

ORGANIZATIONAL JUSTICE IN HUMAN RESOURCE MANAGEMENT

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ABSTRACT

Organisation justice is conceptualized as a multidimensional construct. Organizational justice can affect not only the long term viability of an organization but also to a large extent determine the economic well being of a nation and its competitiveness in the global front. It is therefore have a great impact to the organizations especially in term of relationship between employer and employee. Treating employees unfairly could create negative attitudes (e.g. unlikely to accept job order, poorer performance, intentionally breaking the rules and regulations, etc.) among employees toward the management of an organization. Hence, lot of studies were made in order to increase fairness in the workplace which is a key factor for manager in reaching organizational goals that led to the successful of a nation as a whole.

Keywords: organizational justice; distributive justice; procedural justice; interactional justice; equity theory.

1. INTRODUCTION

The term organisation justice was coined by Greenberg (1987) and is defined as an individual's perception of and reactions to fairness in an organization. The synonym of justice is fairness, which refers to the idea that an action or decision is morally right according to the standards of ethics, religion, or law. Justice in organizations can include issues related to the allocation of financial resources such as fair pay and rewards, equal opportunities of promotion, personnel selection and performance evaluation procedures. Therefore, the term 'organisation justice' refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature. These perceptions can influence attitudes and behaviour for good or ill, in turn having a positive or negative impact on employee performance and the organization's success.

Employees react to actions and decisions made by organizations every day. An employee's perceptions of those decisions as fair or unfair can influence their subsequent attitudes and behaviours (e.g. job satisfaction, intention to resign, job commitment and engagement). Fairness is often of central interest to organizations because the implications of perception of justice have the potential to create significant benefits for organizations and employees alike. The benefits include greater trust among employees, improved team-work, increased level of employees' citizenship behaviours, and eliminated conflict among employees and employer.

The principles of organisation justice are not, on the whole, complex to apply and may be considered more in the vein of 'sound managerial practice' than 'social technology'. While some interventions (e.g. equal employment opportunities) may be less successful on some occasions or in particular contexts, none is likely to be harmful, and at the very least they will promote a sense that the organization is concerned about fairness. When implemented well, they can make a significant contribution to improving performance, enhancing commitment, and preserving dignity and humanness.

In this paper, organizational justice will be discussed, with an emphasis on its three core dimensions, namely distributive, procedural, and interactional justice; the importance of organizational justice; and the impacts that it can be brought to the workplace. Once understanding the concept and influences of organizational justice, it

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Organizational Justice and Human Resource Management Robert G. Folger, Russell Cropanzano, 1998-04-09 On social justice and human resource management *Organizational Justice and Human Resource Management* Robert G. Folger, 1998 Here the authors consider justice in organizations within the new framework of Fairness Theory which integrates previous work in this area by focusing on accountability for events with negative impact on material and psychological well being *Organizational Justice and Human Resource Management* Robert G. Folger, Robert Folger, Russell Cropanzano, 1998-04-09 Why are some acts but not others perceived to be fair How do people who experience unfairness respond toward others held accountable for the unfairness This book reviews the theoretical organizational justice literature and explores how the research on justice applies to various topics in organizational behaviour including personnel selection systems performance appraisal and the role of fairness in resolving workplace conflict *Organizational Justice and Human Resource Management* considers justice in organizations within a new framework Fairness Theory which integrates previous work in this area by focusing on accountability for events with negative impact on material and psychological well being **Employees' Perceptions of Organizational Justice** Joan Marie Meldahl, 1995 **Justice in the Workplace** Russell Cropanzano, 2001 This work aims to act as a central reference point for the application of organizational justice helping human resource managers relate the importance of organizational justice within the workplace **Elgar Introduction to Theories of Human Resources and Employment Relations** Keith Townsend, Kenneth Cafferkey, Aoife M. McDermott, Tony Dundon, This Elgar Introduction provides an overview of some of the key theories that inform human resource management and employment relations as a field of study *Justice in the Workplace* Russell Cropanzano, 2012-10-12 *Justice in the Workplace* acts as a central reference point for application of organizational justice and helps human resource managers relate the importance of justice to their work environments Forming much of this book's content outcomes processes and interpersonal treatment are three powerful tools for building and maintaining workplace justice In Part I these books are discussed at a theoretical level Part II applies these theories to several issues important to both human resource management and society And Part III looks at organizational justice in the years ahead Compared to the first volume this book will appeal to practitioners and researchers in such applied areas as human resource management industrial organizational psychology and management **Emerging Perspectives on Managing Organizational Justice** Stephen W. Gilliland, Dirk D. Steiner, Daniel P. Skarlicki, 2002-09-01 *Encyclopedia of Human Resource Management* Stewart Johnstone, Jenny K. Rodriguez, Adrian Wilkinson, 2023-02-14 Thoroughly revised and updated to include contemporary terms that have gained importance such as furlough unconscious bias platform work and Great Resignation this second edition of the *Encyclopedia of Human Resource Management* is an authoritative and comprehensive reference resource comprising almost 400 entries on core HR areas and concepts *Justice in the Workplace* Russell Cropanzano, 1993 *Justice*

