

A STUDY ON IMPORTANCE OF ORGANIZATIONAL JUSTICE PERCEPTIONS AND WORK RELATED OUTCOMES

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Abstract: *The study of organizational justice has increased almost in the past few years, little work has focused on the relationship between organizational justice perceptions and work related outcome variables as moderated by individual differences that are influenced by societal culture. The organizational justice supports the fact that organizational justice is important predictor of work related behaviors and attitudes. There are various similarities in the findings to reinforce, that an important organizational justice variable which cannot be neglected.*

1. INTRODUCTION

The study of organizational justice has acquired lot of awareness from practitioners and scholars alike. Organizational justice is largely researched within the field of industrial-organizational psychology, human useful resource management and organization behavior (Cropanzano & Greenberg, 1997).

Organizations are social systems where human resources are the foremost motives for the effectiveness and efficiency. Organizations require efficient managers and employees to attain their objectives. Organizations cannot accomplish something without their personnel efforts and commitment (Rad & Yarmohammadian, 2006). Justice perceptions have large illustrative variables in organizational research (Adams, 1965; Deutsch, 1975; Leventhal, 1976). Organizational justice describes the individuals' (or groups') perception of the fairness of therapy established from an organization and their behavioral response to such perceptions (James, 1993).

Distributive justice refers back to the perceived fairness of the means used to verify these results outcomes. Organizational justice is important because it influences outcome variables like job satisfaction, organizational commitment, organizational citizenship behavior, and productivity and withdrawal behaviors.

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Organizational justice examines employees' perceived equity in the workplace. The fostering of justice is a significant requirement for the effective functioning of employees (Kashyap, Ribeiro, Asare, & Brashear, 2007). Inequitable treatment established at work impacts the performance, trust, satisfaction, and motivation of employees (Malik & Naeem, 2011), as well as turnover intention (DeConinck & Johnson, 2009). Perceived justice within the organization is predicted to manipulate employees' attitudes on the way to their job and workplace considerably (Choi, S. (2011).

When employee feels that he is literally treated by the company, he is more likely to be more committed and satisfied. Alternatively employees with low job satisfaction have the intention to leave the job. If modern day organizations focus on organizational justice issues, they'll be healthier and more creative at workplace and will create long-term performance cultures which may consequence in sustainability (Geeta Rana, Pooja Garg and Renu Rastogi , 2009). The latter is reflected in consideration about employee participation, consistency, impartiality and rationality (Folger and Konovsky, 1989; Cropanzano and Greenberg, 1997).

2. REVIEW OF LITERATURE

Organizational Justice

Organizational justice conception makes a specialty of how individuals socially construct incidents of justice and injustice (Poole, 2007). Researchers have extensively outlined organizational justice as "individuals' perception of equity in organizational settings (Greenberg, 1996). The taxonomy that is used to explain organizational justice is distributive justice, procedural justice, and interactional justice. These dimensions are designated dimensions of justice creation (B. Erdogan, 2002).

Distributive Justice

Distributive justice has its origins in equity concept (Adams, 1965). Adams in his social exchange conception mentions two approach transactions in which every facet supplies something to other and receives something in return. From this theory rose the first sub-dimension of organizational conception i.e. distributive justice. Distributive justice is on the whole involved with workers' perception in the equity of outcomes (Alsalem, M. And Alhaiani, A. 2007) which argues that participants evaluate their input-output ratios with those of others with a view to investigate the level of equity.

Procedural justice

Thibaut and Walker (1975) performed a sequence of experiences on the fairness of decision-making methods; termed procedural justice. They conducted the reports

in authorized atmosphere. Extremely autocratic authorized techniques with participative techniques. They determined that a perception of equity was once extra positively regarding participative approaches than to autocratic methods. A separate circulate of work by means of Leventhal (1980) broadened the conceptualization of procedural justice in the background of useful resource allocation selections. Above all, Leventhal (1980) argued that allocation tactics can be seen as fair after they adhered to a number of "rules," together with consistency, bias suppression, accuracy, and ethicality. For that reason, procedural justice ordinarily focuses on methods and ways utilized in decision making.

