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GENERATIONAL DIFFERENCES IN THE PERCEPTION OF DISTRIBUTIVE JUSTICE IN ENTERPRISES IN THE ERA OF ARTIFICIAL INTELLIGENCE

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ABSTRACT

Purpose: *The aim of this paper is to identify differences in the perception of distributive justice in enterprises by employees of Generations X, Y and Z in the era of artificial intelligence.*

Need for the study: *AI can be used to promote justice or perpetuate injustice. Perception of distributive justice by employees influences behaviours and attitudes in a workplace and these behaviours and attitudes directly translate into companies' financial results*.

Methodology: *A questionnaire survey was conducted on a group of 109 working respondents (XII 2023 – II 2024; in the West Pomeranian province in Poland). The study used the Organizational Justice Measurement Instrument (OJMI).*

Findings: *The article presents the impact of AI on HR areas in the context of distributive justice.The study also showed that differences in the perception of distributive justice are smaller between Generations X and Y than in comparisons between X and Z or Y and Z. The biggest differences were noted between Generation Z and Generations X and Y in terms of inclusion in the decision-making processes that are relevant to the work of employees and being consulted in the development of organizational policies and procedures. There were no differences between Generation X, Y and Z respondents in their perception of ethics-related issues in processes related to the implementation of the organizational strategy.*

Practical Implications: *This research allows a better understanding of human behaviour in the context of work in the era of artificial intelligence. The research shows how distributive justice is perceived by people of Generations X, Y and Z, which affects the understanding of generational differences in societies.*

Keywords: distributive justice, Artificial intelligence (AI), Generation X, Generation Y, Generation Z, human resources management (HRM)

Jel codes: D63, M54, M12, J53

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1. INTRODUCTION

Organizational justice may be broken down into the following (Warokka, Gallato & Moorthy, 2012; Colquitt, 2001; Colquitt, Conlon,Wesson, et al., 2001):

- distributive justice, which refers to justice of results of decisions and distributions made by the system;
- procedural justice, which refers to justice of processes and their elements applied in decision-making;
- interactional justice, which refers to judgments regarding justice of interpersonal reactions (including exchanges in the course of work).

This kind of justice is divided into two types: interpersonal justice, which refers to dignity and respect in the treatment of employees and informational justice, which refers to whether an employee receives adequate explanations on events at work, in particular procedures and results, thus whether communication with employees is adequate and sufficient in qualitative and quantitative terms.

Adams' Equity Theory (Adams, 1965) explains how distributive justice is perceived by employees. This theory explains the thought process an employee uses to determine the fairness of management decision making. This theory states that people assess justice (fairness) of their treatment in relation to treatment of other persons who are similarly situated in the organization. According to Adams, employees perceive a situation as fair where individuals who provide similar inputs receive similar outputs.

Artificial intelligence (AI) has become an innovative force in business and organizations, offering unprecedented opportunities. Recent advances in algorithms and AI have also become common in HR departments. Although AI is developing rapidly, its application in organizational justice research is still very low (X. Zhang, Antwi-Afari, Y. Zhang, et al., 2024). AI can serve to promote justice in organizations. But AI can also perpetuate injustices, it can lead to potentially unequal and unfair situations. Since the outcomes of HR decisions have a great impact on individuals and society, ethics should be of paramount importance. Decisions made using AI require sound reasoning because they affect employee behaviors and attitudes.

Employees pay attention to a sense of distributive justice within their organization and their perception of this justice can significantly affect various aspects such as organizational engagement, emotional engagement, job satisfaction, withdrawal behaviour, civic behaviour in the organization, entrepreneurial activities, and overall trust in the management and the organization (Zhang, Lepine, Buckman, et al., 2014; Ogwuche, Urama & Nyam, 2019; Ogwuche, Ngbede & Onah, 2023; Zwiech, 2021, 2024; Tivlumun, Onah & Ogwuche, 2024). Consequently, it affects employee performance (Rahma et al., 2024).

In an unfairness-free environment, the ability to achieve goals (both personal and organizational) through efficient use of organizational resources leads to increased employee productivity. People respond positively to work-related outputs if they receive impartial treatment from their leaders.

Given that enterprises are social actors in which employees, both individually and collectively, compete for valuable resources and power, it is unrealistic to expect employees not to use various tactics or strategies in which they seek to secure their benefits and pursue their personal interests. Distributive justice is a key internal factor affecting emotional responses and behaviours and the overall performance of human resources.

