

## The Influence of Cultural Factors on Organizational Justice of Public Organizations in Bangkok

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### ABSTRACT

The main purpose of this research was to analyze the influence of cultural factors on organizational justice of public organizations in Bangkok. The samples used in this study were 350 employees who work in public organizations in Bangkok. The instrument used to collect data was a research questionnaire. Statistics used in this research consisted of percentage, mean, standard deviation, Pearson Correlation and Structural Equation Modeling (SEM). The research findings showed that the overall perceptions of employees on cultural factors were at a high level. The overall perceptions of employees on organizational justice of public organizations in Bangkok were at a high level. Cultural factors had a relationship with organizational justice of public organizations in Bangkok at the 0.01 level of statistical significance. The model had an acceptable fit with chi-square = 128.991, df = 106, p = .079, CMIN/DF = 2.208, GFI = .968, and RMSEA = .029. The results indicated that cultural factors had a positive influence on organizational justice of public organizations in Bangkok at the 0.01 level of statistical significance, which can be presented as follows: Family culture ( $\beta = .70$ ,  $p = .00$ ), social culture ( $\beta = .73$ ,  $p = .00$ ), and organizational culture ( $\beta = .84$ ,  $p = .00$ ).

**Keywords:** Cultural Factors, Organizational Culture, Organizational Justice, Norms and Value, Public Organizations

### 1. INTRODUCTION

Justice is the source of peace and acceptance of each member in the society. It is a key factor in creating unity so that groups of people or organizations are able to live peacefully with one another. If there is no justice in the society, the society is full of disharmonies, conflicts, chaos, and cannot create pride and unity among members of society. Furthermore, it may lead to various crises, including family, social, organizational, economic and political crises. Thai society still has been plagued by injustice, as seen from resource allocation, unfair distribution of prosperity, and discrimination between the rich and the poor, the powerful and the powerless, the influential and the uninfluential. Moreover, law enforcement has also been criticized for lacking equality in many cases. Whenever society begins to question or doubt about justice, whether in the organization or in political and social context, then, the distrust of each other often arises and the result is the disunity of the people in the organizations or the societies (Anitha, 2014; Channuwong et al., 2023; Tongvijit, 2023). Vasi (2011) stated that if the society is without justice, it will cause suffering, conflict, discouragement leading to various crises, including political and economic crises that are prevalent in Thailand today.

The World Justice Project ranked Thailand 79<sup>th</sup> out of 126 countries with the score of 50 percent out of 100 according to the Rule of Law Index 2019 (World Justice Project, 2019). Therefore, justice is the critical issue that Thailand must promote. Problems of justice and inequality do not only arise in the society. Even within the organization, there is the problem of justice as well. It is well known that rewarding, compensation consideration process, and the interaction between people in the organization are all related to nepotism (Channuwong & Ruksat, 2022; Duffy, 2016). Adams (1965) and Gilliland and Langdon (1998) stated that an injustice in the organization can be seen from employees receiving unequal or different return

despite being in the same position, and having the same workload and performance. When employees feel that they are not being treated fairly, they lose motivation to work and lack satisfaction in the organization they work for. On the other hand, if they feel that they are being treated justly, they will be more committed and have a more positive attitude towards the organization. Smithikrai (2002) and Channuwong (2018) stated that organizational justice has a great influence on employee attitudes and behaviors as employees will be more committed to the organization and have more trust towards their supervisors and the organization which will lead to increase work efficiency. Moreover, organizational justice can greatly reduce conflicts within the organization.

Family, social and organizational cultures are the key factors that contribute to organizational justice. These cultures are related to customs, norms, traditions, beliefs, values, and practices that are passed down from generation to generation (Wongmajarapinya et al., 2024; Channuwong et al., 2024). In general, Thai culture has one important feature which is its dynamic change. Walliphodom (2011) explained that culture is dynamic and inconstant as it changes according to social context, time and place. Since cultural factors determine conscience, mindset, values, practices and beliefs of people in the society and organization, therefore, perception of justice is inevitably related to culture. Similarly, organizational justice can happen only when that organization has a good culture which values lawfulness, reason, unity, rightfulness and fairness. In organizations that do not prioritize justice, there will be only exploitation, rivalry, persecution, nepotism, and acting for the benefit of oneself and their associates without regard to lawfulness and eventually lead to disunity and distrust of one other.

