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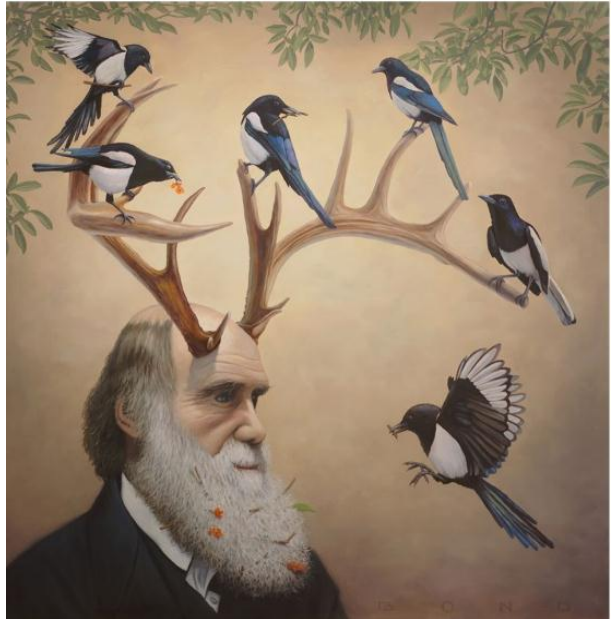
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Designing a model for assessing organizational justice orientation

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Abstract

The present study aims to identify and shape the dimensions and components of organizational justice orientation with a qualitative approach. In this study, a meta-synthesis (MS) method was adopted to identify the key aspects of organizational justice orientation. The results of the MS indicated that the dimensions of organizational justice and their components were crucial. In conclusion, the differentiation between organizational justice as practice and behavioral ethics as moral standards makes us perceive one another as relatively independent variable that can influence or be related to each other in informative ways.

Keywords: Organizational justice, Theory of justice, Meta-Synthesis

Diseñar un modelo para evaluar la orientación de la justicia organizacional

Resumen

El presente estudio tiene como objetivo identificar y dar forma a las dimensiones y componentes de la orientación de la justicia organizacional con un enfoque cualitativo. En este estudio, se adoptó un método de meta-síntesis (EM) para identificar los aspectos clave de la orientación de la justicia organizacional. Los resultados de la EM indicaron que las dimensiones de la justicia organizacional y sus componentes eran cruciales. En conclusión, la diferenciación entre la justicia organizacional como práctica y la ética del comportamiento como estándares morales nos hace percibir unos a otros como una variable relativamente independiente que puede influir o relacionarse entre sí de manera informativa.

Palabras clave: justicia organizacional, teoría de la justicia, meta-síntesis.

1. INTRODUCTION

The first virtue in a social institution is justice, and truth refers to a system of thought. A theory must be rejected or modified if it is not true. Similarly, even effective laws and institutions must be amended or nullified if they are biased. Each individual has an inviolability foundation on justice that cannot be overridden even by the prosperity of society (RAWLS, 2000). The concept of justice was first developed in philosophy and then introduced in the social psychological literature. Justice, by following the paradigms of positivism and impartiality, conceives objective decision-making on the basis of fairness, equality and rules, thus rejects the feminist

notions of particularity and need, whereas care and compassion ground their rationality in holism and context and envisage the necessity of empathy, harmony and emotions for people needs (HALL, BRINCHMANN & AAGAARD, 2012). Human beings possess a system for maintaining meaning. This system gives regulation and consistency to their stated values, such as moral behavior and doing justice.

Justice, an absolute necessity for the effective functioning of organizations and individuals' personal satisfaction, has been identified since long time ago (GREENBERG, 1990). Organizational justice has the potential to gain considerable advantages for organizations as well as employees. Adams's theory supported the use of an equity rule for determining fairness. Furthermore, several other distribution rules such as equality and need have been identified. Early studies regarding organizational justice were generally related to distributive justice that was based on ADAM's (1965) theory suggesting that people calculate their perceived outcome ratio and compare it with that of others.

Unequal outcome ratios between an individual and the referent other lead to the experience of a feeling of unfairness by both parties. This feeling of discomfort stimulates both parties to correct the unfair situation by reacting behaviorally (altering job performance) or psychologically (altering perception of outcomes). Organizational justice is a term that defines whether employees

perceive that they are “treated fairly in the workplace and how their perception influences other work-related variables” (HOFSTEDE, NEUIJEN, OHAYV & SANDERS, 1991: 20).