The presence of both formal and informal groups within an organization naturally leads to the development of solidarity within the institution (Sule, Amuni & Ariyo, 2015). People from different generations may perceive distributive justice differently in an organization.

An overview of different definitions and approaches to the division of population into generations is presented by Bejtkovský (2016). This study shows that not only is the year of birth important for a person's belonging to a particular generation, but also the socio-economic environment in which they grew up. Therefore, the boundaries for individual generations can be set differently depending on the country.

This study employs the division into generations offered by the Pew Research Centre. Thus, it relied on Generation X (people born in 1965-1980), Generation Y (1981-1996) and Generation Z (1997-2012). In addition to the above, the following generations can also be noted: the Silent Generation (1928-1945), Baby Boomers (1946-1964) and Generation Alpha (2013-mid 2020s).

The aim of this paper is to identify differences in the perception of distributive justice in enterprises by employees of Generations X, Y and Z in the era of artificial intelligence. The existing literature on AI's involvement in the development of distributive justice in the context of the different perceptions of distributive justice among generations X, Y, and Z has not yet been described in the literature. This paper aims to fill this research gap to provide a stronger theoretical foundation.

2. LITERATURE REVIEW

2.1. Distributive justice in the organization – input and output variables

Employees evaluate what individuals contribute to the company and what they receive in return and compare these input and output variables with their own person. According to Kalay (2016), employees' job inputs condense of such factors as education, knowledge, skills, effort, time, cognitive resources and performance. Organizational outcomes include wages, promotions, social rights, rewards, punishments, leave time, tasks, responsibilities, physical resources, and facilities for development. According to Zwiech (2024), it is important to assess the fairness of the distribution of the following outcomes: the amount of remuneration, the bonus amount, the amount and frequency of rewards, additional benefits, opportunities for promotion, the order of dismissals or the availability of training. Ledimo (2015) points out the following results: position-based salaries, bonuses, rewards, company resources (office space, computers, phones, cars), equity in the distribution of financial resources between business units/departments, promotions, performance management policy, recruitment and selection processes, participation in decision-making processes concerning the work of individuals, taking into account the opinions of employees in the development of organizational policies and procedures, clarity in the communication of the vision and mission of the organization among employees, and ethical conduct in the process of implementing the organizational strategy.

Zwiech (2024, pp. 673-674) notes that "distribution of these variables is perceived by employees as just when it is in line with selected norms of allocation. Employees compare their input-to-output ratio with other employees. They strive to remove inequalities (which emerge when proportions between employees are unequal) either by limiting input data (effort put into work) or output data (work effects). Other principles of division (based, e.g., on equality, on the moment of employment or on individuals' needs) are less frequently applied to professional work, though they also occur in selected institutions (especially the first two)".

2.2. AI's involvement in the development of distributive justice in the enterprise

As a product of the fourth industrial revolution, artificial intelligence (AI) is being applied in all aspects of life (Hamon, Junklewitz, Sanchez, 2020). Artificial intelligence (AI) has become an innovative force in business and organizations, offering unprecedented opportunities. Recent advances in algorithms and AI have also become common in human resources (HR) departments due to their alleged impact on increasing the efficiency of HR processes and practices (Prikshat, Malik & Budhwar, 2023). Although AI is developing rapidly, its application in organizational justice research is still very low (X. Zhang, Antwi-Afari, Y. Zhang, et al., 2024).

The increasing use of AI in many fields has attracted much interest in its implications and consequences. The use of AI raises additional concerns related to organizational justice and ethical and social challenges. AI compliance guidelines for HR applications are evolving, and concerns about bias, transparency, and ethical use of AI are growing. Questions are being raised about the impact of AI on individuals in an organization in terms of ethics and accountability. The need to examine the interactions between AI and perceptions of organizational justice is therefore crucial. Organizational justice is a key element of organizational functioning.

In modern organizations, justice and equality are fundamental values. AI can have a positive impact on organizational justice (Sharma, Hargreaves & Pallett, 2023). Using AI technologies, organizations can operate more fairly by reducing the influence of subjectivity and bias.

This article considers distributive justice in the context of 12 statements related to: fairness of pay, equal pay for equal work, fairness of bonuses, access to company resources and fair distribution of resources between business units, performance evaluation, promotion, recruitment and selection processes, involvement in decision-making processes, communication, employee participation in

decision-making and encouraging employees to act ethically. At the same time, the authors assumed, following Adams (1965), that employees perceive the situation as fair when units that make similar inputs receive similar results.

