

ANTECEDENTS AND CONSEQUENCES OF ORGANIZATIONAL JUSTICE

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ABSTRACT

Employee's perception regarding fairness in the organization is termed as organizational justice. The objective of this paper is to study the antecedents and consequences of organizational justice on the basis of earlier relevant studies from the period ranging from 1964 to 2015. Previous research identified employee participation, communication, justice climate as the antecedents and trust, job satisfaction, commitment, turnover intentions, organizational citizenship behavior and performance as the consequences of organizational justice. Finding reveals the gaps existing in the literature and gives suggestions for future research work.

Keywords: Organizational Justice (OJ), Antecedents, Consequences.

INTRODUCTION

Organizational justice is conceptualized as a multidimensional construct and a multitalented concept so it covers the whole thing from system of payment to treatment by one's boss (Colquitt et al., 2005; Greenberg, 2005; Zapata-Phelan, 2005). Organizational justice refers to the individual's perception of the fairness of treatment received from an organization and their behavioral reactions to such perceptions (Fernandes and Awamleh, 2006). Organizational justice has a long history in research field and scholars have planned various dimensions of organizational justice. J. Stacy Adams in 1965 presented his theory of equality and showed that people are willing to receive a fair reward for work. A few researchers say equity theory is called the theory of justice, because it will focus on equitable distribution of income among individuals to attain a high level of motivation. In the organization and management, organizational justice was used first by Greenberg in 1970. According to Greenberg, organizational justice is related to employees' perception of fairness in the organization. After 1990, a new

chapter began in empirical studies regarding organizational justice and its dimensions (Mcdowal & Fletcher, 2004). There are five dimensions of organizational justice: distributive (fairness of outcomes), procedural (fairness of processes) and interactional (fairness of interpersonal treatment one receives from others). Later on two more dimensions of organizational justice are added by Usmani and Jamal, 2013 as temporal (fair distribution of time) and spatial (fair distribution in space).

OBJECTIVES OF THE STUDY

To study the antecedents and consequences of organizational justice on the basis of thorough review of earlier studies related to the topic from the period ranging from 1964 to 2015 and to suggest a suitable model depicting antecedents and consequences affecting organizational justice.

RESEARCH METHODOLOGY

This study is conducted to identify the antecedents and consequences of organizational justice. This study type is descriptive as well as an exploratory study based on literature review

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of earlier significant studies. Research studies published during the time period ranging from 1964 to 2015 are taken under consideration in order to explore the antecedents and consequences of organizational justice. In order to identify the studies related to the concerned topic the internet search engine Jstor.com, Willey and emerald.com that cover a large database on the journals related to this topic are used. The studies published in national and international journals and considered in conferences are collected in order to conduct a detailed review of organizational justice.

LITERATURE REVIEW

Organizational justice is allocating the gains and processes used in taking decisions, rules and social norms which are developed through interpersonal applications (Folger & Cropanzano, 1998). It also focused on managerial and psychological researches (Colquitt et al., 2001). Organizational justice refers to employee's perception regarding fairness to the organizational behaviors (Campbell & Finch, 2004). Organizational justice refers to the individuals or groups perception of the fairness of treatment received from one organization and to check their behavioral response to that perception (Yang et al., 2009). Organizational justice is a very common concept with different aspects that has a philosophical meaning in various fields and branches (Hamouleh & Heidari, 2009). On the basis of research, three types of organizational justice have been introduced by the scholars: distributive, procedural and interactional justice (Mcdowal & Fletcher, 2004; Nadiri & Tanova, 2010). Organizational justice focused on the distributive justice, which describes the perceived fairness of outcomes that employees receive from organization (Camgoz & Karapinar, 2011). The description of fairness in the workplace is considered as organizational justice (Rastgar et al., 2012). There are five dimensions of organizational justice viz:

Distributive justice (DJ)

It refers to the perceived fairness of the

outcomes/ allocation of resources by the organisation (Greenberg, 1987). Distributive justice is related to employees working at the organization which obtain results for the work they do and justice used by organizations through several outcomes like job criteria, wages and promotions (Moorman, 1991).

Procedural justice (PJ)

It is a process theory that involves work motivation which focuses on workers' perceptions of fairness through procedures used to make decisions about distribution of outcomes (Farukh & Cheteshwar, 1998). It can be referred as the process and procedure perceptions of employees which are significantly based on comparisons with others (Greenberg, 1987; DeConinck, J.B, 2010).

Interactional justice (IJ)

It shows how fair the management is treating the employees in the organization and it includes the degree of respect, honesty and understanding (Bies & Moag, 1986). It refers to interaction between two or more people (Mikula, Petrik; Tanzer, 1990).