Interpersonal Justice

Bies and Moag (1986) observed interpersonal justice whilst implementation of systems. Interactional justice deals with communication of procedural important points in a respectful and proper method, and justified decisions utilizing sincere and truthful know-how. Greenberg (1993) labeled recognize and propriety rules as interpersonal justice whilst justification and truthfulness ideas, as informational justice.



Figure 1: Taxonomy of Organizational justice

3. ORGANIZATIONAL JUSTICE AND WORK RELATED OUTCOME VARIABLES

Numerous reviews had been conducted on organizational justice and its influence on final result variables like job satisfaction, organization citizenship behavior, organizational commitment, employee engagement and the likes. For illustration the findings of study conducted in Malaysian Klang Valley assist that higher the level of employee perception towards fairness to the manner used to examine effects

(Procedural Justice) and the equity of end result employees obtain (distributive Justice) are inclined to develop the extent of employees' job satisfaction, organizational commitment at the same time reduce turnover intention (Choong Kwai Fatt, Edward Wong Sek Khin and Tioh Ngee Heng. 2010).

The empirical study applied amongst 347 entry-stage neighbors from quite a lot of BPO organizations in Bangalore supported the fact that organizational justice fosters work related attitudes. The findings of learn highlighted that procedural justice had the very best have an effect on end result variables. The research also suggests that the three components of justice interacted. The result of interplay is the ill effects of injustice in a single dimension are offset by being simply in another dimension. For instance, research has headquartered that reasonable approaches can mitigate the unwanted side effects of unfair distribution. Discovering of the study suggest that even if the allocations aren't fair but when the methods used to verify the effects are fair then it has constructive work related attitudes in the form of high organizational dedication and keep within the job intention. While honesty, admire and politeness increase interpersonal justice, the improper cure for the duration of interaction can result in workers leaving the organization on the first to be had the opportunity. The interpersonal justice has an instantaneous have an effect on the keep within the job intentions of employees. (Rashmi Nakra, 2014).

A study of 128 staff working in medical college indicated that distributive justice used to be vastly involving job satisfaction whereas procedural justice was once no longer determined to be related significantly to job pleasure. But both procedural justice and distributive justice were greatly related to organizational dedication. The discovering of the study emphasizes the function organizational justice as a foremost component in the development of favorable work-related attitudes and behaviors (Arti Bakshi *et al*, 2009).

An empirical study used to be performed to verify whether or not the relationship between organizational justice perceptions and work-related outcome variables (job satisfaction, job efficiency, and absenteeism) vary relying on man or woman psychological predisposition by using Simon S K Lam *et al*. The respondents had been Hong Kong Chinese and American tellers of a large multinational bank. The study was conducted to investigate whether character variations that are affected by societal tradition moderate the consequences of procedural and distributive justice on the key individual work outcomes. The findings of the study published that justice perception was once related to the work results of job satisfaction, efficiency, and absenteeism but there used to be no moderating outcome of societal tradition. The finding exhibit justice perception differed with energy distance element. Justice perception was found better among low energy distance participants then amongst excessive power distance members. Simon S. K Lam, John Shaubroeck, Samuel Aryee. (2002).

The outcome of the study performed among the employees of Sports federation Iran indicated that unfair belief can purpose bad reactions to an organization in the form of less job satisfaction and high attrition. The study revealed that distributive justice had the direct influence on overall organizational commitment and overall Job satisfaction at the same time procedural justice and interactional justice had an instantaneous impact on delight with coworkers and supervisors. (Siavash Khodaparast Sareshkeh, Fatemeh Ghorbanalizadeh Ghaziani, Seyed Morteza Tayebi, 2012)