The researchers considered that cultural factors which consist of family culture, social culture, and organizational culture are vital to justice in the Thai public organizations. Therefore, we are interested in studying the model of cultural factors influencing justice in public organizations in Bangkok. The objectives of this research were to study the perceptions of employees of public organizations in Bangkok on cultural factors, to study the perceptions of employees on organizational justice of public organizations in Bangkok, to find a relationship between cultural factors and organizational justice of public organizations in Bangkok, and to analyze the influence of cultural factors on organizational justice of public organizations in Bangkok.

### **Research Objectives**

1. To find a relationship between cultural factors and organizational justice of public organizations in Bangkok
2. To find the influence of family culture on organizational justice of public organizations in Bangkok
3. To find the influence of social culture on organizational justice of public organizations in Bangkok
4. To find the influence of organizational culture on organizational justice of public organizations in Bangkok

## **2. REVIEW OF LITERATURE**

Culture includes all man-made patterns of behavior resulting from learning, knowledge, beliefs, values, attitudes, way of life, etc., as well as the products of such behavior. It is owned by members of the society and is passed on to future generations. In addition, culture is constantly changing, so culture can be said to be a combination of norms, values and beliefs (Patikomnantha, 1978). In order to visualize and understand the concept of culture more clearly, scholars have divided the ideal culture into two categories: 1) Material or tangible culture includes products made by humans such as houses, residences, appliances. Various types of artifacts are cultures that are tangible, which have different shapes, sizes, and weights depending on each area such as hoes, picks, knives, pots, houses, cars, trains, as well as various types of machinery. 2) Non-Material or intangible culture includes stories, feelings, ideas and tastes. They have no shape, size or weight, but have great influence on the behaviors, actions and human ways of life (The Fine Arts Department, 1999).

Family culture is a culture that is important to everyone as it is an institution that is close to human beings in all societies. Everyone has to live in a family institution because it is the first society group to nurture, raise, practice manners, determine roles, duties, and behaviors of people in an orderly manner and in accordance with the standards of each family. Therefore, family is the most important institution of a close cooperative society. It is the most enduring institution and human society has never appeared to be an institution without a family as everyone must live in a family. Social culture is about customs, traditions, beliefs, religious ceremonies and practices that help control human behavior in the society (Supap, 1997). Organizational culture is cooperatively created by people in the organization as a result of various changes that occur in the world today, whether in terms of technology, society, economy, and environment etc. The changes that have occurred allow organizations to develop their capabilities to adapt to the changes around them. The organizational culture will be formed by the cooperation of everyone in the organization who works together to adapt, develop their work, and create behaviors that people in the organization can adhere to as a guideline for their work based on their belief and shared values (Aboramadan, 2020; Phisek, 2003). A good organizational culture is a forcing energy that can drive an organization to reach its goals and objectives (Sanguanwongwan, 2004).

Justice is a concept of moral correctness based on ethical principles, reasonableness, law, natural law, religion, equity and fairness, as well as the enforcement of the law with regard to the inalienable and inherent rights of the people and the private sector to be equally protected in accordance with the law on their civil rights without discrimination (Wikipedia, 2016).

Justice can be divided into two aspects: 1) Proportional justice, and 2) Reciprocal justice. The latter relies on the former. Once the proportional justice of a person is violated, to ensure justice, the proportion of that person must be restored to normal. Therefore, the purpose of reciprocal justice is to maintain the fairness of proportional justice (Channuwong, 2018; Chuathai, 2002).

Folger (1998) classified the organizational justice into 3 aspects: 1) Distributive justice is the perception of justice towards the results or allocation received by individuals. When one considers the fairness of returns, one will assess whether the results are rightly appropriate or not. 2) Procedural justice is the perception of persons about the fairness of the methods, mechanisms or processes used to determine returns (i.e. criteria and standards for consideration, decision making process, dispute resolution process, sharing process) in the organization, whether they are fair or not. 3) Informational justice is the perception of people that they are being treated fairly from the others. In addition, it means that the supervisor is able to adequately and appropriately explain underlying reasons of their decisions. Therefore, supervisors need to inform about issues that affect their subordinates and be able to address their concerns.

