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# The Moderating Role of Organizational Justice in Mitigating Psychological Resignation in The Academic Environment: An Analytical Study of Staff Opinions in Iraqi Universities

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**Abstract:** The increasing challenges faced by the contemporary academic environment manifest themselves through different dimensions such as the emotional commitment of the workforce and the maintenance of intellectual vitality which are the major drivers for innovation. Nevertheless, there is the appearance of a different phenomenon psychological resignation, whereby the workforce is emotionally absent even though physically present. This is a silent threat affecting the performance of the workforce. In the absence of knowledge regarding the organizational mechanisms that can help manage the issue, the current research seeks to understand the role played by organizational justice in managing psychological resignation. A total of 255 academic and administrative staff members provided the required responses for evaluating the effectiveness of organizational justice dimensions, namely distributive, procedural, and interactional justice in managing psychological resignation. The results revealed that there is a statistically significant preventive and inverse role played by overall organizational justice ( $\beta = -0.249$ ,  $P < 0.01$ ). Among these, procedural justice had the most significant impact on managing psychological resignation ( $\beta = -0.156$ ,  $P < 0.05$ ) followed by interactional justice, while distributive justice had no significant role. A significant paradox emerged from the analysis, whereby the highest percentage of psychological resignation was reported by the staff working in scientific departments with specializations in administration ( $M = 2.75$ ) compared to those working in medical departments ( $M = 2.30$ ). This is because they experience cognitive dissonance between their cognitive expertise and the procedural marginalization they experience. In conclusion, it is evident that procedural transparency and professional respect are far more significant than financial rewards for evoking passion and preventing psychological resignation. These findings are significant and direct the research and practice towards the need for developing strategies for fostering and promoting talent, rather than relying on financial rewards.

**Keywords:** Organizational Justice, Psychological Resignation, Procedural Justice, Organizational Behavior, Cognitive Dissonance, Academic Environment.



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## 1. Introduction

Greenberg [1] provided the foundation for the contemporary theory of organizational justice by stressing the fact that the perception of justice is the central determinant of organizational behavior for each employee, thereby disproving the conventional belief that the sole domain for employee motivation is material incentives. Following the paradigm set by Greenberg,

contemporary work environments do not regard the employee as just a tool for the performance of mundane tasks but rather as a sophisticated psychological and social entity greatly affected by the organizational climate. In light of the challenges posed by contemporary competitiveness, the main concern for organizational management has changed from the maintenance of the physical presence of human resources to the actual challenge of maintaining their morale, i.e., their energy, enthusiasm, and emotional commitment. The physical presence of the employee in the workplace is no longer synonymous with actual productivity, thereby creating complex behavioral problems that undermine the ability of organizations to attain their strategic targets.

Moreover, it is worth noting that, as emphasized in the analysis presented by Klotz and Bolino [2], we are witnessing an unprecedented level of disengagement within the work environment as a result of withdrawal behaviors typical of modern times. The aforementioned behaviors finally give rise to the "psychological resignation" phenomenon, which is arguably one of the most insidious silent dangers to the foundation of entities in general, and academic ones in particular. The aforementioned phenomenon is characterized by a level of hidden emotional alienation, whereby the employee only manages to provide the minimum level of output necessary to avoid administrative scrutiny and ensure job security. At this point, it is worth noting that, from an analytical perspective, this phenomenon does not occur in isolation; rather, it is a natural reflection of the employee's perception of being marginalized and possibly of unfair treatment in terms of evaluation processes.

Furthermore, organizational justice, according to the research done by Colquitt et al. [3], acts as the first line of defense against the occurrence of the psychological resignation phenomenon. This means that if employees feel a sense of organizational justice, their belongingness will be reinforced, and the negative emotions will be absorbed, thereby keeping them away from the psychological resignation trap. This, therefore, makes organizational justice a moderating variable that aims to curb the occurrence of psychological resignation.