In Indian context a learn to explore the connection between distributive justice and procedural justice to employee engagement through social alternative used to be conducted by way of amassed information from 238 managers and executives in manufacturing and service sector businesses. The findings set up distributive and procedural justice as principal determinants of POS, and procedural justice as a key antecedent of psychological contract in organizations. The findings of the study are steady with prior literature utilizing POS and psychological contract as social exchange mediators via which work experience variables, equivalent to distributive and procedural justice, have an impact on work attachment variables reminiscent of employee engagement. The findings suggest that to make sure that workers are optimally engaged with their job, businesses must be certain insurance policies and practices that give a boost to employees' justice perceptions. (Soumendu Biswasa, Arup Varmab and Aarti Ramaswami, 2013).

The research based upon a pattern of 202 coverage sector managers working in Haryana, Delhi and NCR neighborhood was carried out to learn the impact of organizational justice on workers' office and individual effects. The outcome confirmed that distributive justice is a more robust predictor of personal results even as procedural justice is enhanced predictor of work related outcomes. (Neetu Choudhary, Rajender Kumar Deswal and P J Philip, 2013).

To gain knowledge of the relationship between organization justice and job pleasure among the staff of Jordanian Electrical Industries a sample of 229 employees used to be taken. The findings suggest that there was relationship between organizational justice and job satisfaction. The study suggests that organizational justice is the antecedent of job delight (Hasan Ali Al-Zu'bi.2010). An empirical study was performed amongst 511 staff individuals from ten wellness and rehabilitation facilities in the U.S. To investigate an effect of organizational justice on detailed attitudes and behaviors, the findings study published that distributive justice influenced job satisfaction, organizational dedication, and turnover intentions while procedural justice best affected organizational commitment. Informational justice affected best job delight at the same time interpersonal justice was no longer regarding any attitude or behavior. (Gauri S. Rai. 2013).

To investigate the consequences of distributive justice and procedural justice perception on managerial pay and job satisfaction. The survey carried out among 122 Indian managers revealed that distributive justice was the predictor of all four dimensions of pay satisfaction and job pleasure whilst procedural justice was the predictor of pay structure/administration satisfaction and job satisfaction (Shahina Javad and R okay Premarajan, 2011).

A pattern of 200 employees working in one-of-a-kind organization was taken to study the result of justice perception on managerial effectiveness. The findings

reveal that if managers understand fair strategies at a workplace, their perspective and behavior exhibit positive final result. Results suggest that distributive justice regarding pay and benefits provides satisfaction on the private and legit fronts to managers. The findings indicate that if managers perceive reasonable interactional justice they end up more amazing and efficient at work position. The total outcome of justice perception is there are positive behavioral effects in form of accelerated pleasure, dedication, encouraging initiative and sharing knowledge (Geeta Rana, Pooja Garg and Renu Rastogi, 2011)

The study investigated the relationship between all three dimensions of justice and job satisfaction amongst 76 executives of a Pharmaceutical manufacturer in Bangladesh. The finding of the study printed that distributive justice and interactional justice influenced job satisfaction even as procedural justice didn't exhibit any tremendous relationship (Mahmud Rahman, Mahbulul Haque, Farzana Elahi, Wafie Miah. 2015).

An empirical gain knowledge of explored the dimensionality of organizational justice within the Indian context. The study validated the relationships between justice dimensions and Organ's (1988) 5-aspect conceptualization of Organizational Citizenship Behavior (OCB), specifically helping, compliance, sportsmanship, courtesy and civic advantage behaviors. Another dimension of justice labeled empowerment justice emerged throughout the gain knowledge. One fascinating finding of the present study is that out of the 4 dimensions of organizational justice (procedural, empowerment, interpersonal and informational justice), empowerment justice and procedural justice had been discovered to be most strongly regarding employee citizenship behaviors (Vishal Gupta and Shailendra Singh. 2013).