The first important aspect to consider in the context of AI use is **the consistent application of performance management policies to all employees**. Yu, Ding, Jia & et al. (2022) confirmed that employees' perception of organizational justice has a direct impact on work performance. Suliman & Kathairi (2012) identified a positive correlation between organizational justice and employee performance and engagement. AI technology can contribute to reducing operating costs on the one hand and improving customer experience on the other (Ismail, Muhammad, & Mosali, 2022; La Torre, Colapinto, Durosini & et al., 2023). Both of these situations lead to increased productivity.

AI systems can collect and analyse employee performance data to provide accurate and objective feedback that is not influenced by human subjective factors (Stroet, 2020). In addition, data is collected in real time based on the latest results, which significantly shortens the response time, as AI makes it easier for managers to get continuous feedback. On the other hand, companies are increasingly recognizing the need for employees to receive real-time feedback. This helps establish a fair performance appraisal system and provides employees with fair compensation and bonuses (Awan, Habib, Shoaib Akhtar & et.al, 2020). AI-based performance management shifts the focus to engagement tracking, productivity analysis, and promotion decisions.

Another important issue cannot be forgotten – reducing the administrative workload of managers. AI is also suitable for applications in the administrative area (Cappelli, Tambe & Yakubovich, 2019). AI enables people performing managerial activities to deal less with administration and paperwork and develop more in strategic functions related to people management. The self-service aspect of e-HR increases the involvement of both employees and line managers in HR practices (Baykal, 2019).

Further aspects are related to performance evaluation, but they must be considered separately in connection with organizational justice.

Another important aspect that should be considered in the context of the use of AI is **fair promotion**.

Organizations are increasingly implementing artificial intelligence to plan the career development of employees. Stored in HR IT systems or cloud systems, artificial intelligence is able to use and analyse data on, for example, personal characteristics, hours worked, and various measures of employee performance (Leicht-Deobald, Busch, Schank & et al., 2019; Wirges & Neyer, 2023), which are important predictors of career development and professional success (Ng, Eby, Sorensen & et al., 2005). Some companies also take into account the digital footprints of employees (e.g., professional profiles such as LinkedIn, and non-professional profiles such as Facebook) and analyse the content of employee or organization posts or blog content that may be of interest to gain insight into employee attitudes (Köchling, Wehner & Ruhle, 2024). AI can help not only in assessing attitudes and performance, but also provide training recommendations, personalized coaching. AI-based coaching and career paths enable personalized employee development. It can therefore help in fair promotion, in identifying and matching highly qualified and talented employees to organizational needs and strategic positions.

Another important aspect to consider in the context of AI use is the consistent application of **recruitment and selection process**. AI-based recruitment tools can balance efficiency with fairness by changing recruitment strategies. AI can automatically screen and evaluate candidates' skills based on objective criteria and data, reducing human bias in recruitment. AI can screen candidates by analyzing a large number of resumes and interview results, thus ensuring a fairer and merit-based selection process.

However, AI algorithms are increasingly being targeted at improving workforce planning, predicting skill gaps, reducing the risk of turnover and recruitment needs. This unbiased recruitment practice not only increases employee trust in the organization but also creates a better environment for diversity and inclusion.

Furthermore, the use of AI in recruitment saves managers' time while ensuring fairness. For example, data presented by Black and van Esch (2020) shows that recruitment review time was reduced by 88% with the use of AI technology.

Another two important aspects to consider in the context of the use of AI are facilitating employee **involvement in decision-making processes** that are relevant to their work and **consulting employees** when organizational policies and procedures in the enterprise are developed. For example, in the process of involvement in decision-making processes, the use of AI technologies can help analyse the impact of leadership styles and managers' skills in sharing power and delegating tasks and responsibilities on

employee behaviors, thus influencing the motivation of subordinate employees (de Oliveira, Dalla Valentina, Futami & et al., 2021; Enad Al-Qaralleh & Atan, 2022).

Another important aspect to consider in the context of AI use is **communication** in the enterprise. Particular attention should be paid to conflict resolution. Real-time advice for managers or more broadly for the entire work environment can significantly affect the atmosphere at work and increase employee satisfaction. In addition, AI can improve communication and cooperation in organizations, thus increasing organizational justice (Al-Nammari, Simsekler, Gabor & et al., 2023). With intelligent collaboration tools and automated processes, employees can more easily share information and collaborate on tasks regardless of location or time. This efficient way of working not only improves the employee experience but also ensures a fair distribution of decisions and resources.