Temporal justice (TJ)

It may concern the different view of fair distribution of time. It is a set of policies and practices that will impact differently on different people (Goodin, 2010). A few studies have been found regarding temporal justice and their relationship with different outcomes.

Spatial justice (SJ)

It includes the fair distribution of space that socially valued resources and opportunities to develop them (Marcuse, 2010). Spatial justice basically linked with space, location or position (Glick, Hyde & Sheikh, 2012). Limited studies have been found regarding spatial justice and their relationship with different outcomes.

ANTECEDENTS OF ORGANIZATIONAL JUSTICE

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of earlier significant studies. Research studies published during the time period ranging from 1964 to 2015 are taken under consideration in order to explore the antecedents and consequences of organizational justice. In order to identify the studies related to the concerned topic the internet search engine Jstor.com, Willey and emerald.com that cover a large database on the journals related to this topic are used. The studies published in national and international journals and considered in conferences are collected in order to conduct a detailed review of organizational justice.

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ANTECEDENTS OF ORGANIZATIONAL JUSTICE

In the organizational context, justice refers

to employees' perceptions of the fairness of treatment received from organizations. Antecedents of organizational justice can be categorization in three groups: employee participation, communication and justice climate. This categorization is not deliberate to be comprehensive, but they characterize some of the significant behaviors and attitudes related to justice perceptions.

Employee participation

High level of justice is supposed when employees feel that they have contribution in processes than the employees who do not recognize that they have the opportunity to participate (Greenberg & Folger, 1983; Bies & Shapiro, 1988). The perceptions of interactional justice were observed to increase with employee participation (Cole, 1997). Employees feel that they are concerned in decision making or other organizational events which is related to perceived procedural justice (Muhammad, 2004). Furthermore, studies have shown that employee contribution is strongly related with the perception of both procedural and interactional justice (Kernan & Hanges, 2008). It examined the effect of participative interventions in different workplaces, whereas, organizational justice could be enhanced by using a participatory framework (Linna, 2011). A well-managed process of reorganization has been established which is based on two-way communication, employee participation, suitable support functions (Wiezer et al., 2011).

Proposition IV (a): Employee participation is positively related to organizational justice.

Communication

One aspect of an effective communication strategy is providing understandable and rational explanation for different changes to enhance perception of fairness in the organization (Bies & Moag, 1986). Procedural justice is conceptualizing communication in terms of the primary accounts or explanations that management should provide for their preliminary result (Bies & Shapiro, 1988; Brockner et al., 1990;

Greenberg, 1993, 1994; Daly & Geyer, 1994). Thus, ongoing communication concerning all phases of the reorganization process that is supposed to be precise, timely and helpful in developing positive views regarding fairness (Brockner & Greenberg, 1990; Novelli et al., 1995). The link between effective communication and fairness perceptions provides empirical support for work in the organization (Bruning et al., 1996). Employee fairness perceptions also depend on supplementary communication elements (Mansour-Cole & Scott, 1998). The relationship between employees and their managers is concerned with skillful flow of communication needed in decisions making process (Kohn et al., 1990, 2008). The superiority of communication by organization or manager can improve justice perceptions by improving employee perception of manager trustworthiness and also by reducing feeling of ambiguity (Kernan & Hanges, 2008).

Proposition IV (b): Communication is positively related to organizational justice.

Justice climate

Research on justice climate has shown that shared perception of justice at the group level is positively related to individual outcomes such as job satisfaction, commitment (Naumann & Bennett, 2000). Employees working within a team may share their perceptions with one another which can lead to a shared interpretation of the fairness of procedures (Roberson & Colquitt, 2002). Past research studies have shown that justice climate is positively associated with distributive and procedural justice (Liao & Rupp, 2005) and relationship between organizational climate and organizational citizenship behavior (Garg, & Rastogi, 2006). Previous studies reveal the relationship between individual justice perceptions and individual outcomes with a moderating role of justice climate (Biswas, 2007). Organizational climate and culture can influence organizational justice. The researcher suggests that the team level perception of justice is called justice climate which can impact individual's own view of procedural justice (Li & Cropanzano, 2009). When the organizational

climate is friendly, the supervisor's support is high because the supervisor is given free hand to exercise the authority vested upon him (Powell, 2011).

Proposition IV (c): Justice Climate is positively related to organizational justice.

In brief, employee participation, communication and justice climate has significant relation with organizational justice.