#### **The Research Problem and Questions:**

One of the significant problems that has been noted in the current context of human resource management is the intricacy of organizational hurdles. These hurdles can be divided into two dimensions. The first one refers to the physical or overt problems, such as the turnover of employees, performance, and skills. The second one, which is much more intricate and forms the basis of the current study, refers to the emotional detachment of the employee from the work environment. This means that the employee will be physically present and will be doing the bare minimum to ensure job security and avoid administrative accountability, but will be totally absent in terms of taking initiative and feeling like he or she belongs. This is like the silent killer of organizational efficiency and performance.

From the aforementioned context, it is apparent that the crux of the research issue emerges in terms of recognizing the tangible disconnect between management practices and psychological and professional needs of the workforce. This disconnect is essentially the key driving force for the phenomenon of psychological resignation. Henceforth it is essential to examine and address this phenomenon with considerable rigor and intent, which is attempted in this research through answering the following research question: What is the role of organizational justice practices in mitigating the phenomenon of psychological resignation?

Based on the aforementioned general question, the following specific ones can be formulated:

1. What is the degree of employee awareness concerning organizational justice practices (distributive, interactional, and procedural) in the specific work environment?
2. What is the rate of psychological resignation among the sampled individuals?
3. Does organizational justice really play the role of mitigating the effects of occupational stress, thereby reducing the probability of the employees turning to psychological resignation?

### Significance of the Research

The importance of the present study can be traced to the specific nature of the variables being addressed as well as the lack of Arab studies that integrated these variables into an interactive model. This importance may be articulated along two main paths

1. **Theoretical (Scientific) Significance:** Following the path set forth by the foundational work of [4] on the Social Exchange Theory, which clearly indicated the norm of reciprocity as the guiding principle of interactions between employees, the scientific importance of the present study resides in the enrichment of behavioral and administrative literature with the understanding of the concept of (psychological resignation) This in turn allows us to transcend the mere documentation of the absence of productivity and explore the emotional undercurrents of the problem as well as the development of the theoretical framework with which to test the moderating role of organizational justice thereby filling the conspicuous gap in the Arab academic literature.
2. **Practical (Applied) Significance:** The applied value of the present study may be highlighted with the direct emphasis on the realities of the work environment in the present day, which faces the problems of draining human resources and the silence of employees (Quiet Quitting). The results obtained from the field analysis of the data gathered will allow the top management and decision-makers to obtain clear indications and precise diagnostic means of the extent of the problem of psychological resignation in the organization. More important, however, will be the development of the framework with which the management will be guided toward the strategic investment in organizational justice, which will be used as an intervention strategy to deal with the problem, thereby positively influencing the reduction of the problem of draining human resources and the enhancement of the performance of the institution.

### Research Objectives

Considering the aforementioned research problem and the importance of the above issues, this current research aims to:

1. Measure and determine the level of employee awareness regarding the dimensions of organizational justice within the researched environment.
2. Diagnose the degree and impact of the (psychological resignation) phenomenon, thereby assessing the degree to which this (silent) phenomenon is embedded within the individuals under investigation.
3. Test and analyze the moderating role of the independent variable thereby verifying whether the practices of justice can actually help alleviate the negative effects of the pressures driving employees into (psychological resignation).
4. Derive practical recommendations based on the statistical analysis outcomes, thereby helping to strengthen the emotional engagement of employees and seamlessly integrate it with their professional lives.