Another important aspect to consider in the context of AI use is **encouraging** managers and employees **to act ethically**. Van der Werff, Blomqvist & Koskinen (2021) found that employee trust in AI is conditioned by perceptions of the organization's trustworthiness. Employees who have higher levels of trust in their organization and managers may be more willing to trust the AI system to evaluate its performance. Affective commitment refers specifically to an employee's emotional attachment or identification with their organization. Social exchange and psychological contract theories suggest that in return for fair treatment from their organization, an employee may reciprocate with greater trust, which in turn leads to higher affective commitment (Nguyen & Connolly, 2025).

The last five aspects that should be considered in the context of both the use of AI and the aspects described above are **the fairness of remuneration/salaries** of managers and employees in relation to their positions, **equal remuneration/rewards** for employees performing work of equal value, and **the rules for granting bonuses** to employees in relation to their performance, regardless of their position, department, or job level.

Also important are **equal access to company resources** to do their job, such as office space, computers, phones, and cars, and **financial resources fairly distributed among different business units/departments**.

With the help of algorithms and technologies, AI can fairly allocate resources according to individual skills and contributions, avoiding unequal distribution caused by perceived bias or discrimination (Grgi´c-Hla˘ca, Zafar, Gummadi, et al., 2018), which will affect emotional reactions, behaviors, and the overall performance of human resources (Zwiech, 2024).

The above is a positive approach to AI. However, it is important to be aware that the widespread use of AI can lead to potentially unequal and unfair situations (Sharma, Hargreaves & Pallett, 2023; Tjebane, Musonda & Okoro, 2022). Due to the way AI works, decisions can be made based on historical data and patterns on which the AI system was trained (Bolander, 2019; Pugna, Dutescu & Stanila, 2018). Since the outcomes of HR decisions have a large impact on individuals and society, ethics should be paramount. Such decisions require sound reasoning, and AI can be biased because it uses biased historical data to train it. For example, using AI to screen CVs during the recruitment process can lead to the spread of discriminatory biases based on gender, race, nationality, sexual orientation, and other factors (Zwiech, 2011; Zwiech, 2010).

For the same reasons, AI decision-making systems can introduce potential inequalities in the workplace in all processes related to performance evaluation and its impact on other HR functions, such as employee promotions, distribution of salaries and bonuses, distribution of additional resources.

Therefore, there is a need to delve into how AI affects organizational justice and propose solutions to ensure that the use of AI does not deepen inequality and injustice. Companies using AI technologies must ensure the accuracy, reliability, and impartiality of algorithms and data, as well as oversight and review to ensure that the use of AI technologies does not introduce new elements of injustice. A very important issue is the opacity of AI decisions, so employees must understand how decisions are made. Meaningful employee participation can contribute to a more fair perception of the introduction of AI. Organizations must be accountable for the decisions made by their AI systems (Gouba & Aallali, 2023).

3. RESEARCH METHODOLOGY

The study used the results of questionnaire surveys on organizational justice. The choice of the research method was made due to its scientifically significant features for research in social sciences

(Pinsonneault, Kraemer, 1993; Schwarz et al., 1999). The research was carried out on a sample of 109 working respondents who were at the same time studying on master's or bachelor's programmes at the University of Szczecin. The research was carried out in the period between December 2023 and February 2024, and the territorial scope covered the West Pomeranian province in Poland. The subject of the survey involved company employees. An individual company employee was a unit in the sample, while the questionnaire could be given to many employees in individual companies. The Organizational Justice Measurement Instrument (OJMI) was employed in the research. It consists of 59 statements measuring nine factors influencing justice (Ledimo, 2015).

Following the propositions of P. Salant and D. A. Dillman as the starting point, the indicator of the responses and preferred level of research precision were defined (Creswell, 2013; Salant, Dillman, 1994). The questionnaire statements were configured using a five-point Likert scale, where 1 means strong disagreement with a statement and 5 means complete agreement with a statement (Ledimo, 2015). The questionnaire also included questions about demographic characteristics. This study used part of the questionnaire relating to 12 statements concerning only one factor – distributive justice. In the distributive justice study, the following 12 statements from the Organizational Justice Measurement Instrument (OJMI) were used:

1. Managers' and employees' salaries are fair, based on their jobs [DJ01].
2. Employees in my organization have equal access to company resources to do their work, such as office space, computers, phones and cars [DJ02].
3. Employees doing the same work receive similar rewards [DJ03].
4. In my organization, bonuses are rewarded to high performing employees irrespective of their position, department or job level [DJ04].
5. Financial resources are distributed fairly to the different business units/departments in my organization [DJ05].
6. The performance management policy is applied consistently to all employees [DJ06].
7. Employees are promoted fairly, based on their skills and abilities [DJ07].
8. In our organization, the recruitment and selection processes are fair for all applicants [DJ08].
9. In my organization, all employees are involved in the decision-making processes that are relevant to their work [DJ09].
10. Employees are consulted during the development of organizational policies and procedures [DJ10].
11. The mission and vision statement of the organization is clearly communicated to all employees [DJ11].
12. Employees are encouraged to act ethically during the implementation of the organizational strategy (DJ12).

The good practices for conducting and reporting survey research, as proposed by K. Kelley, B. Clark, V. Brown, and J. Sitzia (2003) were applied.

RESULTS OF THE STUDY – PERCEPTION OF DISTRIBUTIVE JUSTICE BY RESPONDENTS FROM GENERATIONS X, Y AND Z

The survey was conducted on 109 respondents. Respondents' particulars are presented in Table 1.

Table 1. Demographic characteristics of the sample population in this study

Variables	Category	n	%
Gender	Male	50	45.9
	Female	59	54.1
Generation	X (1965-1980)	29	26.6
	Y (1981-1996)	38	34.9
	Z (1997-2012)	42	38.5
Position	Management	41	37.6
	Specialist	28	25.7
	General workers	40	36.7

Source: author's own compilation.

The average of Generation X respondents' responses to the 12 statements on distributive justice is shown in Figure 1.

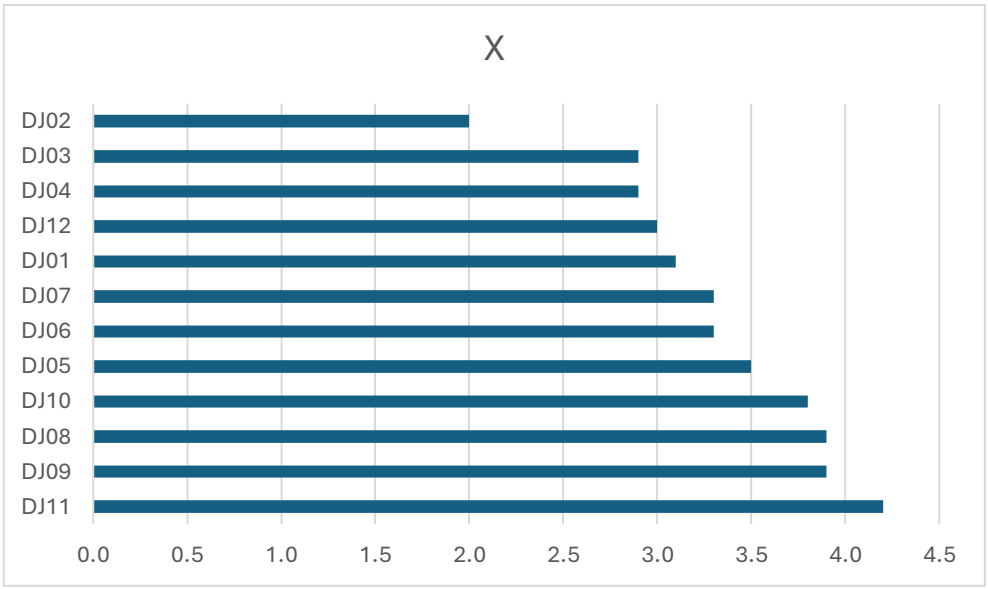


Figure 1. Average of Gen X respondents' responses to distributive justice-related statements (1-5 scale)
Source: author's own compilation.

Generation X employees mostly agree with the statement that the mission and vision statement of the organization is clearly communicated to all employees ([DJ11], 4.2). [DJ08] and [DJ09] also scored high, i.e. in the context of distributive justice, respondents rated the recruitment and selection processes and the decision-making processes (3.9) positively. Equal access to company resources to do their work, such as office space, computers, phones and cars, got the lowest scores (2.0), followed by similar rewards for employees doing the same work and awarding bonuses to high performing employees irrespective of their position, department or job level (2.9).

The average of Generation Y respondents' responses to the 12 statements on distributive justice is shown in Figure 2.

