

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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