

Organizational Justice: From Theory to Practice

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ABSTRACT

One of the main aims in the history of man and the fulfillment of justice in society. In this regard, various schools and divine, to establish and implement different solutions have been proposed. Theories of justice and progress as human society evolved and expanded its range of religious and philosophical ideas have been drawn to experimental investigation. After the industrial revolution and the mechanization of human societies, organizations that have thrown the rule of life that every human being from birth to death is directly related to life today, it is not conceivable without organizations. Organizational justice, employee perceptions of fairness and equality in working relationships and behavior are noted, which has a variety of distributive, procedural, and exchange (interpersonal intelligence) is. Several studies indicate that an increased sense of justice on various aspects of organizational behavior such as job satisfaction, organizational commitment, organizational trust, organizational citizenship behavior, employee performance and thus affect customers' satisfaction and loyalty. The perception of unfairness in the negative and destructive behaviors such as aggression and diverting corporate, small business, stealing and cheating would bring to the organization Procedures for recruitment and selection systems, and a reward system based on rewards given. Miniaturization and performance management important in the evaluation of the origin of perceived justice and injustice among the people are. This paper explores the concept of justice, its effects and ultimately improve the perception of justice in the guidelines are discussed.

KEY WORDS: Justice, perceived justice, Organizational Justice.

INTRODUCTION

One of the glorious heritages of humanity is inseparable from justice and human rights as the foundation is formed. In the contemporary world, just as the missing link that most human activity's affected by injustice. Maybe if Maslow was alive to the importance of justice in the modern era, as one need to be taught early in the theory of hierarchy of human needs. The Thinker though justice is not specifically listed in the hierarchy, but the importance of this concept as a necessary starting point is the most learned and consequences of injustice and justice instead of concepts such as fairness, honesty, and organized as a set of background conditions are created to satisfy the initial requirements, the name range. (Cole & Flint, 2004).

The first definition of justice, Socrates, Plato and Aristotle is attributed. One of the most important questions about the nature of justice, Socrates. After Socrates, his student Plato in his work the most important book republican argument that justice be called the first and the oldest detailed discussion about justice in political philosophy is old. According to Plato, justice is achieved when everyone in the state to pay what it is worth, just as human as the human soul, the three components ruled mind coordinated them. Plato's student Aristotle of the justice of equal treatment of equals. Aristotle believed that the revolution of the masses because they are treated with injustice. Thomas Aquinas is a real-time view of the ruling Justice and dignity to everyone according to his merits to score.

The liberal conception of justice focus on the fair distribution of power in society. Justice radical concept in Marx's famous formula slogan "Everyone has the ability as much as everyone wants to" be brief. Centers on the concept of justice, fair distribution of wealth. Russell's other theorists of justice is the most situational approach, identifying the most appropriate basis for justice sees and says, "Justice is something that most people just know it").

Theories of justice and progress as human society evolved and expanded its range of religious and philosophical ideas have been drawn to experimental investigation. After the industrial revolution and the mechanization of human societies, organizations that have thrown the rule of life that every human being from birth to death is directly related to life today, it is not conceivable without organizations. So many people spend their lives in institutions or in connection with the organization and indicating the position of enterprises in the world today. But what about justice in organizations and research studies have been conducted? Widely in the fields of management, organizational justice, and organizational behavior case study and application of psychology has been studied. Research has shown that organizations play an important role in the justice

process and how to deal with people in organizations. May beliefs, feelings, attitudes and behavior affect employees. Fair treatment by the staff, they generally lead to higher commitment and organizational citizenship behavior. Franks towards them. Therefore, understanding how people make judgments about justice in their organizations and how they respond to perceived justice or injustice, especially for understanding the fundamental issues of organizational behavior (Colquitt, 2001).

Organizational Justice

Organization is inseparable part of our life. Our mother's womb before birth and we care organizations, medical organizations in the world eyes, we see education in numerous organizations and agencies in a timely manner and we are working with multiple organizations to work relationships, and we have finally, in a special ceremony with the funeral and burial're leaving the world stage. So many people spend their lives in institutions or in connection with the organization and indicating the position of enterprises in the world today. But what about justice in organizations and research studies have been conducted? Widely in the fields of management, organizational justice, and organizational behavior case study and application of psychology has been studied. Research has shown that organizations play an important role in the justice process and how to deal with people in organizations. May beliefs, feelings, attitudes and behavior affect employees. Fair treatment by the staff, they generally lead to higher commitment and organizational citizenship behavior franks towards them. Therefore, understanding how people make judgments about justice in their organizations and how they respond to perceived justice or injustice, especially for understanding organizational behavior is a major issue. As noted above, although the initial studies in the early 1960s and the work of J. Stacy Adams equity returns, however, most studies about justice organizations were started in 1990. According to a report published in this area, about 400 more than 100 applied researches and basic research focused on issues of fairness and justice in the organization until 2001 have been recorded. In a way, this research seeks to identify sources or foci of justice are or what they mean to the people who know of the injustices (Ambrose, 2002).

