

## Chapter 5

### Conceptualizing Organisational Justice and Work Place Harmony in Organisation

Agabe, Nlemaa Aleelo Ph.D

Department of Management, Ignatius Ajuru University of Education  
Port Harcourt, Rivers State, Nigeria

*Email: agabux2016@gmail.com*

#### **Introduction**

Organizational justice' can be understood as having two meanings, one narrow and one general. The narrow meaning refers to particular judgments concerning various types of events, when deciding whether an occurrence is just or unjust, individuals (or groups) ascertain whether or not it is morally appropriate. More generally, the term 'organizational justice' can also refer to scholarly literature. That is, it refers to a body of knowledge about these fairness evaluations, including such topics as how they are formulated, their dimensional structure, and their individual- and group-level effects. Organizational justice is a personal evaluation about the ethical and moral standing of managerial conduct. The implication is that producing justice at the workplace requires that management should take the perspective of an employee Cropanzano et al (2017).

Also, Baldwin (2006) considered the term organizational justice as referring to the extent to which employees' perceive workplace procedure, interaction and outcomes to be fair in nature. Any organization where justice is perceived to be found missing, may experience negative outcomes, such as decrease in individual performance, low level of organizational commitment. It is important to know that justice is a core factor in establishing and maintaining a stable society. The implication is that increase in organizational performance may be directly related to the increase in the employee's individual performance. Organizational justice is the members' view of being treated fairly. It is utilized as indicator of states of mind and conduct inside the working environment (Muller, 2011). In this study, three dimensions of organizational justice are considered, which includes: classes of event - outcomes (distributive justice), decision-making processes (procedural justice), and interpersonal treatment (interactional justice). Each of these is reviewed, introducing alternative formulations where these are relevant.

The first dimension, distributive justice, refers to an employee's perception of fairness regarding output distribution amongst their peers. It is the outcomes being distributed proportional to inputs based on equity principle. Distributive justice may be perceived differently by employees working in the similar organizational settings for the reason that they assess their own inputs and output in different ways. In this case, output comprises both monetary and non-monetary items (such as salary, benefits, promotions, etc.) that employees receive in exchange for their invested input in the workplace Kofi et al (2016). Employees draw comparisons between their own output/input ratio and those of their peers. They evaluate whether they are being fairly compensated for the amount of effort they invest, using their peers' compensation package as their benchmark. If the ratio is the same for all peers, then it can be said that distributional justice has been achieved within that organization (Ohana & Meyer, 2016).

### **The Concept of Organizational Justice**

Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law (Ardakani, 2012). People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts. Individuals react to actions and decisions made by organizations every day. An individual's perceptions of these decisions as fair or unfair can influence the individual's subsequent attitudes and behaviors. Fairness is often of central interest to organizations because the implications of perceptions of injustice can impact job attitudes and behaviors at work. Justice in organizations can include issues related to perceptions of fair pay, equal opportunities for promotion, and personnel selection procedures (Owolabi, 2012).

Justice is a core factor in establishing and maintaining a stable society. The increase of organizational performance is directly related to the increase in the employee's individual performance Kavanagh et al (2017). Throughout the years, with the fast-paced development of science and technology, there is an increasing number of awareness received to the study of organizational justice in order to anticipate the employees' performance in today's organization. Realizing the significant role of organizations brings to the society; people are attracted to the establishment of justice as one of the indicators to the job performance in such organizations. The effect of justice on fulfillment and performance inside the organization has caused the researchers to plan a theory in identifying how and the reason of people's consideration regarding justice, Hafiz et al (2015).

Organizational justice in recent time is one of the main research subjects in the field of organizational behaviour and human resource (Cojuharenco & Patient, 2013). According to Greenberg (1987), organizational justice is the members' view of being treated fairly. Organization justice is utilized as indicator of states of mind and conduct inside the working environment (Muller, 2011). Researchers of organizational behavior, Sethi et al (2014) recognized three types of organizational justice; distributive justice, procedural justice, interpersonal justice which are additionally isolated into interactional justice.

The concepts of justice and fairness are also found in organizational settings among employees, and they are generally referred to as organizational justice. Without a perception of justice and fairness, organizations will have great difficulty in motivating and guiding employees. The perceptions of organizational justice are "a basic requirement for the effective functioning of organizations and the personal satisfaction of the individuals they employ." Like other aspects of life, perceptions of justice and fairness are important in shaping employee attitudes and behaviors Bakhshi et al (2009, p.146).

Perceptions of justice, equity, or fairness in the workplace are widely recognized as influential factors in employee attitudes at the workplace. Employees would probably hold positive attitudes about their work, their work outcomes, and their supervisors if they perceived that they are treated fairly (Wan, 2011). The term "organizational justice" refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature. The concept of organizational justice extends traditional models of work behavior that tend to conceptualize job demands, job control and social support as the main factors determining individual well-being and productivity. Often the notion of organizational justice will only become relevant and tangible when a violation of said justice occurs (Baldwin, 2016, p.1).

### ***Importance and Roles of Organizational Justice***

The area of organizational justice is an important aspect for the development of a theory of equity in the context of organizational behavior (Poole, 2017). Introducing organizational justice with regard presents how an employee judges the behavior of the organization and their resulting attitude and behavior that comes from this. (Greenberg, 2000). It is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other or related variables (Öztürk, 2011). Employees evaluate organizational fairness based on outcomes, procedures, and personal interactions. To the extent employees perceive their work environment as unfair; they may develop negative attitudes and emotions such as job dissatisfaction, anger, frustration, and mistrust, leading to deviant acts against the organization and other employees (Mccardle, 2012, p.10).