Sheppard et al. (1992) divided the level of justice in the organization into three levels as follows: 1) Distributive Justice includes equality, and the accuracy of the allocation of returns such as compensation payments. The perception of justice regarding returns is the most discussed topic about organizational justice. 2) Procedural Justice consist of fairness and equity in decision-making processes. For example, employees will evaluate not only the fairness of allocation of returns, they will also assess the fairness of the process itself as well. 3) Systematic Justice includes the surroundings of the organizations which determine the processes that occur in the organization such as the chain of command, data generation, data processing and information reception system. These are difficult to understand, especially those within the organization. Snongtaweeporn et al. (2020) and Santiwong (1996) explained the meaning of the organization that it is a social unit with a group of people working together and jointly decide to solve problems to achieve the same goal. In this sense, it can be considered that the organization is a social institution established to meet the needs of human beings. An organization is a social agency that increases knowledge for people in the society, helps maintain social stability, and help people in society apply certain skills to achieve their goals faster. The general purpose of any form of organization is to serve the people in terms of productivity and service satisfaction. Naveekarn (2000) and Siripap et al. (2022) defined that an organization is a group of people working together under a predetermined structure to achieve collective goals. If individuals do not have common goals or lack a specified structure to achieve their goals, that group of people is merely a crowd, not an organization. In order to maintain peace, unity and harmony among people in the organization, each organization should pay much attention on justice in the organization.

From a literature survey, it can be concluded that cultural factors which consisted of family culture, social culture and organizational culture have a relationship with organizational justice consisting of distributive justice, procedural justice and informational justice. Therefore, the researchers have proposed the following conceptual framework (Figure 1).

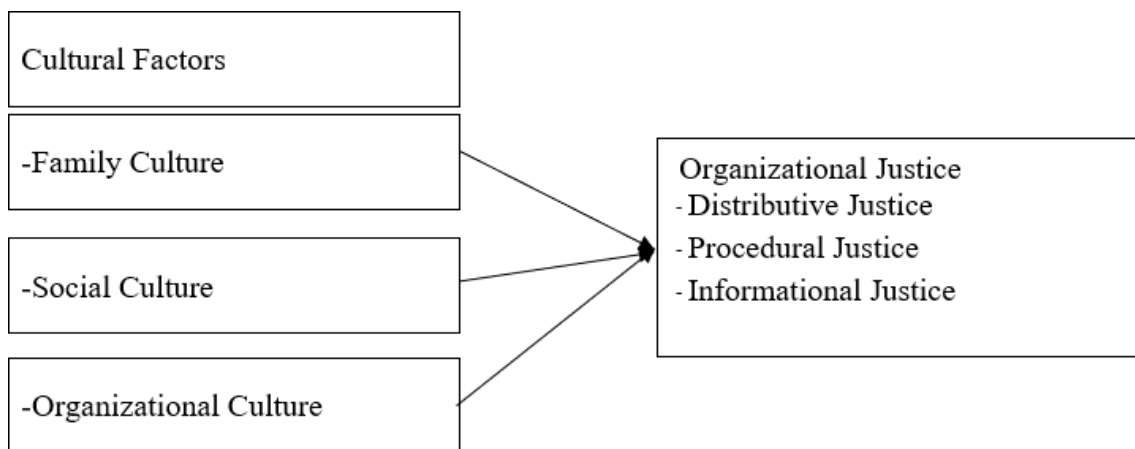


Figure 1 Conceptual Framework

### Research Hypotheses

Ha1: Cultural factors have a relationship with organizational justice of public organizations in Bangkok

Ha2: Family culture has an influence on organizational justice of public organizations in Bangkok

Ha3: Social culture has an influence on organizational justice of public organizations in Bangkok

Ha4: Organizational culture has an influence on organizational justice of public organizations in Bangkok

### 3. MATERIALS AND METHODS

This research is a quantitative study. Questionnaires are used as the main instrument to collect data.

#### *Populations and Samples*

The populations and samples used in this study are 15,000 employees working in the selected public organizations in Bangkok. The researchers used Taro Yamane's formula to calculate the sample size, and 392 samples were obtained.

#### *Instrument Used to Collect Data*

The instrument used to collect data in this study was a research questionnaire. In this study, the researchers have searched concepts, theories from journals and related researches and used the obtained information to create a close-ended questionnaire which are divided into three sections as follows: 1. Checklists: Participants were asked to fill in their personal information consisting of gender, age, marital status, educational level, monthly income and working experience (6 questions). 2. Rating scale regarding cultural factors (14 questions). 3. Rating scale regarding organizational justice in public organizations (16 Questions).

