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A STUDY ON THE FACTORS DETERMINING ORGANIZATIONAL JUSTICE IN INDUSTRIAL ORGANIZATIONS WITH REFERENCE TO CHENNAI CITY

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ABSTRACT

The study aims to identify the factors determining Organizational Justice among the employees working in Industrial Organizations. Beyond its focus on perceptions of fairness, the other key element of organizational justice is the view that justice is a multi-dimensional construct. Organizational justice refers to an overall perception of what is fair in the workplace, composed of distributive, procedural, and interactional justice. The promotion of organizational justice can avoid negative consequences of staff turnover intentions and turnovers. Informational Justice was found to be the most predominant factor determining organizational justice in an industrial organization. This study is helpful in understanding the dimensionality of organizational justice.

KEYWORDS

organizational justice, fairness in the workplace.

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INTRODUCTION

The economic wellbeing of an employee is determined based on the presence of Justice in an organization. For over three decades' organizational justice has been a major interest of researchers (Ambrose, 2002). Greenberg (1987) introduced organizational justice with regard to how an employee judges the behavior of the organization and their resulting attitude and behavior that comes as a result of this. Cropanzano and Greenberg defined organizational justice as "the perceptions and evaluations towards the compliance of organizational practices and related process and results". Employees perceive their organizations as just when they believe the outcomes they have received and the way in which the outcomes were received are fair. In other words, under organizational justice, fairness or equity can be subjective, and it resides in the perception of the person. When one person may see as unfair another may see as perfectly appropriate. Thus organizational justice tends to study how managers and their organizations are judged as fair or unfair by employees. Organizational Justice has been researched a lot, and a large number of studies have been supportive.

Organizational Justice is a refinement of equity theory. Equity theory is comparing one's outcome/input ratio with that of other and it causes equity sensitivity in individuals that finally decides the level of organizational justice (Stephen, 2006). The justice perceptions can be viewed from Adams' (1965) equity theory and Blau's (1964) social exchange theory. Both theories explain how individuals assess fairness by comparing their input-outcome ratios relative to that of comparable others. As a result of this comparison, they feel obligated to repay favourable benefits or treatment offered by their organizations. Organizational justice is conceptualized as a multi-dimensional construct. It is concerned with the perception of fairness and how it is either achieved or prevented through processes (procedural) outcomes (distributive) and implementation (interactional). It is significantly stated that people seek justice for its own sake and not just as a means to improve their pay check (Steven et al., 2006).

DIMENSIONS OF ORGANIZATIONAL JUSTICE

In the current business scenario, the corporate organization are deemed to have different practices and systems for ensuring the fair treatment of its employees. As said earlier, this concept Organizational Justice is a multi-dimensional construct. The perception of justice looks at the way the employees are treated fairly in the workplace. The perception of justice or fairness in an organization is measured by the three different components like distributive, procedural and interactional justice. The last dimension of Organizational Justice (interactional justice) is further divided into interpersonal justice and informational justice. Distributive Justice is mostly based on the Equity theory of Adams (1965) and it is about the individual's perceptions of his or her outcomes. Procedural Justice is about the perceptions of justice related with the decision making processes (Konovsky, 2000). Interactional Justice is about the perception of individuals related to the quality of interactive behavior during the practice of procedures constitutes the Interactional Justice (Yilmaz, 2004).

SIGNIFICANCE OF ORGANISATIONAL JUSTICE

The concept of "organizational justice" refers to the just distribution of organizational outputs depending on organizational relations (Ozmen et al., 2007). Research suggests that being treated unfairly undermines our self-esteem and social status, particularly when the injustice is known to others. The Organizational Justice literature grew dramatically during the 1990s (Colquitt & Greenberg, 2003). In fact, organizational justice was cited as the most popular topic of papers submitted to the organizational behavior division of the Academy of Management for several years during the mid- late 1990s (Colquitt & Greenberg, 2003, p.167). The behaviours of employees toward justice became an area of study by the increasing importance of concept of justice in the organizations (Greenberg, 1990). Organizational justice includes the perceptions of employees related to the rewards, results, decision making and participation in decision processes. The beliefs of workers about the Organizational justice, namely their beliefs about whether they are subject to a fair managerial process by their superiors affect their organizational behaviours (Yazicioglu and Topaloglu, 2009). Employees have significant roles in various decision making processes in the organizations. It is sometimes questioned whether the decisions towards employees are fair or not (Colquitt et al., 2001). Whilst much has been written on the theory of justice, there has been relatively little testing of the concepts empirically. Hence for these reasons organizational justice is considered to be very important.

REVIEW OF LITERATURE

Sookhan (2000) observes the words of Cobb on Organizational Justice as the heart of every social system, including the workplace perceptions of justice and fairness in ones organization always have impact. Rahman et al., (2015) elucidates that organizational justice is the focal point that denotes how people perceive fairness and justice in their organizations. Colquitt et al., (2009) posits that justice reflects the perceived fairness of an authority's decision making and also provides

behavioural evidence to authorities who treat employees more fairly are usually judged to be more trustworthy. According to Cropanzano et al., (2007) Organizational Justice has the potential to create powerful benefits for organizations and employees alike. Christine et al., (2013), emphasized that people need to be treated well (fairness). Stephen et.al, points out that Organizational justice is deeply rooted in equity theory. It was stated that people seek justice for its own sake, not just as a means to improve their pay check.