A survey-based methodology, with standardized scales, used to study the impact of organizational justice on job satisfaction and organizational commitment using psychological capital as the mediating variable. The study was once conducted with a sample of 440 staff drawn from the service sector. The study printed that psychological capital mediated the effect of organizational justice on outcome variables that is job satisfaction and organizational commitment. The study means that psychological capital is a massive tool in controlling job satisfaction and organizational commitment and controlling psychological capital is much simpler than straight controlling justice perception (Abhishek Kumar Totawar and Ranjeet Nambudiri. 2014).

A study used to be carried out established on information amassed from 942 teachers working in public faculties in three Turkish metropolitan cities. The gain knowledge of analyzed the affects of three points of organizational justice, specifically, distributive justice, procedural justice, and interactional justice, on the challenge efficiency of employees within the context of Turkey. The findings

of the study printed that the distributive justice part of organizational justice is influenced worker performance, while procedural and interactional just don't have any big have an impact on employee performance (Faruk Kalay 2016).

To investigate the relationship between organizational justice and employees' quality of work existence a study was carried out with 264 employees of a public organization of Qom Province. The findings of the study indicated that there's a constructive relation between dimensions of justice and nice of work life (Seyed Mohammad Moghimi, Masoumeh Kazemi, Saied Samiie, 2013).

A sample of 218 employees from the Indian Public Sector project (PSU) was once drawn to study they have an impact on of organizational justice on job satisfaction, organizational commitment, and Psychological Capital. The outcome of the study instructed that there's the optimistic relationship between Organizational Justice and job delight, organizational dedication and Psychological Capital. Additionally all of the variables under the gain knowledge of i.e., job pleasure, organizational commitment and Psychological Capital (Simran Jaur and Mukta Katyal 2016).

In a study carried out amongst 560 managers to investigate the relationship between perceived organizational justice and work associated effect determined that job embeddedness mediated the relationship (Josh T Gantor and John L. Cordery).

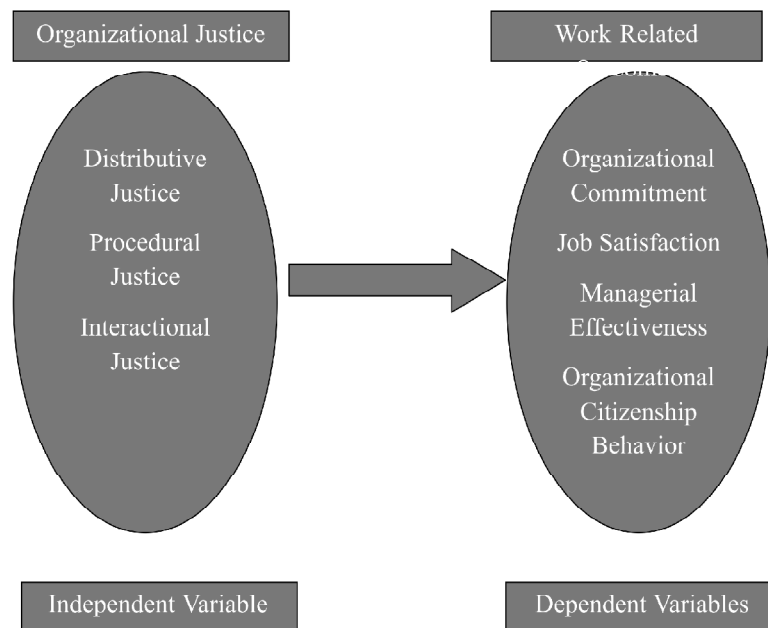


Figure 2: Relationship of Organizational Justice and work related Outcome variables

4. CONCLUSION

The above empirical researches help the fact that organizational justice is principal predictors of work related attitudes and behaviors. All the dimensions of organizational justice instantly or not directly impact work related final result variables like job satisfaction, organizational dedication, organizational citizenship, managerial effectiveness, pay satisfaction and so on. Therefore to be mighty and efficient firms will have to center of attention on justice belief of workers to maintain them engaged and convinced. A convinced employee is a nice asset to the institution.

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