



ROLE OF ORGANIZATIONAL JUSTICE PERCEPTION IN EMPLOYEE BEHAVIORAL OUTCOMES

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ABSTRACT

Organization justice perception had wide scope in study of organizational behavior. Employee perceives organization justice in terms of fair output, process and interaction in organization. Depending on justice perception employee had shown various behavioral outcomes, these behavioral outcomes significantly affect the organization performance. The present study purposed to describe the relative importance of organization justice perception (distributive justice, procedural justice, interactional justice, informational justice) and resulting employee positive and negative behavioral outcomes. This conceptual paper is based on published research papers, articles and web sites and highlighted some desirable and undesirable employee behavior resulting due to organization justice perception, such as satisfaction or dissatisfaction with job, organization commitment, turnover intention and motivation. Thus the implication of organizational justice perception and behavioral outcome was very beneficial to understand organizational psychology.

Keywords - Organization justice, Perception, Organization commitment, Turnover intention.

Introduction

Employees are the assets of the organization. Human capital considered as important as finance in organization. Because it is the human beings in the organization that make organization working and human talent that provide organization a competitive age. Organization aims to attract retain the talented workforce. Identifying the talent and attracting them to the organization is primarily important. However only the recruitment of the right people does not discharges the HRM responsibility. Employee retention considered as important and as challenge full for the management. Even there are organization retention strategies such as rewards and recognition, promotion, carrier opportunity in present organization. Still employee satisfaction considered one important factor for the employee retention.

Employee satisfaction is defined as the positive feeling of employee towards job. It is describe as the feeling of happiness or enjoyment on job. It is the feeling of belongings with the organization. Employee satisfaction is drive from his/her perception towards organization justice (Demir, 2016; Dundar and Tabancali, 2012). Employee develops justice perception of how well they are being treated in the organization. In other words if employee perceive organization action or decision are fair, than it leads to positive perception towards organization.

Thus employee satisfaction highly depends on his perception. In that context the perceptions of employee do matters. Employee perception is primarily important for the manager to know because if employees perceive inequity or unfair treatment than it leads to dissatisfaction, lower productivity, higher absenteeism or increase the employee turnover (Shah and Shah). For organization it is important to know what perception employees hold towards their job or organization.

Based on equity theory, John Stacey Adams, behavioral psychologist, describes the importance of employee perception of fairness. According to him if employee feel inequality or lack of fairness in organization treatment than the resulting employee behavior are in form of reduce inputs, expect more from company(pay), resisting behavior, over competitive or lastly quit the organization (Tanner, 2015)

The importance of employee perception could be understood by considering importance of customer perception in marketing. In marketing management it is very important to know perception of customer toward product to develop new product and make improvisation in

marketing services. Similar condition applies in the organization for the employees. Employee perception towards organization is as important as customer feedback for the product.

Managers particularly interested in the answer of important questions- what employee thinks about their organization? Whether employee perceives organization practices as fair? Are employees satisfied with organization decision and action? What is the perception of employee towards current management policy?

Employee perception towards organization justice is the guiding tool affects attitude and behavior of employees at workplace. Justice perception is the drive of employee motivation, commitment and performance. In other words employee performance was highly depends on their positive or negative perception towards organization. Thus manager required to find the employees perception towards organization. Present study is an attempt to explore the importance of employee's perception towards organization justice.

Literature review

Research on organization justice are gaining popularity these days due to increasing employee concern for equality, changing demographics of workforce, increasing labor market pressure, increased market competition, labor union role and strategic planning for talent acquisition. Perception of organization justice is a mirror that reflects employee's workplace behavior. Employee perception influences their working relationships in many ways. Justice perception as a social phenomenon affects the employee attitude and behavior at workplace. (Jafari and Bidarian, 2012). People normally desire justice in all context of life and lacks of justic generate feeling of dissatisfaction and discrimination (Jawahar and Stone, 2011). In social and organization Justice is one of the most important factors (YILMAZ, 2010). Organizational justice has been defined as the fairness of distribution of resources, transparency in decision-making procedures, and interpersonal treatment (Greenberg, 1987). In other wards justice is perceived by employee as to what extend organization procedure, interaction and outcomes is fair and employee are being treated fairly at workplace. (Susanna Baldwin, 2006).