There is ample empirical evidence that supports the idea of organizational justice. Studies indicate that perceived organizational justice has an effect on organizational outcomes. These outcomes include job satisfaction (BAAKILE, 2011), organizational commitment and managers and organizational trust (DECONICK, 2010), motivation (BARRY & TYLER, 2015), organizational citizenship behavior (BALL, 2006), turnover intention (Field et al., 2000), customers’ satisfaction (MASSAD, 2006), employees’ productivity (CROPANZANO & WRIGHT, 2003), emotion (BARSKY, KAPLAN & BEAL, 2011); employee theft and workplace aggression (KARRIKER & WILLIAMS, 2009), and feelings of anger, outrage and resentment (BALL, 2006). These studies prove that justice performs a crucial role in organizational life.

Furthermore, in the review, so far, no research has been done to formulate a model for organizational justice based on the Rawls justice theory and used of Meta-synthesis. Also, the study does not compile all the variables involved in organizational justice, as reviewed and presented in this study. The present research aims to design and elaborate a model for integrating variables that determine organizational justice orientation with the variables of a

justice theory, which can be applied as a comprehensive model in organizational justice investigations at the organization level.

3. METHODOLOGY

An MS is based on a process by which findings across multiple studies are organized and presented. MS is a comprehensive term that shows a combination of approaches to review, translate, and synthesize studies (MOELLER, COPES & HOCHSTETLER, 2016). MS generalizability refers to the breadth of a concept and its applicability in other contexts. Meta-ethnography approach is more similar to critical interpretive synthesis than any other types of MS.

The goal of the current MS was to investigate research about organizational justice orientation. An MS is used to provide an insight into both academicians and practitioners on the status of research on a given phenomenon. In the organizational justice literature, several articles investigated the justifications for seeking treatment, and the role of organizational justice was clear, particularly from the abstract. When doing so, peer-reviewed articles since 1963 were investigated (Adams outlined the concept of distributive justice) using the search terms “justice” and “organizational justice”.

The researcher used NOBLIT & HARE’s (1988) seven-step

process for conducting an MS. The researcher decided what was relevant to the initial interest, read the studies, determined how the studies were related, translated the studies into one another, synthesized translations, and expressed the synthesis. The process began by spreading a wide net to find studies that addressed organizational justice. To locate suitable articles, the authors searched several ISI journals: Science direct, Emerald insight, ProQuest, Springer, academic databases. 165 articles and 2 books about justice and organizational justice were identified, and 32 articles were selected for MS. The selection process is shown in Figure 1.

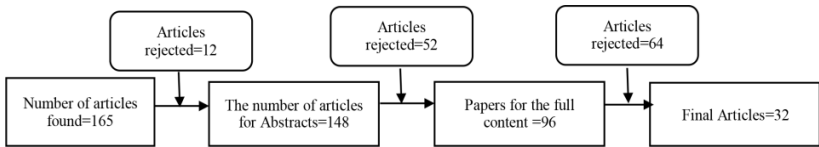


Figure 1: The process of selecting articles

The processes included searching, screening, exclusion and inclusion, which is expected for a systematic review and an MS. Contrary to a systematic review in the organizational justice, an MS might need to consider more books and reports. Therefore, large reviews were consulted to check for further references to studies. This followed the accepted practice for systematic reviews. The assumption was that search strategies should be clear, replicable, with simple statements about the time limits as well as the keyword

combinations.

The process leads to finding some other studies not previously retrieved. The titles and abstracts were examined and those related to organizational justice and justice were selected. The study focused on the dimensions that determined the orientation of organizational justice through the identification themes and patterns in the sample studies. Specifically, three dimensions were identified that determined the orientation of organizational justice: Human, Organization, and Job. Moreover, key components of the three dimensions were identified that are shown in table 1.