According to Rupp an industrial and organizational psychologist, organizational justice explores the psychological process by which employees come to judge their workplace as fair or unfair and also found that employees have a universal concern for fairness that transcends the self (Robin,2012). Angelo kinicki & Robert kreitner put forth their views on the role of Adams equity theory of motivation in explaining employee attitudes and behavior which led to a domain of research called Organizational Justice and it was found to reflect the extent to which people perceive that they are treated fairly at work. And this in turn had led to the identification of these different components of Organizational Justice i.e., Distributive Justice, Procedural Justice and Interactional Justice. And it was found that injustice or unfairness leads to dissatisfaction and Job turnover whereas on the other hand fairness or justice leads to organizational loyalty and attachment.

Soumendu Biswas (2011), noted that psychological climate will have a significantly positive influence on job satisfaction and job Involvement. It was found that Distributive Justice, Interactional Justice enhances an individuals level of job satisfaction. Through his study Biswas, proved that all the components of Organizational Justice enhances an individuals level of job satisfaction. In the workplace, employees generally consider distribution of work-related rewards and resources to be fair when they are consistent with expected norms of allocation such as equity, equality, and need (Colquitt,2001). Employees exert their efforts to their jobs and expect to be compensated (in salary, incentives, promotion, paid leave, etc.) in return. They compare their input to output ratio, and if their output is less than their input, they are in a perception of Distributional injustice. Mehmet & Yunus (2011) reiterated that procedural justice is the perception of the processes which are used to determine the decisions (Folger & Konovsky, 1989). Procedural justice also means an equal practices of organizational issues such as avoidance of unfair wages, commitment to decisions, knowledge sharing (Colquitt & Chertkoff, 2002).

Akiomi Inoue et al., (2009), also reiterates in the same vein that interactional justice reflects the degree to which people are treated with politeness, dignity, and respect by authorities (Greenberg In Cropanzano,1993). Interpersonal Justice refers to whether individuals are treated with dignity and respect (Colquitt et al.,2001). Mahfuz (2012), emphatically states that Informational Justice considers the completeness of processes and outcomes explanations (Colquitt et al.,2001). Akiomi Inoue et al., (2009), elucidates that informational justice focuses on supervisors' communications with employees, in particular explanations that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion (Greenberg In Cropanzano,1993).

RESEARCH GAPS

The researcher noticed that no study has addressed the impact of Organizational Justice dimensions in Industrial organizations. There is still an unaddressed issue of measuring cumulative influence of personal and organizational details of employees on the perception towards Organizational Justice.

OBJECTIVES OF THE STUDY

1. To analyse the various dimensions of Organizational Justice.
2. To measure the employees perception towards Organizational Justice.
3. To identify the factor determining the Organizational Justice.

METHODOLOGY

The study is based on the primary data obtained from the individuals working in Industrial Organisations. A well-structured questionnaire was formulated that consisted of optional type questions as well as statements in likerts 5-point scale regarding organizational justice. The range of 5-point scale varies from strongly agree to strongly disagree.

SAMPLING DESIGN

An attempt was made to obtain representation from diverse organizations. The researcher used convenience sampling method to collect the responses from 17 Industrial Organizations, both Public and Private were selected for the purpose of data collection. The researcher circulated 1090 questionnaires and obtained 714 responses without any flaws. Hence the sample size of the research is 714.

DATA ANALYSIS

The researcher subsequently used both univariate and multi-variate statistical techniques to anatomically analyse the data. Factor analysis and one way analysis of variance are subsequently used for data analysis.

ANALYSIS AND DISCUSSION

The researcher intended to analyse the impact of organizational justice dimensions in the industrial organizations. After reviewing the national and international literature regarding organizational justice the researcher generated 20 variables in likert's 5 point scale and incorporated the same in the research instrument. And Factor analysis by Principle Component Method is used to identify the predominant factors.

TABLE 1: TOTAL VARIANCE EXPLAINED

Rotation Sums of Squared Loadings		
Total	% of Variance	Cumulative %
4.113	20.564	20.564
3.304	16.518	37.082
3.120	15.602	52.684
2.835	14.173	66.857

Table 1 shows that the 20 variables are reduced into 4 predominant factors with cumulative variance of 66.857%. The predominant factors with the variable loadings can be derived from the rotated component matrix and they are named as Informational Justice, Interpersonal Justice, Procedural Justice and Distributive Justice.

FINDINGS AND CONCLUSION

The study clearly identified the factors determining organizational justice in an industrial organization. The factors identified were Informational Justice, Interpersonal Justice, Procedural Justice and Distributive Justice. These factors were found to be responsible for determining the organizational justice in industrial organizations. It was found that the employees from the industrial organizations strongly agreed to Informational Justice and Interpersonal Justice to be the factors of importance determining Organizational Justice. It is also understood that informational justice plays a major role in determining justice in industrial organizations. The organizational development is possible only when justice is present in the workplace. It is very important to note that any organization that gives importance to "fairness or justice" in dealing with others in the workplace will surely succeed.

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