A good resource is the direct supervisor or manager. The administrator has full authority over the subordinate. He can influence important outcomes such as increased pay or promotion opportunities subordinate influence. The second source of justice or injustice employee may have attributed to the self-organization as a whole. Although source, but it is also important to note. Often those organizations as social actors who are independent or selective justice are violated. For example, when employers (organizations) are in breach of contract, employees react to this. Therefore, the research on discrimination in organizations, personnel between discrimination and discrimination by the head. Another way to broader studies of organizational justice, the justice of the organizations, their preconditions, and outcomes. The research in this field has been recognized three types of justice in the workplace include:

1-distributivejustice

According to Adams equality is achieved when employees perceive that the ratios of inputs (efforts) to rewards in collaboration with the. Employees who feel they are unequal, adverse reactions including a refusal of effort, lack of work and poor organizational citizenship behaviors and resigned from the job in the acute form of this inequality to respond. Historically, equity theory focused on the perceived fairness of the distribution of rewards among individuals. This type of organizational justice has many applications in environmental research, the relationship between the justice variables such as quality and quantity of work has been investigated. Justice to these results, it is anticipated that this form of justice related reactions mainly cognitive, affective and behavioral. Thus when an injustice is understood s this injustice must be an emotion (e.g., anger, satisfaction, pride or guilt), cognitive (eg knowledge inputs distorted self or others), and finally behavior (eg, performance or turnover) to influence.

2-proceduraljustice

With respect to the changing research in social psychology, the study of justice in organizations focused solely on the allocation of rewards (distributive justice) to emphasize that the allocation process leads to (procedural justice), changed. Procedural justice, the perceived fairness of the process used to determine the distribution of rewards. Here we raised the question of whether the employee may receive less compensation than others, does not feel the inequity or injustice? Due to the positive response of procedural justice. An example will clarify this issue. Suppose two employees with the same qualifications for a job Sla Hoyt and job responsibilities are, but some of them are paid more than others. The company paid employee fully aware of the policy and have the same opportunities. Considering these factors, it is possible to receive one armed higher than the other, however, other employees may feel that it is less than the readiness to pay, but the pay is unfair, because the compensation policy, a policy open and accurate manner without bias and prejudice is used. The payment of the application of fair procedures may be considered fair, even if it seems to be very low. With increased understanding of procedural justice, people with a positive view looking upstream and organizations even if they pay, promotions and other personal effects are expressed dissatisfaction. There are six rules to be applied when, fair procedures longevity:

- 1 - Stability Act: case assignment procedures should all be fixed in time.
- 2 - Act to prevent bias and prejudice: the case the state needs, values and perspectives of all parties affected by the allocation process should be considered and;
- 3- The moral law: the law of the allocation process should be consistent with moral values and conscience. Organizational practices of resource allocation Studies show that procedural justice with cognitive reactions, feelings and behavior of employees towards the organization (organizational commitment) is relevant. Therefore, when a process leading to a particular

3-Justice Interactive

Interactional justice, including an organization that is passed by the supervisors to subordinates. (Kottraba, 2003). Associated with this type of justice aspects of the communication process (such as politeness, honesty and respect) between the transmitter and receptor justice. Because interactional justice is determined by the kind of justice associated with cognitive reactions, feelings and behavior that lead to management or otherwise. So long as the employee is likely to feel the injustice interactive supervisor instead of the employee to show a negative reaction. It is anticipated that the employee's direct supervisor and the employee is dissatisfied with the commitment of the whole organization rather than to the head of the. The negative attitude towards him largely negative attitudes toward the back of the head is a little. The Mormon distributive justice, procedural and interactional justice, solidarity and justice distinctive aspects of each. He seems to be a total organizational justice, distributive justice, procedural, and interactional defined.