Justice perception produces various behavioral outcomes such as satisfaction, commitment or turnover intention. Thus employee behavioral outcomes govern by justice perception (Kato, Prasetya, 2011; Langton & Robbins, 2006; Komodromos 2014). There has been many research

that describe justice perception as predictor of the various behavioral outcomes such as pay satisfaction, affective commitment and intention turnover (Baakile, 2011)

Manager generally create environment that boost employee perception of justice because employee's internal motivation depend on his belief that how fair treatment he get in the organization compare to other (Tanner, 2015). If people feel justice and fairness in organization distribution procedure and interaction of the organization they feel more satisfied. It is the justice perception that leads to positive work related attitude of employee that leads to employee satisfaction (Demir, 2016). Employee satisfaction have two way correlations between organization justice perception, as the organization justice perception of employee raises their job satisfaction raise and with the raise of job satisfaction organization justice perception also rises (Dundar and Tabancali, 2012). In more clear term employee job satisfaction depends on organization justice.(Hasan Ali Al-Zu'bi, 2010).

Other than satisfaction employee commitment and trust is the result of perceived justice at workplace. It can be said that employee perceived justice in their organization are more satisfied, more committed and less likely to leave to their job (Bakhshi ,Kumar and Rani, 2009). For employee commitment manger must insure fairness of rewards and procedure that decide that reward. Distributive justice and procedural justice increase organization commitment among employee. (Malik and Naeem, 2011) and it also significantly affect turnover intention of employee (Flint, Haley and McNally 2013).

Employee satisfaction with pay depends on justice perception of rewards system. People feel more satisfied if they found reward system is fair (Hasan Ali Al-Zu'bi, 2010). Justice play key role in employee satisfaction with pay. It has been found that pay satisfaction is not only depending on the actual pay it is the perception of fairness of pay system that leads to pay satisfaction (Jawahar and Stone, 2011). Increase in organization justice perception result in increase pay satisfaction and found high correlation between organization justice perception and pay satisfaction. (Dundar and Tabancali, 2012)

A positive perception toward organizational justice, generate higher organizational citizenship behavior among employee. Employee involvement and participation in organization functioning and positive work behavior is a result of organization justice perception (Jafari and Bidarian, 2012). Organization citizenship behavior is positivity related with organization justice and its three dimensions distributive justice, procedural justice interactional justice and informational

justice (Banerjee and Banerjee, 2013). If employee find fairness in organization process they behavior friendly and politely. A positive attitude towards organization increase employee loyalty. Regression analysis shows that interactional and procedural justice is the best predictor of citizenship behavior amongst all dimension of organization justice. (Heidari, Rajaeepoor, Mohammad, Davoodi and Bozorgzadeh, 2012).

Justice perception produced various favorable outcomes and injustice perception in organization produces various degree of unfavorable behavioral outcomes among employees (Susanna Baldwin 2006), perceived unfair working condition reduce the moral of employees and they show less participation on organization (Baakile, 2011). Lacking of fairness and justice released the feeling of dissatisfaction and discrimination perception (Jawahar and Stone, 2011). Employee satisfaction is highly depend on the perceived organization justice and in absence of it managers find it difficult to motivate employee (Heidari, Rajaeepoor, Mohammad, Davoodi and Bozorgzadeh, 2012). To reduce injustice manager need to considered employee feeling, and give attention to them because interactional justice play key role in prevention of injustice perception (Greenberg, 1990)

Researchers were also interested to describe effect of employee demographic variable on their perception of organization justice. It was found that perception of organization justice varies according to age, seniority (*YILMAZ 2010*). Employee those works number of years in same organization were found have different justice perception from those who recently join the organization. Concluding that seniority play key role in the perceptions of organization justice (Dundar and Tabancali, 2012)

Organization desire favorable work related attitude and behavior from employee. Various studies show strong evidence that justice perception were significantly relate with employee behavioral outcomes. Thus the study purpose to find those underlines reason that make employee justice perception important.

Organization justice dimension

1. Distributive justice

Distributive justice said when outcome or resource is distributed at the same proportion of input (Adams1956). Research on distributive justice found positive relationship with pay level satisfaction (Jawahar and Stone, 2011). There are other studies that revealed

that distributive justice also affect the organizational commitment and job satisfaction of employees (Demir, 2016; Bakhshi ,Kumar and Rani, 2009)

2. Procedural justice

Procedural justice has been define as the fairness of procedure used to make decision with regard to outcomes (Susanna Baldwin 2006). Job satisfaction of employees is highly affected by the procedural justice (Demir, 2016). Procedural justice being used to find employee satisfaction with benefits, raises and pay structure and administration.(Jawahar and Stone, 2011). It is found that Perception of procedural justice were significantly affects the employee turnover intention and organization commitment (Flint, Haley and McNally 2013; Bakhshi ,Kumar and Rani, 2009). Procedural justice is predictor of organizational citizenship behavior. Because once employees perceive higher level of procedural justice they express higher level of organization citizenship behavior. (Jafari and Bidarian, 2012).