#### *Content Validity and Reliability Test*

The research questionnaire was checked by five research experts in order to find the content validity using Item Objective Congruence Index (IOC), and the IOC value of 0.95 was obtained. The questionnaire was used to try out with 30 people who were not the samples in this study in order to find the reliability value using alpha coefficient of Cronbach. The reliability coefficient was 0.96, which means that the questionnaire was reliable enough for conducting this study.

#### *Data Collection and Statistical Analysis*

The researchers liaised with administrators and employees in the office to compile the questionnaires. The researchers also informed the employees and sample participants prior to completing the questionnaire. The researchers distributed the questionnaire to 392 participants between August 1, 2024 to November 30, 2024, and received 350 copies in return which can be calculated as 89.28 percent. The completion of questionnaire was validated prior to data analysis.

The researchers used descriptive and inferential statistics to analyze the collected data and test the research hypotheses as follows: 1. Frequency and percentage were used to analyze the general information of participants. 2. Mean and Standard Deviation were used to analyze cultural factors and organizational justice. 3. Pearson Correlation Coefficient was used to find the correlation between cultural factors and organizational justice. 4. Structural Equation Modeling (SEM) was used to analyze the components of cultural factors that have an influence on organizational justice.

### 4. RESULTS

#### *Personal Information of Participants*

The results showed that the majority of participants were female (55.42 %) and 45.57% were male. Participants with 25-35 years of age dominated the sample size (34.80%), followed by less than 25 years old (30.40 %), 36-45 years old (19.80%) and more than 46 years old (15.00%). Most of the participants were single (60.00 %), followed by married (35.00%), and divorced/separated (5.00%). The majority of participants graduated bachelor degree (60.50%), followed by those that graduated higher than bachelor degree (25.50%), and lower than bachelor degree (14.00%). Participants largely had monthly income between 15,000 – 25,000 Baht (51.50%), followed by more than 35,000 Baht (18.20 %), 25,001 – 35,000 Baht (16.00 %) and less than 15,000 Baht (14.30 %). Most participants had working experiences between 5-15 years (43.80%), followed by less than 5 years (37.80%) and more than 16 years (18.40%) respectively.

#### *Perceptions of Participants on Cultural Factors in Public Organizations in Bangkok*

In this section, the researchers analyzed the perceptions of participants on cultural factors. The research results indicated that the overall perceptions of justice from cultural factors were at a high level ( $M = 3.63$ ,  $S.D. = .772$ ). In particular, family culture had the highest mean value ( $M = 3.85$ ,  $S.D. = .807$ ), followed by social culture ( $M = 3.60$ ,  $S.D. = .820$ ) and organizational culture ( $M = 3.45$ ,  $S.D. = .690$ ) (Table 1).

**Table 1 Mean and Standard Deviation of Perceptions of Participants on Justice from Cultural Factors**

Cultural Factors	<i>M</i>	<i>S.D.</i>	Interpretation	No.
Family Culture	3.85	.807	High	1
Social Culture	3.60	.820	High	2
Organizational Culture	3.45	.690	High	3

Total Average	3.63	.772	High	
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### **Perceptions of Participants on Organizational Justice of Public Organizations in Bangkok**

In this section, the researchers analyzed the perceptions of participants on organizational justice of public organizations in Bangkok. The results indicated that the overall perceptions of participants on organizational justice in public organizations were at high level ( $M = 3.76$ ,  $S.D. = .748$ ). In particular, informational justice had the highest mean value ( $M = 3.89$ ,  $S.D. = .725$ ), followed by distributive justice ( $M = 3.84$ ,  $S.D. = .754$ ), and procedural justice ( $M = 3.57$ ,  $S.D. = .766$ ) (Table 2).

**Table 2 Mean and Standard Deviation of Perceptions of Participants on Organizational Justice in Public Organizations in Bangkok**

Organizational Justice	<i>M</i>	<i>S.D.</i>	Interpretation	No.
Distributive Justice	3.84	.754	High	2
Procedural Justice	3.57	.766	High	3
Informational Justice	3.89	.725	High	1
Total Average	3.76	.748	High	

### **A Correlation Coefficient between Cultural Factors and Organizational Justice of Public Organizations in Bangkok**

In this section, the researchers analyzed a correlation between cultural factors and organizational justice of public organizations in Bangkok. The research findings indicated that cultural factors consisting of family culture, social culture and organizational culture had a positive relationship with organizational justice at the 0.01 level of statistical significance. The correlation coefficient ranged between .160 to .675, which the organizational culture (OC) and organizational justice (OJ) had the highest correlation (Table 3).