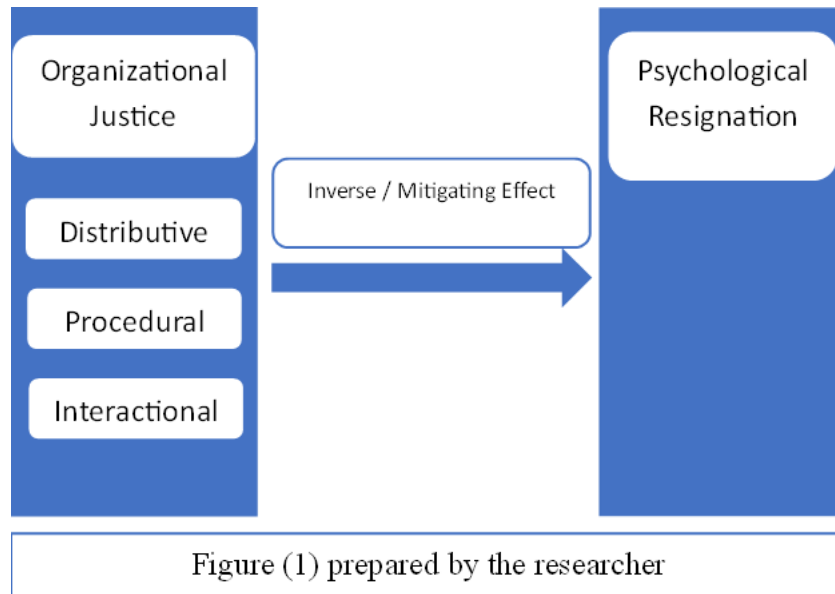
### Conceptual Research Model

Based on the research problem we have already established and the objectives we are seeking to accomplish and after conducting an initial assessment of the pertinent literature the conceptual model of this research was developed to accurately illustrate the nature of the relationship between the two variables under investigation The model is based on the specific impact path being researched. The researcher is of the opinion that instilling principles of justice within the work environment is a moderating influence which mitigates the effects of the Psychological Resignation Phenomenon.

The model includes the following dimensions:

1. **The Independent Variable (Acting as a Moderator/Mitigator):** Organizational Justice, which is based on three core dimensions:

- Distributive Justice  
Procedural Justice
2. Interactional Justice
  3. The Dependent Variable (The Affected Outcome): The Psychological Resignation Phenomenon (defined as a state of Psychological Withdrawal).



### Research Hypotheses

First Main Hypothesis (H1): Organizational justice practices as an aggregate construct exert a statistically significant inverse (negative) effect on the phenomenon of psychological resignation among employees in the investigated work environment.

To precisely examine the impact of each distinct dimension of justice, this main hypothesis is subdivided into three sub-hypotheses:

1. Sub-hypothesis (H1a): Distributive justice exerts a statistically significant inverse (negative) effect on employees' psychological resignation.
2. Sub-hypothesis (H1b): Procedural justice exerts a statistically significant inverse (negative) effect on employees' psychological resignation.
3. Sub-hypothesis (H1c): Interactional justice exerts a statistically significant inverse (negative) effect on employees' psychological resignation.

Second Main Hypothesis (H2): Statistically significant variance exists in the levels of psychological resignation attributable to demographic characteristics (Gender, Job Title/Academic Rank, Years of Service, and Workplace).

For the purpose of targeted statistical measurement, this hypothesis is divided into the following sub-hypotheses:

1. Sub-hypothesis (H2a): Statistically significant differences exist attributable to the (Gender) variable.
2. Sub-hypothesis (H2b): Statistically significant differences exist attributable to the (Job Title/Academic Rank) variable.
3. Sub-hypothesis (H2c): Statistically significant differences exist attributable to the (Years of Service) variable.
4. Sub-hypothesis (H2d): Statistically significant differences exist attributable to the (Workplace) variable.

### Operational Definitions of Research Variables

To identify and establish the parameters of this research and its variables in the field study, the researcher of this paper proposes and adopts the following definitions of research variables:

1. **Organizational Justice:** In this research, organizational justice is procedurally defined as a level of perception of the employee population (research sample) regarding the level of fairness and transparency in their work environment. Such perception is indicated and reflected in their evaluation of the level of fairness and transparency in three areas of work life in their perception of the level of fairness and transparency in rewards and compensations (which reflects Distributive Justice) in their perception of the level of soundness and integrity of work processes in administrative decision-making (which reflects Procedural Justice) and in their perception of the level of respect and appreciation from their direct supervisor in work interactions (which reflects Interactional Justice). In this context, organizational justice is considered and proposed as a moderating variable to buffer and reduce stress and negative work life behavior.
2. **Psychological Resignation:** Procedurally and conceptually this researcher does not consider and define psychological resignation as a mere and superficial drop in performance level or in performance metrics. Rather it is considered and defined as a state of profound emotional detachment and resignation of the employee in work environment that is a direct and immediate reaction to a diminished perception of organizational justice (even when it is objectively present). In this context, this researcher posits that the most recent and trending work life behavior known as (quiet quitting) wherein an employee works only enough to meet minimum expectations and makes no further work commitments, is but a mere and superficial symptom of a far deeper and far more entrenched problem of psychological resignation. In this research the questionnaire was meticulously crafted to explore and identify the emotional and psychological roots of this problem and not merely its behavioral manifestations.