CONSEQUENCES OF ORGANIZATIONAL JUSTICE

Base on review of literature, consequences of organizational justice perception are summarized in ten groups: Trust, Job Satisfaction, Organizational Commitment, Organisational Citizenship Behaviour, Turnover Intentions, Performance, Work Engagement, Counterproductive Work Behaviors, Absenteeism and Withdrawal and Emotional Exhaustion. This categorization is not planned to be extensive, but they represent some of the important behaviors and attitudes related to justice perceptions.

Trust

Employee perception of justice makes organisations trustworthy, which influences employee behaviour in return (Blau, 1964). Trust in supervisor provides only a limited understanding of how an organization's fair treatment of its employees (Reichers, 1985). There is positive relationship between perception of both procedural and distributive justice with trust playing a mediating role (Alexander & Ruderman, 1987). The employees' perception of distributive justice should be positively related with trust in organization (Ashford et al., 1989; Brockner, 1996) and it is also found as one of the most important antecedent of both trust in supervisor and trust in organization (Pillai et al., 2001). Most of the studies examined trust as the mediating variable that influencing the organizational justice relationship (Rothmann et al., 2007). Trust is influenced by employees' perceptions of justice within the organization (Vanhala & Ahteela, 2011). It examined that

effectiveness of organization significantly depends on the skills, expertise, competencies etc. (Philip et al., 2012). It also examined the effect of different dimensions of justice perception of employees on trust in an organization and showed that there are significant differences between them (Piroozfar, 2013).

Proposition V (a): Organizational Justice has positive significant effect on trust.

Job Satisfaction

Organizational justice is an important predictor of various outcomes and many studies tried to understand the relationship of these justice factors and outcomes. Job satisfaction represents feelings regarding the specific duties and roles associated with one's specific job (Brooke et al., 1988). A few researchers showed that distributive and procedural justice have a significant positive relation and correlated with job satisfaction but interactional justice has negative relation with job satisfaction (McFairlin & Sweeney, 1992; Tremblay and Roussel, 2001; Jawahar, 2007). It is also significantly positively related to justice (Rad & Yarmohammadian, 2006). There is strong and positive correlation between three dimensions of organizational justice and job satisfaction (Bakhshi, Kumar & Rani, 2009). These three dimensions of organizational justice affect job satisfaction (Park and Yoon, 2009).

Proposition V (b): Organizational Justice has positive significant relationship with job satisfaction.

Organizational Commitment

Previous studies found that a high level of organizational commitment is correlated with positive justice (Meyer et al., 1989). There is a strong relationship among distributive justice and organizational commitment than procedural justice (Lowe and Vodanovich, 1995). Previous studies reported a direct association between organizational justice and organizational commitment (Kwong and Leung, 2002; Farmer et al., 2003). A very few studies determined justice has a significant influence on employees' level of

organizational commitment (Wasti, 2002; Taxman and Gordon, 2009; Malik, 2011). A very few researcher supports the assumption that organizational justice positively influences organizational commitment (Liao and Rupp, 2005). Distributive & procedural justice affect organizational commitment in a positive and significant way but interactional justice has higher influence on commitment (Yavuz, 2010). Distributive and procedural justice did not significantly affect organizational commitment (Noor et al., 2011; Jamaluddin, 2011).

Proposition V(c): Organizational Justice has significant positive effect on commitment.

Organizational Citizenship Behaviors (OCBs)

A few researchers support the assumption that organizational justice positively influences organizational citizenship behaviour (Moorman et al., 1993; Blakely et al., 2005; Liao & Rupp, 2005; Fassina et al., 2008; Rego and Cunha, 2010; Oren et al., 2012). Previous studies demonstrated that organizational justice is one of the most vigorous predictors of citizenship behaviors (Organ and Ryan, 1995) because individuals' perception of justice treatment could strongly affect their attitudes and behaviors (van den Bos & Lind, 2004). Organizational citizenship behavior expected when workers are satisfied with their jobs and they feel treated fairly with the organizations (Podsakoff et al., 2000). The dimensions of organizational justice found strong positive effect on organizational citizenship behavior (Williams et al., 2002). Employees' perceptions of fair treatment are expected to have particularly salient impact on their organizational citizenship behaviors (Yang et al., 2007). Previous studies show the significant and positive relation between organizational justice and organizational citizenship behavior (Chegini, 2009). Different dimensions of organizational justice and extra role behavior have significant and positive relationship with job satisfaction of employees (Soleyman & Nazel, 2009).

Proposition V(d): Organizational Justice has significant positive relation with OCB.