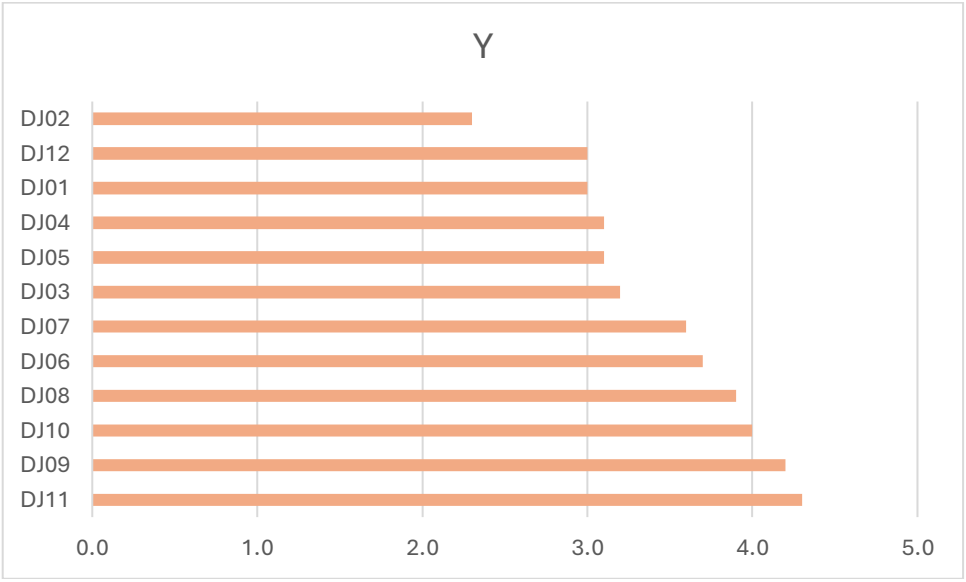


Figure 2. Average of Gen Y respondents' responses to distributive justice-related statements (1-5 scale)
Source: author's own compilation.

Similar to Generation X employees, Generation Y staff mostly agreed with the statement that the mission and vision statement of the organization was clearly communicated to all employees ([DJ11], 4.3). [DJ09] and [DJ10] also scored high, which means that in the context of distributive justice, the respondents positively assessed the decision-making processes (4.2) and the statement that employees were consulted during the development of organizational policies and procedures (4.0). Equal access to company resources to do their work, such as office space, computers, phones and cars scored the lowest (2.3), followed by the statements that employees were encouraged to act ethically during the implementation of the organizational strategy and that managers' and employees' salaries were fair, based on their jobs (both 3.0)

The average of Generation Z respondents' responses to the 12 statements on distributive justice is shown in Figure 3.

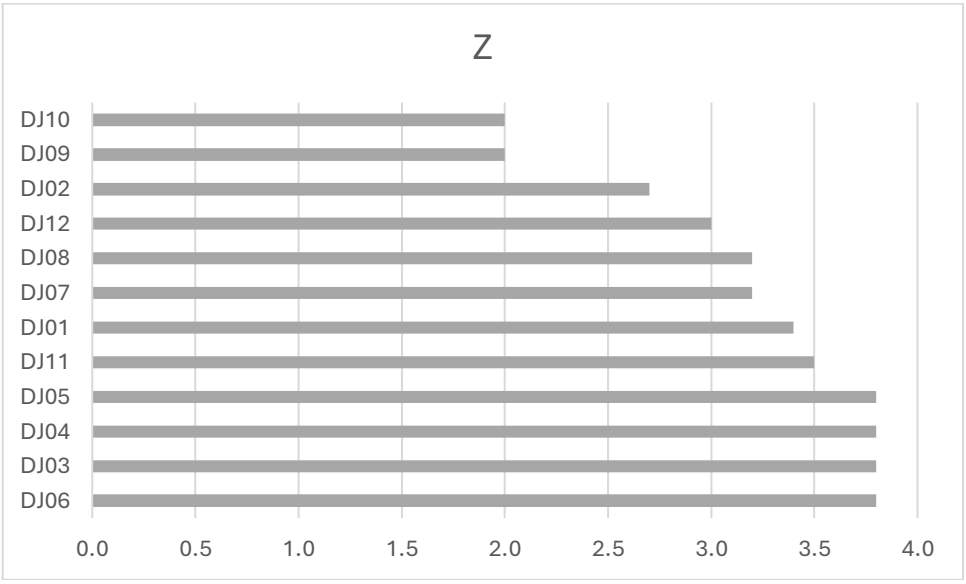


Figure 3. Average of Gen Z respondents' responses to distributive justice-related statements (1-5 scale)

Source: author's own compilation.

