Chapter 15
Exploring the Role of Organizational Justice in the Modern Workplace

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ABSTRACT

This chapter indicates the relationship between organizational justice and organizational variables; organizational justice and trust; organizational justice and psychological ownership; organizational justice, ethical behavior, and ethical climate; organizational justice and emotion; organizational justice and negative organizational issues; organizational justice and employee turnover intention; organizational justice and burnout; and the importance of organizational justice in the modern workplace. Employees want to work for the fair and ethical organizations and be treated with respect. Organizational justice is an important asset that sustains productivity, profits, and employee morale in the modern workplace and refers to the extent to which employees perceive workplace procedure, interactions, and outcomes to be fair in nature. Enhancing organizational justice should be a priority for organization because it can reduce the incidence of workplace deviance, absence, and disengagement in the modern workplace.

INTRODUCTION

Organizational justice is the study of the concerns about fairness in the workplace (Kasemsap, 2017a) and is an important determinant of workplace attitudes, decisions, and behaviors (Fortin, Cojuharenc, Patient, & German, 2016). Enhancing organizational justice promises to benefit both organizations and their employees (Greenberg, 2009). The perception of organizational justice is an important factor in determining employees’ behavior in the workplace and can be used as an effective strategy to manage employees (Farooq & Farooq, 2014). At the organizational level, distributive, procedural, relational, and informational justice affect employee well-being (Prilleltensky, 2012). By satisfying individual interests of fair treatment, leading through organizational justice provides benefits for employees, organizations, and their stakeholders (Gilliland, Gross, & Hogler, 2014).

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The increasing globalization of business has required organizations to effectively manage their workforces (Bal & Bozkurt, 2014). When employees consider fairness, they focus on the workplace outcomes, whereas when they consider unfairness, they are more likely to consider both communication and interpersonal treatment (Cojuharenco & Patient, 2013). Value incongruence between employees and the organization as well as organizational justice dimensions (i.e., distributive, procedural, informational, and interpersonal justice) are considered as the significant predictors of organizational outcomes (Dbaibo, Harb, & van Meurs, 2010). Organizational procedural justice affects team performance through team-level knowledge creation practices and the extent to which these practices mediate the association between organizational procedural justice and team performance (Kang, Song, & Kim, 2012).

This chapter focuses on the literature review through a thorough literature consolidation of organizational justice. The extensive literature of organizational justice provides a contribution to practitioners and researchers by indicating the important perspectives on organizational justice in order to maximize the impact of organizational justice in the modern workplace.

BACKGROUND

As the pace of industry and organizations rapidly increases in response to the ever-expanding and competitive markets, the role of the individual worker’s contribution to the workforce has become more critical and the object of scrutiny (Tziner & Sharoni, 2014). Organizational justice is the employee fairness perception toward decisions, policies, and procedures occurred in the workplace (Greenberg, 2006). These perspectives happening among counterparts may bring about positive or negative behaviors in terms of employee workload, job duties, and responsibilities. Colquitt (2001) classified the organizational justice concept with distributive justice (i.e., the outcomes employees gained from their contribution to the organization), procedural justice (i.e., the outputs caused by policies and procedures concerted by the organization), interpersonal justice (i.e., employee evaluations toward supervisor treatments in the sense of courtesy), and informational justice (i.e., the dialog channel judgment happening between employers and managers during the information and feedback transmission).

Niehoff and Moorman (1993) contextualized the distributive justice dimension with different job outcomes (e.g., pay level, work schedule, work load, and job responsibilities). Procedural justice is a strong predictor of organizational trust and commitment, which enhance employees’ motivation to work in favor of the organization (Cohen-Charash & Spector, 2001). Perceived interactional justice mediates the effects of moral leadership and benevolent leadership on trust in supervisors (Wu, Huang, Li, & Liu, 2012). Regarding informational justice, organizations generally collect information before they evaluate employees’ performance (Son & Park, 2016). Niehoff and Moorman (1993) scrutinized procedural justice by referring the formal procedures (e.g., accurate and unbiased information, follower voice, and objection process) and interactional justice.

Organizational justice can potentially create the benefits for both employees and organizations (Cropanzano, Bowen, & Gilliland, 2007). Colquitt et al. (2001) indicated that organizational justice has been found to be an important determinant of several employee attitudes and behaviors at work, such as job satisfaction, organizational commitment, trust, and OCB. Perceived justice within an organization is a determinant of optimism and both are related to continuance commitment (Paolillo, Platania, Magnano, & Ramaci, 2015). Organizational justice, leader-member exchange, and job satisfaction have