VIF
Av_Salary	3.59	.998	.234	3.107	1.579
Training	3.57	1.133	.219	4.464	2.005
Sensitive_Org	3.67	1.116	.245	6.236	1.995
Growth	3.71	1.009	.241	5.764	2.059
Perform_MS	3.67	.979	.235	2.616	1.865
Flexibility	3.36	1.285	.208	1.465	1.619
Autonomy	3.55	1.027	.251	2.731	1.761
Recognize	3.56	1.067	.236	2.039	2.281
Cozy	3.70	1.047	.233	4.651	1.702
Compensation_S	3.39	1.112	.204	1.780	2.014

Analyses

To assess the two presented hypotheses, it becomes essential to ascertain whether employees' perception of the experience regarding HRM practices with high impact in Mexico (HpMe) directly

influences their views on procedural or interactional justice. Consequently, a linear regression test was conducted, utilizing the perception of procedural and interactional justice, measured through Farndale and Kelliher's (2013) instrument as dependent variables. The analysis aimed to explore the association of each variable with the experience of HRM practices with high impact in Mexico, gauged through the Madero-Gómez (2011) instrument.

As highlighted by Nishii & Wright (2008), the experienced lens of HRM practices remains relatively understudied, endeavoring to distinguish between what senior management intends to implement and what is actually perceived by employees. In line with the proposed hypotheses, it is anticipated that discrepancies may exist in employees' experiences across various organizational levels. Consequently, responses from employees at operational, middle management, and senior management levels were segregated to conduct separate regressions.

Results

Hypothesis 1 posited that the experience level in HRM practices most recommended for Mexican companies correlates positively with procedural justice. The summary of the model shows $R^2 = .243$, with $F = 19.196$, $sign = .000$, and the coefficients of the variables of the regression model are shown in Table 5, the regression analysis for procedural justice, employing the perception of the 10 practices outlined by Madero-Gómez (2011), is presented for employees at the low or operational hierarchical level. The table reveals that three variables exhibit significance at the 1% level, offering partial support for Hypothesis 1. Notably, the standardized coefficients for these variables are quite similar to each other, positively impacting the dependent variable: Perform_MS (0.169), Autonomy (0.167), and Recognize (0.164).

Table 5*Procedural Justice Regression with Low-Level/Operational Employees*Table 5 *Procedural Justice Regression with Low-Level/Operational Employees*

Model	Standardized coefficients Beta	t	Sig.
(Constant)		10.535	.000
Av_Salary	-.021	-.462	.644
Training	.044	.852	.394
Sensitive_Org	.036	.727	.467
Growth	.088	1.676	.094
Perform_MS	.169	3.445	.001
Flexibility	-.032	-.698	.486
Autonomy	.167	3.517	.000
Recognize	.164	3.123	.002
Cozy	.016	.364	.716
Compensation_S	-.027	-.537	.591

Hypothesis 2 aims to ascertain whether the experience level in HRM practices most recommended for Mexican companies correlates positively with interactional justice. The summary of the model shows $R^2=.284$, with $F=23.744$, $sign=.000$, and the coefficients of the variables of the regression model are shown in Table 6 and present the regression analysis for the perception of interactional justice, utilizing the assessment of the 10 practices identified by Madero-Gómez (2011) among employees at the low hierarchical or operational level. In this instance, four variables demonstrate significance; however, only three are statistically significant at the 1% level, positively impacting the dependent variable: a) compensation_S (.247), b) autonomy (.159), and c) perform_MS (.125). At the same time, one variable is significant at the 5% level and bears a negative correlation: cozy (-.083).