Turnover Intentions

Previous studies have shown organizational justice has a significant negative influence on turnover intentions (Dailey & Kirk, 1992; Khatri et al., 2001; Aryee & Chay, 2001). If employees perceive that the decision making process is fair, they are less likely to form an intention to quit (McFarlin & Sweeney, 1992). In addition, western studies suggested that in response to low distributive justice, employees chose to leave their job in order to end inequity (Hendrix et al., 1998). Procedural justice was negatively related to turnover but distributive justice has a significant positive effect on turnover intention (Fields et al., 2000; Cohen-Charash & Spector, 2001). Organizational justice perceptions strongly affect the attitude of the workers of turnover intentions (Colquitt et al., 2001). There is strong correlated relationship between justice perceptions and intention to leave among employees (Loi et al., 2006) but both procedural and distributive justice dimensions have significant effect on intention to leave (Suliman, 2007). Organizational justice has a significant negative impact on employees' turnover intentions (Davoudi & Fartash, 2013).

Proposition V(e): Organizational justice has a significant negative effect on turnover intentions.

Performance

Organizational justice and its dimensions influence an employee's performance and satisfaction (Lin and Tyler, 1988). However, the link between organizational justice, employee satisfaction and performance could be mediated by different characteristics (Rawls, 1999). Many researchers have placed more emphasis on distributive and procedural justice as a benchmark for determining fairness and performance of the employees (Schmitt & Dorfel, 1999; Andrews & Kacmar, 2001). The interactional justice is also necessary in explaining the link between managers and subordinates as well as their performance (Aryee et al., 2004). The dimensions of organizational justice, job satisfaction and performance are positively correlated and

significant, but performance is negatively and significantly correlated with distributive, procedural, interactional justice (Fearne et al., 2005). Employee's perception of how fair a decision or an outcome has the propensity to influence his/ her behaviour and performance, the trust between employees and their managers could encourage job satisfaction and performance (Suliman, 2007). Improving justice perception improves productivity and performance (Karriker & William, 2011).

Proposition V (f): Organizational justice has a significant positive effect on performance.

Work Engagement

Procedural justice suggested that positive employee views of processes and procedures is related to higher employee levels of work performance (Brockner; Siegel, 1996). There is positive and significant relation between dimensions of organizational justice and work engagement. This is further supported where employee perception of organizational justice assists employees to feel as members of the organization and thus develop relationship with engagement (Yilmaz; Tasdan, 2008). Previous studies have recognized engagement as one of the outcomes of organizational justice (Buckley, 2008; Lin, 2010). It established that employees will be engaged, "when they feel they will be treated fairly in terms of distribution of rewards, procedures by which decisions to rewards are made and finally whether bosses and colleagues display courtesy, warmth and support in their interactions" (Macey et al., 2009). Most of the studies examined trust as the mediating variable influencing the organizational justice-work engagement relationship. Schneider et al., 2009 proposed a model of work engagement with trust as a mediator between the justice climate and work engagement. Past studies have examined the direct effect of organizational justice on work engagement (Agarwal, 2014).

Proposition V (g): Organizational justice has positive significant relation with work engagement.

Counterproductive Work Behaviors (CWBs)

Counterproductive work behaviors refer to deliberate behaviors on the part of an organizational member viewed by the organization as opposed to their legal interests (Gruys and Sackett, 2003). There are many reasons that explain why organizational justice can affect counterproductive work behaviors. Increased procedural injustice can lead to employee unwillingness to observe with an organization's rules & regulations (Cohen-Charash and Spector, 2001) because the relationship between procedural injustice and counterproductive work behaviors could be mediated by normative conflict i.e., the extent to which employees make out conflict between the norms of their workgroup and system of the organization (Manrique and Tacoronte, 2007). Thus, the more perceptions of procedural injustice can lead employees to perceived normative conflict that causes counterproductive work behaviors.

Proposition V (h): Organizational justice has negative significant relation with counterproductive work behaviors.

ABSENTEEISM AND WITHDRAWAL

Another consequence of organizational injustice is absenteeism, withdrawal or non-attendance related to equity theory (Johns, 2001). People who believe that they have been treated unfairly at work experience can result in withdrawal behaviours, such as absenteeism (De Boer et al., 2002; Elovainio et al., 2002; Taris et al., 2002). When people saw both their commitment to the organization and the organization's commitment to them as high then absenteeism is diminished (Johns, 2001). In addition, withdrawal or leaving the organization is great consequence of organizational injustice stemming from the equity theory. The perception of distributive injustice is positively related to withdrawal (Cohen-Charash & Spector, 2001). Research on absenteeism has identified a set of factors that can explain absences from work, professional burnout, nature and requirements of the job, weak commitment to work, and the

feeling of inequity (De Boer et al., 2002; Statistics Canada, 2004; Chenevert et al., 2007).

Proposition V(i): Organizational justice has negative significant relation to absenteeism and withdrawal.