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Human Resource Management in Sport and Recreation Packianathan Chelladurai,Amy Chan Hyung Kim,2022-03-29 The authoritative text for current and future practitioners of human resources management in the sport and recreation industries is back in a revised fourth edition This new edition addresses contemporary issues that organizations face today Human Resource Management in Sport and Recreation Fourth Edition offers a solid foundation in research and application and it provides a holistic perspective of human resource management by bringing together the three groups of people who

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interventions that stem from industrial and organizational psychology may address ethical dilemmas commonly faced by employees

GREEN HUMAN RESOURCE MANAGEMENT G Geetha, N Kowsalya, R Jayashree, *Contemporary Developments in Green Human Resource Management Research* Douglas W.S. Renwick, 2018-01-12 This book examines a new topic in Human Resource Management HRM green or environmental HRM analysing the role humans play in environmental management at work and environmental behaviours at workplaces around the world The book begins with a focus on negative workplace green behaviours e g toxic chemical leaks air pollution contaminated waste etc and what such environmental problems mean for workers managers and society as a whole This book outlines relevant underpinning academic theory and research literature on how HRM is going green and details real life organisational examples derived from original and secondary empirical research to illuminate the implications of adopting Green HRM practices for relevant stakeholders In doing so the book offers a new academic contribution to both the HRM and environmental management literatures

Justice and Conflicts Elisabeth Kals, Jürgen Maes, 2011-10-20 Central to the book are questions concerning the existence and the characteristics of justice motives and concerning the influence that justice motives and justice judgements have on the emergence but also the solution of social conflicts Five main themes will be addressed 1 Introduction and justice motive 2 organizational justice 3 ecological justice 4 social conflicts and 5 solution of conflicts The authors of the editions are scholars of psychology as well as distinguished experts from various other disciplines including sociologists economists legal scholar educationalists and ethicists The common ground of all contributors is their independent conduction of empirical research on justice issues Apart from the German contributors authors represent scholars from the US India Korea New Zealand and various European countries Austria Switzerland the Netherlands UK Sweden

The Routledge Companion to Philosophy in Organization Studies Raza Mir, Hugh Willmott, Michelle Greenwood, 2015-11-06 The Routledge Companion to Philosophy in Organization Studies provides a wide ranging overview of the significance of philosophy in organizations The volume brings together a veritable who's who of scholars that are acclaimed international experts in their specialist subject within organizational studies and philosophy The contributions to this collection are grouped into three distinct sections Foundations exploring philosophical building blocks with which organizational researchers need to become familiar Theories representing some of the dominant traditions in organizational studies and how they are dealt with philosophically Topics examining the issues themes and topics relevant to understanding how philosophy infuses organization studies Primarily aimed at students and academics associated with business schools and organizational research The Routledge Companion to Philosophy in Organization Studies is a valuable reference source for anyone engaged in this field

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