Effects of organizational justice disruptive behavior, aggression, and theft)

Justice and organizational trust

Perceptions of organizational justice and organizational trust have a significant effect on the spread. Colleagues (2001) reached the conclusion that all the elements of justice (distributive, procedural, and interactional) with a high degree of confidence to predict. For example, the correlation between fair procedures and can be trusted to 6 /. Be. Distributive justice emphasizes decision on the outcome, it should be considered fair, high levels of trust will follow. Than their supervisors. Train Sanders and Hill (2003) argue that line managers play a critical role in the development of subordinates' perceptions of fairness and improving confidence by staff will be charitable behavior. (Sarsi&

Ball, 2004). Confidence of employees, managers and colleagues to improve their understanding of justice is in the identification and Tartu (2004) showed how this model of perception in the affected to be bosses and colleagues

Justice and organizational citizenship behavior

Many researchers believe that verify the employees feel they are treated with fairness tendency for the performance of their official duties beyond (OCB) will show. Organs (1988, 1990) the relationship between the dominant theory of distributive justice and organizational citizenship behavior in equity and exchange theory describes. According to equity theory, perceived injustice and inequality causes stress and a person is stimulated to reduce this disparity. If the behavior of the individual citizen to be considered as a person with the increase or decrease in its attempt to balance this inequality will franks behavior.

The second reason is related to the transaction. Exchange theory suggests that the organization of exchanges between leaders and employees. There is the other side. Unwritten social aspects and non-transparent and often based more on people's perceptions of a psychological nature. (Moorman, 1993) In a study of 500 contract workers of the company's top producing, Leiden et al (2003) found interesting results in this field. The staff was in contact with both organizations. Organizations that were employed (Employment Agency) and the organization was closed with a temporary employment contract (Production Company). Their study showed that higher levels of organizational justice in the justice of production companies in major institutions are on their citizenship behavior. The company works with more severity than respond citizenship behavior. (Krapanzanv, 2007).

Justice and customer satisfaction and loyalty

Research shows that customer behavior and customer perception of service quality oriented organization and significant effect on customer satisfaction and loyalty. (Kim, 2004) Justice will improve employee job performance. (Krapanzanv, 2007), according to the theory of inequalities and lack of justice in the distribution of equity people feel the quality and quantity of work may change in order to achieve equality. In contrast, procedural justice, and employee attitudes as well as most of the people affects the quality of work life is.

Procedural justice may practice through its impacts on employee attitudes affect. Relationship between procedural justice and performance of the exchange relationship between the organization and the employee is, while the relationship between interactional justice and performance of the exchange relationship between

leaders and employees. This exchange is done by evaluating the positive leadership of staff performance. When your employees are leaders in their positive assessment of the positive evaluation of the performance of the above answers. The second reason for the relationship between interactional justice and performance of staff a positive attitude Baron and Greenberg (2000) argue that when people feel that the organization they are treated unfairly, aggressive behavior - behavior that people from damaging their partners to show. Thus, the perception of fairness in the organization can be considered as an essential factor in the aggressive behavior is Cohen - crash and Specter (2001) believe that when a person makes the distribution of outcomes in the sense of injustice, the negative consequences of its own and reacts when the injustice is in the procedures which the outcome of their allocated, and react in different ways, he showed his dissatisfaction, reduced commitment and also found negative attitude towards him (p. 284). So when employees are faced with the injustice seeks revenge and retaliation is over. Retribution will be diverted. Such retaliatory behavior, serious damage to the equipment or process, without removing parts of the plant material (increased losses) is included. Grapanzanv and Greenberg (1997) in their study concluded that the way workers are treated without respect by supervisors. Objects have no value for themselves, but for their employer had stolen valuables.

Strategies for promoting justice organization

Managers may think that his actions are fair, while Chinese workers may not feeling (Krapanzanv, 2007). The first person in his judgment about the fairness of the organization's hiring practices and systems that are selective. When a person goes to an employment agency to deal with if he is Alana, based on the initial trust in his He Research on reactions to candidates about employment trends indicate that most of the reason for hiring or not hiring someone special on this job, what is curious. In addition, because most applicants and hire the person for the job because of lack of distributive justice do not understand about the procedure is less employment application. In this case, to explain and to convince customers about the fairness of the recruitment process, the directors shall be filled with fairness in procedures and interactions.