**Table 3 Pearson Correlation Coefficient between the Components of Cultural Factors and Organizational Justice.**

Variables	FC	SC	OC	OJ
FC	1	.465**	.190**	.160**
SC		1	.374**	.254**
OC			1	.675**
OJ				1

\*\* Statistically significant at .01 level

### **The Influence of Cultural Factors on Organizational Justice of Public Organizations in Bangkok**

In this section, the researchers presented the results of statistical analysis on the influence of cultural factors on organizational justice of public organizations in Bangkok, using Structural Equation Modeling (SEM). Details are as follows:

#### **The Measurement Model**

The research results from Structural Equation Modeling (SEM) analysis in Table 4 indicated that the Chi-square probability level was equal to .079, which was more than the cut-off value of .05 (Joreskog & Sorbom, 1996; Kamkede, 2008). The Chi-square Mean Index/Degree of Freedom (CMIN/DF) was equal to 2.208, which was less than the cut-off value of 3. The Goodness of Fit Index (GFI) was equal to .968, which was more than the cut-off value of .90. The Root Mean Square Error of Approximation (RMSEA) was equal to .029, which was less than the cut-off value of .06 (Kenny et al, 2015; Steven, 2009). Therefore, it can be concluded that the four hypotheses tests passed the evaluation criteria at good fit.

**Table 4 Comparisons of Measurement Model**

No.	Relevant Statistics	Cut-Off Value	Result	Interpretation
1.	Chi-square	$p > .05$	.079	Good Fit
2.	CMIN/DF	< 3	2.208	Good Fit



3. GFI	> .90	.968	Good Fit
4. RMSEA	<.06	.029	Good Fit

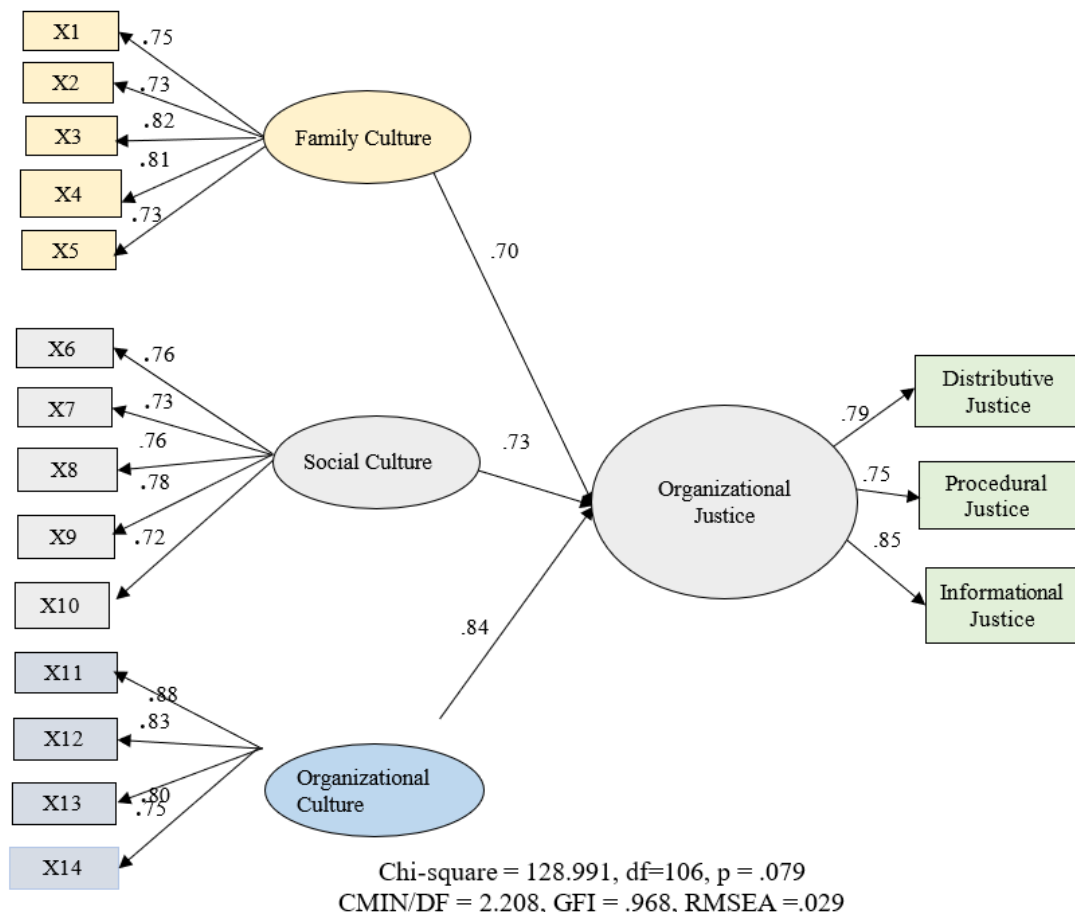
The results of statistical analysis in Figure 2 showed the causal relationship between cultural factors and organizational justice of public organizations in Bangkok, and factor loadings of each observed and latent variable. Therefore, it can be concluded cultural factors had an influence on organizational justice of public organizations in Bangkok at the statistical significance of .01 level, which can be presented as follows: Family culture ( $\beta = .70$ ,  $p = .00$ ), social culture ( $\beta = .73$ ,  $p = .00$ ), organizational culture ( $\beta = .84$ ,  $p = .00$ ) (Table 5). Details about each observed variable can be presented as follows:

Family culture can be evaluated through the observed variables as follows: I have learned justice from my family (X1), my family teaches me about justice and fairness (X2), my family treats family member with justice (X3), my family pay much attention on cultivating justice (X4), and my family shares heritage to each family member with fairness (X5) with factor loadings of .75, .73, .82, .81, and .73 respectively.

Social culture can be evaluated through the observed variables as follows: I have learned justice from my society (X1), I have been treated by my society with fairness and justice (X2), people and social conditions in my society help me to cultivate justice (X3), my society pays much attention on fairness and justice (X4), and my society appreciates and gives reward to people with fairness (X5) with factor loadings of .76, .73, .76, .78, and .72 respectively.

Organizational culture can be evaluated through the observed variables as follows: My organization distributes workload and compensation with fairness (X1), my organization improves and supports employees to maintain justice (X2), my organizational administrators treat employees with fairness and justice (X3), and my organization gives reward and incentives to employees with justice based on their work performance (X4) with factor loadings of .88, .83, .80, and .75 respectively.

In addition, organizational justice received an influence from cultural factors with factor loadings as follows: Distributive justice, procedural justice and informational justice with factor loadings of .79, .75 and .85 respectively.



**Figure 2 The Causal Relationships between Cultural Factors and Organizational Justice of Public Organizations in Bangkok**

**Table 5 Summary of Model Effects**

No.	Path	$\beta$	t	p-value
1.	Family Culture (FC) → Organizational Justice	.70	4.19	0.000
2.	Social Culture (SC) → Organizational Justice	.73	4.15	0.000
3.	Organizational Culture (OC) → Organizational Justice	.84	3.58	0.000

## 5. DISCUSSION

The results of Structural Equation Modeling (SEM) analysis indicated that family culture had a positive influence on organizational justice of public organizations in Bangkok ( $\beta = .70$ ,  $p = .00$ ). The results of this study are relevant to a study of Suphap (1997) who found that the family is of great importance to human beings as an institution that helps to cultivate, teach, nurture, and define roles, responsibilities and behaviors of people in the society.

The results of Structural Equation Modeling (SEM) analysis indicated that social culture had a positive influence on organizational justice of public organizations in Bangkok ( $\beta = .70$ ,  $p = .00$ ). The results of this study are relevant to the studies of Atikomnantha (1978) and Shao et al. (2012) who found that social culture is created by humans to shape patterns of desirable behavior which is related to knowledge, beliefs, values, attitudes, ways of life that are cultivated and passed down from generation to generation. Channuwong et al. (2023) found that family culture is the source of early knowledge that has a direct influence on instilling attitudes, values, opinions, beliefs, especially on belief in the law of karma, doing good and avoiding evil, as well as being fair to people in the society without prejudice. These prejudices come from four sources: love, hate, fear and delusion. In addition, Shahzad et al. (2012) and Bangbon et al. (2023) and Siripap et al. (2021) also found that social culture is about customs, traditions, beliefs and practices that help control human behavior in the society; it forms the concept of justice and fairness to people in the society.