### **Research Boundaries**

The scope of this study is determined by the following boundaries:

1. **Topical Boundaries:** The study is focused on measuring "Organizational Justice" as an independent variable and its moderating impact on reducing "Psychological Resignation" as a dependent variable in an academic environment.
2. **Spatial Boundaries:** The study is based on field research conducted in higher education environments within the Middle Euphrates region of Iraq, covering an approximate 20 colleges and institutes.
3. **Human Boundaries:** The population of interest comprises all academic, technical, and administrative staff of the selected educational environments. Finally, 255 participants were included in the study. The questionnaire data were collected electronically.
4. **Temporal Boundaries:** The data collection and statistical analysis were carried out from January 13, 2026, to March 5, 2026.

### **Section Two: Theoretical Framework and Literature Review First: Organizational Justice (The Independent Variable)**

It was Adams [5] who set the stage for how we understand our employees' behavior in the workplace with his work in (Equity Theory). He posited that people constantly compare and contrast what they give and what they receive in relation to others in the workplace. This has since expanded to encompass (Organizational Justice). It's no longer just about the math and science of it all it's more of an emotional and psychological analysis of the workplace through the eyes of the employee. Ultimately, it's all about perception and not necessarily reality. No matter how well-planned and fair a set of procedures may be, it's how the employee perceives it that is at the heart of how they behave.

#### **The Importance of Organizational Justice in the Contemporary Work Environment:**

In a comprehensive literature sweep [6] Cropanzano contend that organizational justice is not just corporate lip service or a feel-good ethical band aid. It is a business imperative to keep organizations alive and sustainable. This variable is significant because it is the (lens) by which employees gauge how much the organization really values them as a human being not just a pair of

hands to perform a function at a desk. When justice is the guiding principle, commitment based upon trust is built. Employees feel valued for their contributions and know their rights are respected prompting them to go above and beyond their job description. On the flip side a lack of justice is perceived as a silent dismissal by the organization of the psychological contract with employees. This is a potent trigger for negative emotions and defensive reactions like withdrawal and silence. This all goes to illustrate the importance of organizational justice as a buffer and balancer in the workplace.

In the same context, Colquitt [3] underlined that “organizational justice is a multidimensional construct that cannot be understood through any single perspective”. In order to identify the roots of psychological resignation it is necessary to examine the basic dimensions of this variable that create the organization's climate, either healthy or toxic:

1. **Distributive Justice:** This dimension is related to the employee's perception of fairness in terms of outcomes (salaries, incentives, and promotions) in relation to the effort expended. This is the researcher's first point of contact with the employee; if there is any sort of discrimination in terms of outcomes, it is here that the first wave of frustration emerges and may push the employee into psychological resignation.
2. **Procedural Justice:** According to Leventhal [7], “procedural justice is concerned with the fairness of the procedures used to determine outcomes”. It is not only “what the employee received” but “how it was received”. There must be transparency in applying rules and regulations to all without exception and in terms of neutrality in distribution. The lack of such basic pillars leads to extreme job insecurity.
3. **Interactional Justice:** Bies and Moag [8] presented this vital dimension of distributive justice that is focused strictly on the human element of how the employee is treated by his/her supervisor in terms of implementing rules and regulations in the organization. Is communication with the employee dignified? Is it logically and honestly justified? According to the researcher, it is precisely in this dimension that psychological resignation is more strongly and more directly affected.

### **Second: (The Dependent Variable) Psychological Resignation**

In his study about the psychology of employee attendance and absence Kahn [9] discussed how employees can be present but still be completely detached cognitively and emotionally from their job, and this is called (psychological resignation). This has been identified as a major problem for modern management as this kind of employee attitude does not show up in official records of employee attendance and is hard to measure using conventional methods of employee performance appraisal. Instead, this kind of attitude silently eats away at team spirit and stifles innovation.