Table 6

Interactional Justice Regression with Low-level/Operational Employees

Table 6 *Interactional Justice Regression with Low-level/Operational Employees*

Model	Standardized coefficients Beta	t	Sig.
(Constant)		12.302	.000
Av_Salary	-.007	-.164	.870
Training	.090	1.805	.072
Sensitive_Org	.010	.203	.839
Growth	.063	1.225	.221
Perform_MS	.125	2.611	.009
Flexibility	.045	.998	.319
Autonomy	.159	3.454	.001
Recognize	.021	.416	.678
Cozy	-.083	-1.894	.059
Compensation_S	.247	4.959	.000

In addition to the initial regressions for hypothesis testing, two additional regressions were conducted to assess respondents' perceptions of belonging to high hierarchical levels within their respective organizations (managers, directors, CEO, or owner). The summary of the model shows $R^2=.421$, with $F=9.084$, $sign=.000$, and the coefficients of the variables of the regression model are shown in Table 7, which exhibits the regression analysis for procedural justice, utilizing the 10 practices identified by Madero-Gómez (2011) among high-level hierarchical employees. Remarkably, only two of these practices exhibit significance at the 1% level, and both demonstrate nearly identical standardized coefficients. For procedural justice, the variables that have a positive impact are: a) perform_MS (.268) and b) autonomy (.231).

Table 7
Procedural Justice Regression with High-level Employees

Table 7 Procedural Justice Regression with High-level Employees

Model	Standardized coefficients Beta	t	Sig.
(Constant)		1.966	.051
Av_Salary	.022	.240	.811
Training	.104	1.112	.268
Sensitive_Org	.125	1.186	.238
Growth	-.050	-.509	.612
Perform_MS	.268	2.646	.009
Flexibility	-.082	-.922	.358
Autonomy	.231	2.451	.016
Recognize	.099	.860	.391
Cozy	.133	1.315	.191
Compensation_S	-.071	-.740	.461

As a final examination, the regression analysis for interactional justice was conducted, employing the 10 practices outlined by Madero-Gómez (2011) for employees at a high hierarchical level.

The summary of the model shows Rsquare=.442, with F=9.9146, sign=.000; the outcomes of this analysis are detailed in Table 8. Notably, two variables exhibit significance—one at the 1% level and the other at the 5% level—while one of the standardized coefficients is approximately 30% larger than the other. These variables are: a) sensitive_org (.263) and b) autonomy (.196).

Table 8*Interactional justice regression with high-level employees*Table 8 *Interactional justice regression with high-level employees*

Model	Standardized coefficients Beta	t	Sig.
(Constant)		5.330	.000
Av_Salary	.066	.741	.460
Training	.073	.788	.432
Sensitive_Org	.263	2.538	.012
Growth	-.026	-.264	.792
Perform_MS	.166	1.668	.098
Flexibility	-.005	-.057	.955
Autonomy	.196	2.122	.036
Recognize	.168	1.490	.139
Cozy	.021	.207	.836
Compensation_S	-.115	-1.219	.225

Discussion

The outcomes are consistent with the research by Farndale and Kelliher (2013) and Nishii and Wright (2008), validating the two hypotheses. Each facet of organizational justice was linked to a specific set of HRM practices among the surveyed employees, with some overlapping practices.

In the corporate world, employee motivation becomes a key pillar for competitiveness and achieving organizational results. Managers constantly seek to improve motivational frameworks, as a motivated employee not only performs better, but also adopts positive attitudes that benefit the work environment (Bohórquez et al., 2020).

Additionally, motivation is directly correlated with job satisfaction and professional performance. On the other hand, compensation plans promote autonomy, mastery, and a clear purpose since they are related to high levels of intrinsic motivation, which in turn enhances employee satisfaction and commitment (Wardiansyah et al., 2024).

Concerning low-level/operational employees, practices HpMe_e, HpMe_g, and HpMe_h are associated with perceptions of procedural justice, as seen in Table 5. The first practice pertains to proficient performance management, the second to granting workplace decision-making autonomy, and the third to acknowledging individuals' achievements and contributions. Juyumaya et al. (2024) show the relevance of autonomy and performance in the workplace, highlighting that they promote motivation and are determining

factors in talent management and business strategies, since they can be adapted according to people's age and hierarchical level.

Hence, it is inferred that among the surveyed employees, their view of procedural justice relates to recognizing individuals' contributions, enabling autonomy in task execution, and acknowledging accomplishments within the workplace.