3. Interactional justice perception

International justice is called the quality of treatment receive during interaction in organization (Baldwin 2006). Interactional justice play significant role to define the organization commitment and job satisfaction of employee (Demir, 2016).

4. Informational justice perception

Information justice has been the explanation provided to employee for organization outcomes and procedure (Greenberg, J, 1987). Knowledge is found to be crucial factor for pay satisfaction (Sweins, Kalmi & Nyman, 2009). Employee satisfaction with pay level, structure and administration is depends on the information justice (Jawahar and Stone, 2011). Pay communication directly link with information justice and enhance the pay satisfaction (Nancy E. Day, 2011).

Summary of organization justice dimensions and behavioral outcomes

Authors	Variables	Correlated with
<ul style="list-style-type: none"> • (Dundar and Tabancali, 2012; Demir, 2016; Hasan Ali Al-Zu'bis, 2010) • (Banerjee and Banerjee, 2013) 	Organizational justice	<ul style="list-style-type: none"> • Job satisfaction • Organizational citizenship behavior
<ul style="list-style-type: none"> • (Demir, 2016; Akanbi and Ayobami, 2013; Malik and Naeem, 2011) • (Demir, 2016; Day, 2011) 	Distributive justice	<ul style="list-style-type: none"> • Organizational commitment • Job satisfaction
<ul style="list-style-type: none"> • (Flint, Haley and McNally 2013; Akanbi and Ayobami, 2013) • Flint, Haley and McNally 2013) • (Heidari, Rajaeepoor, Mohammad, Davoodi and Bozorgzadeh, 2012; Jafari and Bidarian, 2012) • (Demir, 2016) 	Procedural justice	<ul style="list-style-type: none"> • Organizational commitment • Turnover • Organizational citizenship behavior • job satisfaction
<ul style="list-style-type: none"> • Heidari, Rajaeepoor, Mohammad, Davoodi and Bozorgzadeh, 2012 • Demir, 2016 	Interactional justice	<ul style="list-style-type: none"> • Organizational citizenship behavior • Organizational commitment • Job satisfaction
<ul style="list-style-type: none"> • Jawahar and Stone, 2011; Sweins, Kalmi & Nyman, 2009; Nancy E. Day, 2011 	Informational justice	<ul style="list-style-type: none"> • Pay satisfaction

Various behavioral outcomes occur as the result of justice perception such as satisfaction, organization commitment and turnover intention. Application of Organization justice was performance appraisal, disciplinary procedure, conflict resolution, layoff and termination, selection and staffing and organization change (Baldwin 2006). Justice plays two major roles in organization, one to boost desire employee behaviors second to reduce undesired behavior. Here some of the key point describe importance of organization justice are given below.

Enhance desire behavior-

Organization expects some desire behavior from their employees. The study of organization justice perception reveal these desirable behavior such as commitment and Employee Loyalty (Bakhshi, Kumar and Rani, 2009; Malik and Naeem, 2011), Employee engagement (Jafari and Bidarian, 2012) is results due to positive justice perception. Also Organization citizenship behavior among employees will be more due to presence of justice perception (Jafari and Bidarian, 2012; Banerjee and Banerjee, 2013; Heidari, Rajaeepoor, Mohammad, Davoodi and Bozorgzadeh, 2012). And most importantly pay satisfaction (Hasan Ali Al-Zu'bi, 2010; Jawahar and Stone, 2011; Dundar and Tabancali, 2012) and Job satisfaction (Dundar and Tabancali, 2012; Demir, 2016; Hasan Ali Al-Zu'bis, 2010) of employee highly depends on organization justice.

Reduce undesired behavior –

The presence of justice perception among employees is also very useful to reduce undesired behavior such as Turnover intention (Flint, Haley and McNally 2013) Dissatisfaction and discrimination (Jawahar and Stone, 2011).

Conclusion

The relation of justice perception is symmetric to employees' behavior, a positive perception about justice produce positive outcomes and negative perception results negative behavioral outcomes. These outcomes could be classified as desired and undesired work behavior. The study of organization justice is very important in management, because it describes how manager could make employee perception better to enhance desired employee behavior. In other words Justice found to be a good framework to make human resource policy.

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