Mahand and Caldwell [10] found that there is a rising trend in organizational behavior research about the phenomenon of (quiet quitting) which has become the norm globally. This refers to the attitude of employees to strictly comply with their employment contract but to refuse to do anything beyond this contract. The researcher found, however, that while this has to be analyzed, it does not really get to the root of the problem, which is psychological resignation. (Quiet quitting) is only the symptom of the disease, while the disease itself is the frustration of the employee which separates the employee emotionally from the company leading to psychological resignation where the employee does his or her job at the bare minimum but does not initiate anything or do anything beyond this.

Moreover Lehman & Simpson [11] identified several behavioral signs of psychological withdrawal, which are exhibited before the actual act of quiet quitting. The most prominent of these are:

1. **Emotional Detachment:** This is where the employee loses their passion for their job and the organization becoming detached and unmoved by the organizational successes or failures, coupled with the loss of organizational pride and belongingness.
2. **Cognitive Stagnation and Lack of Initiative:** This is where the employee stops initiating or proposing solutions to organizational issues, instead choosing to say (that is not my job).

3. Surface Presence (Presenteeism): This is where the employee is present but does not contribute anything of value or productivity to the organization; they are just there to pass the time, to get by.

In conclusion, the researcher asserts that this is where the fundamental convergence of variables under study takes place. Psychological resignation is where this unhealthy work environment, coupled with feelings of marginalization and injustice comes to play. This is not just about issues that can be remedied by financial rewards this is about negative emotions that

### **Third: The Moderating Role of Organizational Justice in Reducing Psychological Resignation (Interactive Relationship and Previous Studies)**

Colquitt et al. [12] undertook an analytical study on the outcomes of organizational justice which clearly indicates the preventive role of an employee's perception of justice, apart from its impact on performance. The researcher clearly indicates the link between these two variables extends beyond the normal correlation as there is a deep and intricate psychological interaction which has a direct impact on the advancement or regression of psychological resignation. In work settings where organizational justice dimensions are clearly applied, the message conveyed to each and every employee is, "You are valued, your rights are protected and your opinions and ideas are welcome". Organizations which apply these principles in the work environment offer the psychological buffer which absorbs work related stress, thereby avoiding the build-up of frustration which results in emotional detachment. This clearly justifies the premise of the research which clearly indicated the moderating role of organizational justice which helps to restore the psychological balance of the employee and thereby prevent the emergence of the phenomenon of psychological resignation.

In the same vein, Podsakoff et al. [13] established through their research on organizational citizenship and withdrawal behaviors that the lack of justice and support is the main precursor to occupational isolation.

From the literature review and more so from the Arab perspective it is evident that research on organizational justice has been more focused on connecting it with either positive factors such as job satisfaction and institutional loyalty or negative factors such as employee turnover and actual resignation. This is what our current research hopes to fill, whereby most research has concentrated on those who physically leave the organization whereas our research is on the ticking time bomb that is those who physically stay but leave emotionally and mentally.

The scarcity of research that treats (psychological resignation) as a specific dependent variable and examines the moderating role of (organizational justice) in its intensity before it is expressed in a destructive way in (silent) behavior makes this research scientifically leading. We are absolutely convinced that the field data currently being collected with the help of a questionnaire will provide concrete statistical evidence to be used by the company's senior management and decision-makers. It will demonstrate that investing in (justice) practices is not a luxury, but a most efficient solution to prevent human capital from (burnout) and (professional withdrawal).

## **2. Materials and Methods**

### **First: Research Approach**

For the testing of the formulated research hypotheses and the attainment of the objectives, the researcher has adopted the descriptive-analytical method as it is the most appropriate method for the examination of administrative and behavioral phenomena. This method helps in the description of the variables (organizational justice and psychological resignation) as they naturally occur in the specific field of examination (colleges and institutes). Afterwards, the data will be statistically analyzed to identify the correlational and causal relationships which will be interpreted with scientific precision.