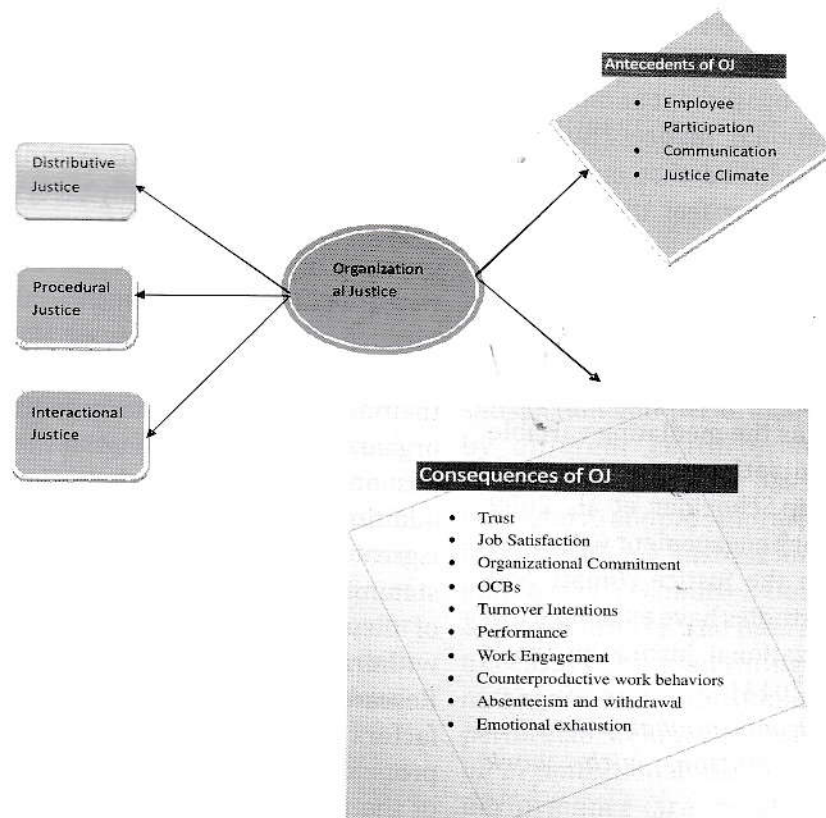
EMOTIONAL EXHAUSTION

Emotional exhaustion relates to employee health and burnout and also relates to overall perception of organizational justice. Emotionally exhausted employees perceive high levels of organizational justice are more likely to feel that their expended resources are properly regenerated by the organization (Adams, 1965). A very few studies have been done between emotional exhaustion and organizational justice (Ashillet al., 2009; Karatepe et al., 2009). Past studies have been shown that higher levels of emotional exhaustion do harm to the organization that results in decreased employee performance, lower level of job satisfaction, reduced organizational commitment (Boles et al., 1997; Demeroutiet al., 2005). The perception of justice

increases employee health and decreases burnout (Liljegren & Ekberg, 2009). Distributive, procedural and interactional justice perceptions are able to detain specific levels of emotional exhaustion which fade over time. However, in general the perception of organizational justice gives the steadiest picture of the relationship between justice and emotional exhaustion over time (Liljegren & Ekberg, 2009).

Proposition V(j): Organizational justice has negative significant relation with emotional exhaustion.

In summary, trust, job satisfaction, organizational commitment, organizational citizenship behavior, performance, work engagement, have positive significant relation with organizational justice where as turnover intentions and counterproductive work behaviors, absenteeism and withdrawal, emotional exhaustion have negative relation with organizational justice. **Proposed model-** The proposed model displays several antecedents and consequences of organizational justice perceptions.



RESEARCH GAPS AND FUTURE DIRECTIONS

After reviewing the existing literature on the theme individually and collectively, the researchers found a huge gap between the studies conducted till now. A good number of studies are conducted in foreign countries as compared to India. There are many studies which show the combination of any two topics like organizational justice and job satisfaction, commitment, turnover intentions, organizational citizenship behavior and many other allied issues. However, scanty studies show the relationship between organizational justice and other variables in Indian context which necessitates further exploration of the two/three variables. So, the gaps are:

- Most of the studies are conducted in foreign countries rather than India.
- Majority of studies focused on the relationship of organizational justice with few variables.
- Exploration in relative manner is expected to bring out individual, organisational and social implication in addition to academic and research implications.
- Few studies are done in service sector especially insurance sector as compared to other sectors.

In the light of the above discussed gap, further research can be conducted compiling the antecedents and consequences of organizational justice and to propose these as potential research direction to strengthen organizational justice in the organizational setting.

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