None of the statements got the 4.0 score among Generation Z. Respondents mostly agreed (average response 3.8) that the performance management policy was applied consistently to all employees; that bonuses were rewarded to high performing employees irrespective of their position, department or job level; that employees doing the same work received similar rewards and that financial resources were distributed fairly to the different business units/departments in their organization. The lowest rates were given to the statement that all employees were involved in the decision-making processes relevant to their work and that employees were consulted during the development of organizational policies and procedures (both were given the score of 2.0).

DIFFERENCES IN THE PERCEPTION OF DISTRIBUTIVE JUSTICE

The differences in the perception of distributive justice felt by respondents from subsequent generations are significant. These are especially noticeable when comparing Generation Z, X and Y, as illustrated in Figure 4.

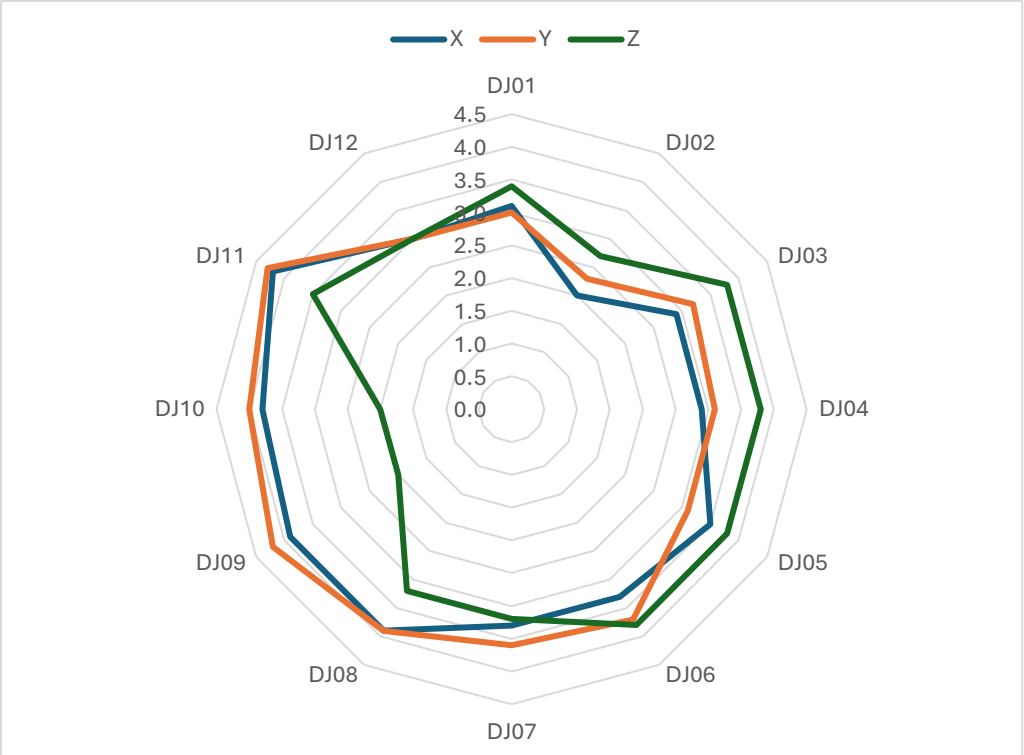


Figure 4. Differences in the perception of distributive justice between Generations X, Y and Z (scale 1-5)
Source: author's own compilation.

The highest average rating for all 12 statements was recorded for Generation Y, and the lowest for Generation Z. Differences in the perception of distributive justice were smaller between Generations X and Y than in the case of comparisons between Generations X and Z or Y and Z.

For Generations X and Y, the biggest difference (only 0.4 points) concerned the distribution of financial resources to the different business units/departments [DJ05] and the performance management policy [DJ06]. Overall, the difference in the perception of distributive justice between Generations X and Y was not significant.