The results of Structural Equation Modeling (SEM) analysis indicated that organizational culture had a positive influence on organizational justice of public organizations in Bangkok ( $\beta = .84$ ,  $p = .00$ ). Organizational culture had the greatest influence on organizational justice of public organizations in Bangkok. It also determines the pattern of the organization, including organizational justice. The results of this study are relevant to the studies of Sirathanakul et al. (2023), Jiang et al. (2015) and Nuansakul and Rojanaphan (1996) who found that organizational justice occurs when employees who have the same qualifications and equal performance or work in the same position, receive equal returns. Employees in the organization will compare their knowledge, competence, experience and performance with the compensation paid by the organization. If it is appropriate and acceptable to all parties, then they consider and accept that the organization treats them fairly. The results of this study are relevant to the concept of Akpa et al. (2021) and Naveekarn (2000) which stated that organizational culture forms organizational guidelines, values and behaviors of employees. Organizational culture is formed by the cooperation of everyone in the organization to help one another adjust and develop their work methods, and create behaviors that people in the organization can adhere to, which are based on common beliefs and values. In this matter, Channuwong (2018) pointed out that employees will consider justice in the organization based on fair employee discipline process, using correct information to determine compensation without bias, fair rewarding process, giving equal opportunity to employees to make amends for their mistakes, using the same standards in applying indicators to provide returns, providing correct and clear information, respect for employees' rights, treating employees politely and respectfully, treating all employees with sincerity, thorough information, treating employees with awareness of the importance of employees as members of the organization and treating all employees with care and goodwill. The organizational culture helps to create justice and provide fair workload and compensation, and fair punishment and reward to employees.

The results of the findings indicated that the overall perceptions of participants on organizational justice of public organizations were at a high level. In particular, distributive justice had the highest mean value, followed by procedural justice and informational justice respectively. Most employees will consider the returns they received from their organizations by comparing with their colleagues in the similar positions, job performance, commitment, educational background, loyalty to the organization, and skills and experiences respectively. The results of this study are relevant to the studies of Tongvijit (2023), Green (2016) and Sheppard et al. (1992) who found that employees will consider fairness in the organization with two key principles: (1) The principle of balance; employees will compare their actions or performance with others whether they receive equal compensation or not. (2) The principle of rightfulness; Employees will take the right decisions, practices or actions in the organization into account. The principle of rightfulness comprises of stability, accuracy, clarity, transparency in practice, and conformity with the morals and values of the time.

## 6. CONCLUSION

The research results indicated that the overall perceptions of participants on cultural factors were at a high level. In particular, family culture had the highest mean value, followed by social culture and organizational culture respectively. The overall perceptions of participants on organizational justice in public organizations were at high level. In particular, informational justice had the highest mean value, followed by distributive justice and procedural justice. Cultural factors consisting of family culture, social culture and organizational culture had a positive relationship with organizational justice at the 0.01 level of statistical significance. The correlation coefficient ranged between .160 to .675, which the organizational culture (OC) and organizational justice (OJ) had the highest correlation. Organizational culture had the highest influence on organizational justice, followed by social culture and family culture. Since cultural factors had an influence on organizational justice, they should be cultivated, instilled and promoted at all institutions starting from family, society and organization in order to create justice and fairness in the organization and the society.

## 7. RECOMMENDATIONS

From the research results on the model of cultural factors affecting organizational justice, the researchers would like to give some recommendations as follows:

1. Family culture is critical to instilling virtue and ethics that lead to create justice because family is the main institution that encourages youths to define appropriate role, perform good deeds and behave appropriately. Therefore, family institution should always be strengthened in all societies.
2. Organizational culture had the greatest influence on organizational justice. Therefore, good organizational culture should be cultivated and developed with regards to distributive, procedural, and informational justice.
3. A study on factors that has an effect on justice should be conducted every 3-5 years to obtain up-to-date information that is relevant to the contemporary context.
4. There should be a comparative study between organizational justice of public and private sectors in order to obtain useful information that helps improve fairness in all sectors.
5. An in-depth interview should be performed to further acknowledge problems and solutions that will help improve organizational justice.

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