Table 6 indicates that for low-level/operational employees, effective performance management, granting task autonomy, and receiving appropriate compensation are HRM practices that enhance their perception of interactional justice within the organization. Conversely, the endeavor to establish a welcoming and familiar environment is perceived negatively regarding interactional justice. This could stem from instances where a friendly work environment might result in individuals exhibiting below-average performance yet receiving benefits similar to those with outstanding performance, which may be perceived as unfair.

An attractive compensation package is considered part of the company's value proposition for employees, and, according to Colin Flores et al. (2024), they are part of the economic value in models of attracting young talent, while performance and autonomy could be considered a value that generates employee development.

Tables 7 and 8 uncover the employees' perspectives at higher hierarchical levels. In both tables, the practice of allowing workers the freedom to make decisions in task execution is notably significant and associated with both procedural and interactional justice. Furthermore, this group connects procedural justice with implementing a system to acknowledge workers' performance. In contrast, according to their feedback, interactional justice is influenced by demonstrating sensitivity towards the needs of workers and their families.

According to the results obtained, autonomy has a favorable impact on the perception of organizational justice. It serves as a powerful mechanism that enables individuals to connect with their sense of purpose and develop skills that benefit the organization and enrich their personal lives, positively influencing those around them (Demircioglu, 2021; Ryan et al., 2019).

As noted by Pink (2009), autonomy refers to the capacity to be the architect of one's own life and decisions. This is not merely an abstract concept; it represents a transformative reality that can significantly influence how individuals engage with their work and personal lives. In diverse fields such as education, healthcare, and employment, autonomy is associated with enhanced personal responsibility and the ability to make informed choices.

In the workplace, autonomy is reflected in the freedom to select tasks, flexibility in scheduling, and control over work methods. These components are essential for improving employee satisfaction and retention, particularly in competitive sectors such as technology.

Indeed, empowering employees to make decisions about their work not only cultivates a positive organizational climate but also establishes a virtuous cycle of motivation that enhances overall performance (Mardanov, 2021).

Conclusion and Limitations

This study seeks to expand upon the research by Farndale and Kelliher (2013) within the Mexican context, aiming to assist managers in selecting HRM practices that enhance the perception of fairness in achieving organizational objectives (procedural justice) and fostering positive relationships between individuals and the company (interactional justice). The findings provide insight into the level of impact that each practice identified by Madero-Gómez (2011) can have on perceptions of procedural and interactional justice, serving as a valuable reference for academics studying Mexican organizational behavior conducting employee engagement.

Identifying certain practices that resonate positively with employees, evoking favorable sentiments, and enhancing organizational commitment presents an opportunity for interventions in organizations facing negative perceptions of procedural or interactional justice. The practices related to each dimension of organizational justice exhibited logical and intuitive connections but lacked empirical evidence. Notably, among both surveyed audiences, the HRM practice most associated with organizational justice was linked to providing autonomy in task execution. It is perceived as fair when employees are given obligations along with the freedom to decide how to accomplish tasks. Moreover, a proficient performance management system was correlated with procedural justice among Mexican workers at both levels.

Regarding enhancing fairness perception in interpersonal dealings, the evidence suggests that an effective compensation system is crucial. However, implementing congenial work environments in Mexico must align with performance evaluation systems to prevent disparities in employee goodwill, which can adversely impact the perception of interactional justice. For top management respondents, demonstrating sensitivity towards employees' and their families' needs was highlighted as significant for improving interactional justice.

It should be noted that the results presented from this sample may not be generalizable to the entire population due to the participants' demographic characteristics, such as age and work experience. Nevertheless, the findings can offer valuable insights under similar conditions.

Although the results are theoretically and intuitively validated, broader generalization would require expanding the sample across diverse regions and industries within the country. More complex

analyses, like hierarchical regression or structural equation models, could provide further statistical robustness. Replication of this study should consider controlling variables such as hierarchical level, company, region, and industry for better generalizability. Additionally, replicating the analysis by Farndale and Kelliher (2013) in a different country would validate similarities in behavior across varied contexts.

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