In the case of Generations Y and Z, the biggest differences (exceeding 2.0 points) concerned issues related to the distribution of taking into account the opinion of the employee and the feeling of his/her importance to the organization. Gen Z employees believed that they were not involved in the decision-making processes relevant to their work and that they were not consulted during the development of organizational policies and procedures ([DJ09] and [DJ10]), unlike those of Gen Y, who rated these elements the highest of all analysed generations (employees of Generation X also rated this statement highly). This fact indicates that employers are more likely to take into account the opinions of people aged 29-44 (Y) and 45-60 (X), and to a lesser extent opinions of employees aged 28 and under. The lack of interest in the opinions of Gen Z staff may be due to employers' belief in their modest work experience, but it may also be due to a stereotypical approach to Gen Zs as people with low loyalty to employers, who change jobs quickly and have high salary requirements. On the other hand, this fact indicates that Gen Z employees notice the problem of their opinions being ignored.

For Generations X and Z, the biggest differences also applied to [DJ09] and [DJ10], although they were slightly lower than when comparing Generations Y and Z (1.9 and 1.8 points, respectively). 0.9 points differences were also noted for [DJ03] and [DJ04], referring to similar rewards and bonuses, but respondents from the Group X were more sceptical in these cases. This may be due to their better knowledge of the organization, processes taking place in it and interpersonal relations there and due to their greater professional experience.

The similar rewards aspect will become particularly relevant in the context of the European Directive on transparency of remuneration (Directive (EU) 2023/970 of the European Parliament and of the Council of 10 May 2023), which should be implemented by the member states by 2026. The EU wants

to strengthen the principle of equal pay for equal work for men and women through new EU rules on pay transparency. The Directive aims to help combat wage discrimination and close the gender pay gap in the EU. The results of this study show that as the age of an employee increases, concerns (or fewer illusions) about the functioning of the principle of receiving similar rewards for work of similar value increase.

On the other hand, there were no differences between Generation X, Y and Z respondents in their perception of ethics-related issues in the processes involved in the implementation of the organizational strategy [DJ12]. The average response in each generation was 3.0. The smallest differences between respondents from Generations X, Y and Z also occurred in the assessment of the fairness of salaries (from 3.0 to 3.4) and promotions (from 3.2 to 3.6).

CONCLUSION

Human resources management must take into account employees' perceptions of distributive justice. The perception of distributive justice affects employee performance through many aspects such as organizational engagement, emotional engagement, job satisfaction, withdrawal behaviour, civic behaviour in the organization, entrepreneurial activities, and trust in the management and the organization.

The results of this study show that the differences in the perception of distributive justice are particularly evident when comparing Generation Z with Generations X and Y.

In the case of Generations X and Y, overall, the differences in their perception of distributive justice were not significant primarily related to the assessment of the distribution of financial resources to the different business units/departments and the performance management policy.

In the case of Generations Y and Z, the biggest differences concerned issues related to the distribution of taking into account employees' opinion and the feeling of his/her importance to the organization.

For Generations X and Z, the biggest differences also concerned the distribution of financial resources to the different business units/departments and the performance management policy. Significant differences were also noted for aspects relating to similar rewards and bonuses.

On the other hand, there were no differences between Generation X, Y and Z respondents in their perception of ethics-related issues in processes involved in the implementation of the organizational strategy. The smallest differences between respondents from Generations X, Y and Z also occurred in their assessment of the fairness of salaries and promotions.

The research has shown that the perception of distributive justice varies depending on which generation the employee comes from. Differences in the perception of distributive justice are small between Generations X and Y and significant between those generations and persons of Generation Z.

The analysis also shows that AI can have a positive impact on organizational justice. By using AI technologies, organizations can operate more fairly by reducing the influence of subjectivity and bias. However, the widespread use of AI can also lead to potentially unequal and unfair situations. Since the outcomes of HR decisions have a large impact on individuals and society, ethics should be of paramount importance. Decisions made using AI require sound reasoning because they affect employee behaviors and attitudes.

This research is addressed to persons who hold managerial positions and those managing teams, to HR specialists and persons who implement human resources management systems in companies.

This study is not free from limitations. The main one is that the participants were employees of enterprises only from the West Pomeranian Voivodeship, and the size of the sample may have influenced the results, which means that the findings could not be generalized to other organizational contexts. Therefore, it is recommended that future research be conducted on a larger sample in order to gather more information. In addition, the profiles of respondents from Generations X, Y and Z were based on literature and judgments from experts. Identifying the actual profiles of all generations would require a global, representative, interdisciplinary study. As for possible directions for further research on the topic discussed in this article, focus should be given to the growing importance of organizational justice in human resource management (see, among others, Rahma, Tjahjono & Rahayu, 2024).

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