Over the last 30 years, organizational justice has been researched extensively in social psychology, specifically in organizational contexts by psychologists and management researchers, among others interested in the construct. Perceptions of organizational justice constitute an important heuristic in organizational decision-making, as research relates it to job satisfaction, turnover, leadership, organizational citizenship, organizational commitment, trust, customer satisfaction, job performance, employee theft, role breadth, alienation, and leader-member exchange Bakhshi et al (2009).

### **Types of Organisational Justice**

#### ***Distributive Justice***

The first dimension, distributive justice, refers to an employee's perception of fairness regarding output distribution amongst their peers. In this case, output comprises both monetary and non-monetary items (such as salary, benefits, promotions, etc.) that employees receive in exchange for their invested input in the workplace, Kofi et al (2016). Employees draw comparisons between their own output/input ratio and those of their peers. They evaluate whether they are being fairly compensated for the amount of effort they invest, using their peers' compensation package as their benchmark. If the ratio is the same for all peers, then it can be said that distributional justice has been achieved within that organization (Ohana & Meyer, 2016).

Distributive justice deals with outcomes related to job, and also distributive justice affects individuals' attitude like job satisfaction, Lambert et al (2013). Distributive justice has positively influence on job satisfaction and negative influence on turnover intentions, research conducted to explain the allocation of resources outcomes in organization which seems to be more satisfying when employee perceived outcomes are fair, people compare the adequacy of outcomes with referred standard. Organizational justice namely informational and distributive justice contributes positively towards employee job satisfaction in public and private organization in Pakistan capita, Shah et al (2012). Ali et al, (2010) examined the impact of organizational justice and personal characteristics on job satisfaction and performance an empirical study in the Income Tax Department in Amman. Harvey and Haines (2015) it was clearly supported in this study that perception of fair procedures and human resource decision made during the natural disaster predict later work attitudes like job satisfaction.

#### ***Interactional Justice***

The second dimension, interactional justice, concerns employees' perceptions of their treatment during the enactment of organizational procedures. This implies that,

## Perspectives on Economic and Organisational Development

interactional justice is comprised of two aspects: interpersonal justice and informational justice. Interpersonal justice concerns the interpersonal treatment of employees within the organization, specifically whether they are treated properly, with dignity, politeness, and respect. Conversely, informational justice relates to the quality of information made available to employees in terms of providing adequate explanations and rationales for decisions made by superiors (Cheung, 2013).

Interactional justice is the nature of relational treatment individuals got when procedures are applied (Bies & Moag, 2010). Interactional justice can be partitioned into two components, which are informational justice and interpersonal justice (Greenberg, 2009). Greenberg (2009) described informational justice as the nature of the communication and clarification given to employee during decision making process. It focuses on explaining to people so that they can understand how the decision was made. Interactional justice is the nature of inter-individual behaviour where an individual is responsible preliminary and after the decision process. Interactional justice concentrates on relational treatment received during decision process and in addition systems which incorporate different individual practices upon social affectability, for example, regard, trustworthiness, pride, courteousness shown by the originator of equity toward beneficiary of equity, Cropanzano et al. (2012). The accuracy and timing of information given would have an impact on individual perception of fairness (Kernan & Hanges, 2012). The second dimension of interactional justice is interpersonal justice, which mirrors how much individuals are treated with nobility, amiability and regard by the authorities involved in the procedures implementation.

### ***Procedural Justice***

The third dimension, procedural justice, concerns employees' perception of the methods, procedures, and processes used by the organization in distributing monetary and/or non-monetary outcomes amongst its employees. Simply put, procedural justice refers to the perceived fairness of the decision making process by which outcomes are distributed (Wang et al., 2010). It also encourages employees to achieve their personal objectives, satisfies the specific need for interpersonal attachments, Chênevert et al. (2013), and relates to the fairness of the decision-making processes that affect employees, López-Cabarcos et al. (2016)

### **Interpersonal relationship in Work Groups**

The Business Dictionary defines work group as a collection of individuals that come together to achieve a stated objective. In a business context, a working group might involve people from different divisions or even companies that are collaborating on a project that requires their particular expertise or time. Also, Work groups within companies interchanged with the name task forces are teams of employees brought together to accomplish a specific task. The task often involves analyzing a problem, formulating a solution and making a recommendation to the company's management, including the owner of the small business. Work groups' efforts can result in improving company operations and also benefit the employees who participate in the groups (Brian, 2013). The use of work group has been facilitated by many studies reporting the positive relationship between team-based working and the quality of products and services offered by an organization (Neelam and Shilpi 2015).

Furthermore, being courteous, polite and honest among work groups is important as it drives unity and assistance in the dealings of group's issues. Developing interpersonal

## Perspectives on Economic and Organisational Development

relationship is a serious business that facilitates mutual relationship between colleagues in the organization, thus enhancing team and group attainments. Interpersonal relationship among members of work group is formal in nature due to the fact that it was the organization that constituted the work group. Interpersonal relationship in work group entails honesty, courtesy, politeness, team spirit and oneness from genesis to exodus of the group's assignments, tasks and responsibilities.

### Conclusions

Managers must recognize that they play a central role in enhancing effective interpersonal relationship with constituted work groups in the organization. Work group involves a wide variety of activities presented to organizations and aimed at improving group performance. It is a philosophy of job design that sees members of a group rather than individual workers to enhance productivity and performance (Fapohunda, 2013). Work group is a form of collective work that might involve individual tasks, but usually include some kind of collective task where each member is contributing part of a collectively written document that is supposed to reflect the collective wisdom of the group. It is trite to say, organizations with work groups will attract and retain the best people while enhancing group goals and as well that of the organization.

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## Perspectives on Economic and Organisational Development

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