### **Second: Research Population and Sample**

The population under investigation comprised all employees within higher education institutions within the Middle Euphrates region. The population includes deans of colleges and institutes, heads of departments technical staff and administrative staff. To ensure accurate data

representation the questionnaire was sent via electronic means and 255 valid questionnaires were received. The sample showed considerable diversity in terms of demographic and functional characteristics which increased the robustness of the research findings. The participants also showed considerable diversity in terms of their academic status and length of service as well as departments and supporting units which are diverse and include medical technological and administrative departments.

### **Third: Research Instrument (The Questionnaire)**

The measurement instrument (questionnaire) was based on well-known literature in the field of management and well-validated international scales. The items were then adapted to fit the Iraqi academic scenario. The final form of the questionnaire included three main parts:

1. Part One (Demographic and Occupational Variables): This section included 4 basic items related to gender, academic job title, years of service, and workplace.
2. Part Two (Organizational Justice): This section of the questionnaire was dedicated to assessing the independent variable using 9 items equally divided among the three main dimensions of organizational justice. This section was adapted from scales developed by Colquitt [3] and Greenberg [1].
3. Part Three (Psychological Resignation): This section of the questionnaire was dedicated to assessing the dependent variable using 9 items all of which were stated in a negative way to reflect a level of emotional detachment and silent withdrawal. This section was adapted from literature reviewed by Kahn [9] and the Maslach Burnout Inventory [14][15].

The responses for all items assessing both variables were collected using a 5-point Likert scale weighted in the following way:

(5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree).

### **Fourth: Statistical Data Processing**

Once data input and coding were complete, Statistical Package for Social Sciences (SPSS) was used to perform all necessary analyses. For this study, the following statistical techniques were used:

1. Descriptive Statistics: Frequencies and percentages were used to describe demographic and occupational data of the sample population. In addition, means and standard deviations were used to assess the level of central tendency and dispersion of data in order to identify the overall attitude of respondents toward questions posed in the survey.
2. Simple Linear Regression: Used to test the first main hypothesis and assess overall impact of independent variable (organizational justice) on dependent variable (psychological resignation).
3. Multiple Linear Regression: Used to identify which of three aspects of organizational justice (distributive, procedural, and interactional) would have the greatest impact in mitigating psychological resignation.
4. Independent Samples T Test: Used to test for statistically significant differences in level of psychological resignation attributed to (Gender) variable.
5. One-Way Analysis of Variance (ANOVA): Used to identify differences in psychological resignation attributed to three or more groups (academic rank, years of service, and workplace), testing the second main hypothesis.

## **3. Results and Discussion**

It should be with the interpretation of the results and their comparison with those of other studies. No need to repeat the results, review literature, references that do not have a close relationship with the present result in the manuscript.

### **Section Four: Presentation and Discussion of Results**

#### **First: Descriptive Analysis of the Sample's Demographic and Occupational Characteristics**

To identify the demographic and occupational characteristics of the 255 respondents, frequencies and percentages were computed as indicated in Table 1 below:

Table 1. Frequency and Relative Distribution of the Research Sample's Characteristics

Variable	Categories	Frequency	Percentage (%)
<b>Gender</b>	Male	138	54.1%
	Female	117	45.9%
<b>Academic Rank / Job Title</b>	Technical or Administrative Staff	134	52.5%
	Assistant Lecturer	74	29.0%
	Lecturer	20	7.8%
	Assistant Professor	21	8.2%
	Professor	6	2.4%
<b>Years of Service</b>	Less than 6 years	86	33.7%
	6 to 15 years	44	17.3%
	16 years and above	125	49.0%
<b>Workplace</b>	Divisions and Units	103	40.4%
	Administrative Departments	69	27.1%
	Technological Departments	61	23.9%
	Medical Departments	22	8.6%
<b>Total</b>		<b>255</b>	<b>100%</b>

The table is prepared by the researcher based on the outputs of the SPSS and Excel outputs

**Second:** Descriptive Analysis of the Research Variables (Independent and Dependent)

To identify the perception levels of the respondents regarding the research variables, arithmetic means and standard deviations were computed.

The criteria adopted to evaluate the means are as follows:

Low (1.00 – 2.33), Moderate (2.34 – 3.66), and High (3.67 – 5.00).