About fairness in hiring practices should fashion essential. Firstly criteria and questions have an important role in the discussion of procedural justice. Applicants expect that the criteria and interview questions and a written test which will be held related to the job or at least so it seems. Some interviews or written tests, such as rape and manipulation test Honesty is the privacy of individuals. Their use should be avoided where possible. If you are using a standard questionnaire and exam another chance to test applicants who think they have the right not to respond to the test again. (As) In general, screening tests must be related jobs (or just from the perspective of the volunteer may face validity), and their suitability to allow the candidate to prove expression. Should there be coordination between the scores given to the applicants. In addition, applicants should receive feedback on their employment at the time of the request. To compete with them and told them to behave politely in the evaluation process. The managers in conducting employment tests often are faced with contradictions. For example, that the validity of such tests is the selection of high cognitive ability tests, personality tests are written. These tests usually are not job-related questions may be unfair to the employees of such tests. However, cognitive abilities and personality traits can be assessed with the oral interview test that employees' perception of the fairness of such tests is much lower than the standard written form. But the problem here is that the low predictive validity of this method. To solve this problem, it is better written and standardized tests, such as testing and simulation examples based on the performance of the predictive validity of high and justice procedures to. Reward distribution is essential to provide two goals. First, improved performance, and secondly encourage group cohesion.

If the reward is based on the principle of equality of distribution. Performance and are highly qualified individuals who have a sense of injustice and may leave the organization. If the payments are based on merit and performance should be better in this case, the difference in wage dispersion is high. Research shows the distribution of the payments for the performance is bad. Pfeiffer and Langton (1993) in the research, they studied at the School of wage dispersion. However, the distribution of outcomes is somehow perceived injustices in the distribution of the number of people still up there. (Same) Significant portion of the employees' perception of unfair distribution of justice in the procedures and transactions can be compensated. When income is low perceived procedural justice is important and will be more. Showed Dhār Justice has established procedures for the sad he said; those with low, with most of the organizations have received still want to continue to keep the commitment and loyalty will. perceptions of procedural justice had caused them to have high organizational commitment and positive attitudes towards their supervisors show.

Furthermore justice procedures can also seriously affect employees' perception of fairness of payment is. For clarity, consider a situation in which people experience a decrease in their level of intake. Certainly is a bitter experience for each individual no one wants it. In one study, Greenberg (1993) showed how different management cuts in payments to two companies had dramatically different effects. First director of the factory is only about 15 minutes to cut 15% of staff declared wages. In the second case manager tried to talk with employees about an hour and a half, and about the reduction in the said with dignity and respect questions apologized of the be regretted. Over the next 10 weeks employees working less than 80% of current employees

first. The demand for the resignation of the former was 15 times lower than the first. But none of the staff did not want to cut the wages of employees in the latter's justification for this reduction was greater (Krapanzanv, 2007).

One of the most significant issues of time and energy on the part of managers and organizations can take to resolve the conflicts of the employees. Arbitration is said to do so seems almost arbitrary action. This adjudication may cause other problems for the organization and one or both of the parties have felt the injustice of this sentence. Managers can maintain this perception of injustice by parties through procedures fair and transparent and respectful behavior and interaction with their discount. Famous statement in the literature relating to conflict management and Jude Law says that "you cannot expect the results.

Conclusion

One of the worst situations that are faced by human resource managers, particularly managers, labor adjustment through layoffs and downsizing of some of the employees. The power adjustment strategy for reducing the cost of the solution is, but if it costs more than the benefits that would be wrong. Layoff victims often have feelings of distributive injustice and the issue may be taken to court and impose on the problems and costs. One of the most important predictors of perceived fairness of the resources of the courts of organizational behavior toward them is deportation. We're going to complain. Although the power to modify the legal advisors and human resources, but sometimes it pays to talk to a manager at an apology and an explanation of why this is. The improved understanding of the procedural and interactional justice in this field. Therefore, it is organized around the description and reasons for all employees. In most large organizations allocate rewards system performance evaluation tool for identifying individuals qualified for the promotion and development of human capital in the organization. While there is no doubt on the usefulness of performance, but the problem is how to implement it, which is annoying sometimes. For instance, today a phenomenon called "global dimming. Greenberg believes that the foundation of beliefs about the fairness of the performance evaluation of the methods and procedures used in the evaluation is based. Greenberg participated in a management training seminar asked about events that performance appraisal is fair or unfair, that about.4) Familiarity with job evaluation and self-assessment (5) the use of harmonized norms. Krapanzanv et al (2007) argue that appropriate performance evaluation systems that improve people's perception of the fairness of the assessment procedures of the organization is to be three of Firstly know When according being what criteria evaluation Furthermore Regular feedback is given to the evaluation.

Research on organizational justice has been noticeable over the past three decades.) . Each of these three dimensions of justice have different effects and different impact center.(offset, need depending on the conditions in which they are located. Take note of the procedures to be considered righteous. Can be modified.

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