Table 2. Means and Standard Deviations for the Dimensions of Organizational Justice

Dimensions of Organizational Justice	Mean	Standard Deviation	Perception Level	Rank
Interactional Justice	3.52	0.847	Moderate (Tending to high)	1st
Distributive Justice	3.37	0.740	Moderate	2nd
Procedural Justice	3.08	0.957	Moderate	3rd
<b>Overall Organizational Justice</b>	<b>3.32</b>	<b>0.722</b>	<b>Moderate</b>	<b>--</b>

The table is prepared by the researcher based on the outputs of the SPSS and Excel outputs

Table 3. Mean and Standard Deviation for the Psychological Resignation Variable

Dependent Variable	Mean	Standard Deviation	Overall Assessment
Psychological Resignation (Overall)	2.51	0.813	Moderate (Tending to low)

The table is prepared by the researcher based on the outputs of the SPSS and Excel outputs

**Third:** Testing the Research Hypotheses (The Mitigating Role of Organizational Justice)

To confirm the first main hypothesis, which states that there is a statistically significant inverse (negative) relationship between organizational justice practices and psychological resignation, a Simple Linear Regression analysis was carried out. Table 4 below illustrates the results obtained:

Table 4. Simple Linear Regression Results for the Overall Effect of Organizational Justice on Psychological Resignation

Independent Variable	Coefficient of Determination (R <sup>2</sup> )	F-Value	Sig. (p-value)	Standardized Coefficient (β)	t-Value
<b>Overall Organizational</b>	0.049	13.05	**0.000	-0.249	-3.613

Independent Variable	Coefficient of Determination (R2)	F-Value	Sig. (p-value)	Standardized Coefficient (β)	t-Value
Justice					

\*\* Significant at the (0.01 level)

The table is prepared by the researcher based on the outputs of the SPSS and Excel outputs

According to the results obtained from the statistical data presented above, the first main hypothesis can be confirmed. This is due to the fact that the calculated value of F is 13.05, while the significance level is  $p < 0.01$ . Moreover, the negative value of the standardized coefficient,  $\beta = -0.249$ , clearly indicates the existence of an inverse relationship, thereby proving the effectiveness of organizational justice practices in mitigating and preventing the process of psychological resignation.

**Table 5.** Multiple Linear Regression Results for the Effect of Organizational Justice Dimensions on Psychological Resignation

Organizational Justice Dimensions	Standardized Coefficient (β)	t-Value	Sig. (p-value)	Outcome
Distributive Justice	0.106	1.291	0.198	Not significant
Procedural Justice	-0.156	-2.126	0.034*	Significant (Inverse effect)
Interactional Justice	-0.147	-1.824	0.069	Marginally significant ( $p < 0.10$ )

The table is prepared by the researcher based on the outputs of the SPSS and Excel outputs

As indicated in Table 5, it is demonstrated that procedural justice is the most significant dimension with a significant inverse impact on psychological resignation. At the same time, it is important to note that the direct impact of rewards dimension (distributive justice) is not statistically significant. In this regard, it is important to emphasize that a significant organizational reality is that employees in a specific organizational setting value procedural justice and transparency rather than financial rewards.

**Fourth:** Testing Demographic Differences in Psychological Resignation (The Second Hypothesis)

To assess if there is any statistically significant difference in terms of level of psychological resignation due to the gender variable, an Independent Samples T-Test was used. The results of which are presented in Table 6:

**Table 6.** Independent Samples T-test Results for Differences in Psychological Resignation Attributable to Gender

Demographic Variable	Category	Frequency (N)	Mean	Standard Deviation	t-Value	Sig. (p-value)	Outcome
Gender	Male	138	2.50	0.824	-0.172	0.863	Not significant
	Female	117	2.52	0.803			

The table is prepared by the researcher based on the outputs of the SPSS and Excel outputs

**Table 7.** One-Way ANOVA Results for Differences in Psychological Resignation Attributable to the Remaining Demographic Variables

Demographic Variable	Category	Frequency (N)	Mean	F-Value	Sig. (p-value)	Outcome
Workplace	Administrative Departments	69	2.75 (Highest)	3.148	0.026*	Significant
	Divisions and Units	103	2.45			

Demographic Variable	Category	Frequency (N)	Mean	F-Value	Sig. (p-value)	Outcome
	Technological Departments	61	2.40			
	Medical Departments	22	2.30 (Lowest)			
<b>Academic Rank / Job Title</b>	Technical or Administrative Staff	134	2.49	1.781	0.133	Not significant
	Assistant Lecturer	74	2.42			
	Lecturer	20	2.67			
	Assistant Professor	21	2.58			
	Professor	6	3.25			
<b>Years of Service</b>	Less than 6 years	86	2.52	0.009	0.991	Not significant
	6 to 15 years	44	2.50			
	16 years and above	125	2.51			

The table is prepared by the researcher based on the outputs of the SPSS outputs

In light of the results obtained so far, the researcher identifies the existence of a (marginalization crisis and academic gap) among the employees particularly those working in the administrative departments. The results obtained have conclusively shown that there is a statistically significant difference at  $p = 0.026$  for the workplace variable. Academics working in departments specializing in administrative fields such as business administration, accounting, tourism, and banking and finance had the highest level of psychological resignation with a mean of 2.75. On the other hand medical department employees had the lowest level of psychological resignation, with a mean of 2.30. This significant revelation can be explained through two different lenses:

1. The First Track: Practical and Material, These departments are characterized by drastically lower student enrollment rates compared to medical and technological departments. This has resulted in decreased resources and incentives, along with feelings of marginalization by the senior management, thereby leading to emotional detachment among the faculty of these departments.
2. The Second Track: Cognitive and Psychological The faculty of these departments are characterized by high cognitive awareness about organizational behavior and justice theories, as these are the core components of their discipline. However the presence of such cognitive awareness and the reality of these departments being marginalized by the organization have led to a condition of (Cognitive Dissonance) among these faculty members. This makes them the most likely candidates for adopting the attitude of silent resignation as a psychological coping mechanism.

#### 4. Conclusion

##### First: Conclusions

1. Organizational Justice as a Safety Valve: The results of the research validate the first major hypothesis, proving that the practice of organizational justice indeed has a substantial inverse impact on the phenomenon of psychological resignation.
2. The Primacy of Procedural and Interactional Justice over Financial Rewards: It has been found that procedural justice is the most influential factor in countering psychological resignation, with interactional justice a close second. At the same time, it has been found that there is no direct impact of distributive justice on psychological resignation. This research validates the fact that academic staff value their professional prestige and transparency of decision-making far more than any financial rewards.
3. The Crisis in Administrative Academic Departments: Perhaps the most striking research result

is that employees of administrative academic departments experience the highest level of psychological resignation. This is largely due to their perception of financial and administrative marginalization—a direct result of lower enrollment figures—and "cognitive dissonance."

4. **Psychological Resignation Transcends Gender and Seniority:** It has been found that there is no statistical difference with regard to psychological resignation based on gender or years of service—a direct indication of how an unjust work environment affects all employees with equal force.

#### **Second: Recommendations**

1. **A Rescue Plan for Administrative Departments:** It is essential that top management intervene to create a system of allocation of resources without any dependency on student density. It is also important that academic staff from administrative departments be included in central strategic committees to make use of their administrative skills.
2. **Enhancing Procedural Transparency (Digitization and Governance):** It is important to create universally accessible written standards on procedures related to the allocation of Weekly Lesson Schedule, Formation of Examination Committees, and performance assessment procedures.
3. **Training Academic Leaders in Inclusive Leadership:** It is essential that academic department heads and divisional managers be included in training programs with a strong focus on EI and interactional justice skills.
4. **Re-engineering the Incentive, System for Early Career Staff** It is important to focus on new staff and junior faculty through the creation of an incentive system that is flexible and includes both tangible and intangible rewards to motivate actual success and effort rather than relying on longevity of service.
5. **Regular Monitoring of the (Organizational Pulse),** It is important to adopt a Questionnaire to be filled out by all staff to measure the level of psychological resignation on a regular basis to enable proactive administrative intervention.

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