Table 1: Extracted, original themes of the sample studies and theme synthesis

Authors (Date)	Extracted original themes	Themes synthesis	
		Dimensions	Components
ANTONIO, S.C.(2013); ACQUAAH (2015); EBERLINAND (2007); COJUHARENCO & PATIENT (2013); ROBERSON & WILLIAMSON (2015); ARMOUR(1992); BARRY AND TYLER (2015); HEUER (2005); SKARLICKI,O'REILLY&KULI K (2016); AYDIN (2012, 2015);	Interaction, Team network, Social network; Desires and Needs; Decision- making procedures; Managers /Supervisors, Subordinates;	Human	Role
	Co-workers, Victim; Third parties; Employees' perceptions of fairness; Work-related (Attitudes , Behaviors, Performance);Decisio n Makers and Decision Recipients;		Need
	Authority-subordinate; Leadership style; Decisions, Behaviors, Motivation, Self- esteem; Distributive/Procedura		Value

	I/ Interactional justice judgments ;		
	Employee's experience , Role ambiguity, Ambiguous Situations; Commitment, Satisfaction, Withdraw ;Selection, Promotion , Performance Appraisals, Career ;Responsibilities, Role description, Feedback, Autonomy, Task Significance, Task identity, Skill varieties; Capabilities, Knowledge, Time, Skills, Abilities; Benefit, Wages, Social rights, Leave time, Tasks, Outcomes, Stress; Dignity, Honesty, Loyalty, Tenure, Work ethics/ experiences, Workplace; Decision-making procedures;	Job	Job Career Job Description Job Characteristics
FARUK KALAY (2016); COJUHARENCO & PATIENT (2013); LIAND BAGGER (2012); ELANAIN(2009); KAZEMI & TÖRNBLOM(2014); JAMALI & NEJATI (2009); NGO & LI (2015)			
	Organic/Mechanistic, Organization charts/rules/ size, Patterns of decision making; Formalization/ Informal; Bureaucracy, Structure, Hierarchical channels; Centralization/ Decentralized; Power distance, Individualism/ Collectivism, Masculinity/femininity , Uncertainty avoidance, Face-to-Face communication;	Organization	Culture Structure
AMBROSE & SCHMINKE (2003); SHAOET AL. (2013); ERKUTLU (2011); FISCHER & SMITH (2003); SCHMINKE, JOHNSON & RICE (2015); SARLICKI (2001); SPELL & ARNOLD (2007); LAM, SCHAUBROECK & ARYEE (2002);			

Life is only a continuous struggle to bring out our potential human excellence regularly (PURNATMANANDA, 2014). Need is a normative concept which is rooted in the value system of people who use it (O'BOYLE, 2011). Motivational needs to give and receive were analyzed extensively by psychologist RIBAL (1963) who defined social character types according to psychological needs. Need is different from want which is something desired. Need comes before want, but does not displace it. In any normal human being particularly one with dependency, want is subordinate to need (O'BOYLE, 2011). Of course, organizations are able to humanize employees by valuing and affirming their experiences, desires, and feelings as well as by providing opportunities for self-actualization and the fulfillment of personal goals.

Personal values are the determinant of management decisions and actions (GAO & KOTEY, 2008). A large proportion of managerial decisions concern resource allocation. There is, however, an unbalanced emphasis in the organizational justice literature on decisions regarding monetary allocation and on the subsequent consequences for job performance, productivity, job satisfaction, and commitment. Allocation and exchange processes encompass a variety of different kinds of resources (money, status, and information).

Table 2: Human's Role in organizational justice orientation

Determinant role	Role
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Human's Role	Decision-making process	Decision-taking
	Relationship and interactional	Decision-makers
		Decision recipients
	Perception of organizational justice	supervisor/managers
Co-worker		
		Employee
		Third parties

An established body of knowledge confirms that certain jobs are able to improve performance. Experience has shown that well designed jobs are able to have a positive effect on work attitudes and behaviors. Job was tailored around the specific skills or interests of the hired person (MINER, 1987). Justice in workplace predicts the efficiency with which workers perform their job duties (COLQUITT, CONLON, WESSON, PORTER & NG, 2001: FORGASZ & MARKOVITS, 2018: GAMARRA, ZUREK & SAN-JUAN, 2018).

As mentioned in the above discussion, justice is dynamic in nature and at the same time is affected by many factors. In this study, three main dimensions affecting the formation, reduction, and promotion of the orientation of organizational justice were investigated: human, organization and job. Each of these dimensions has crucial components that are mentioned in Table 1 and the following model (Figure 2).

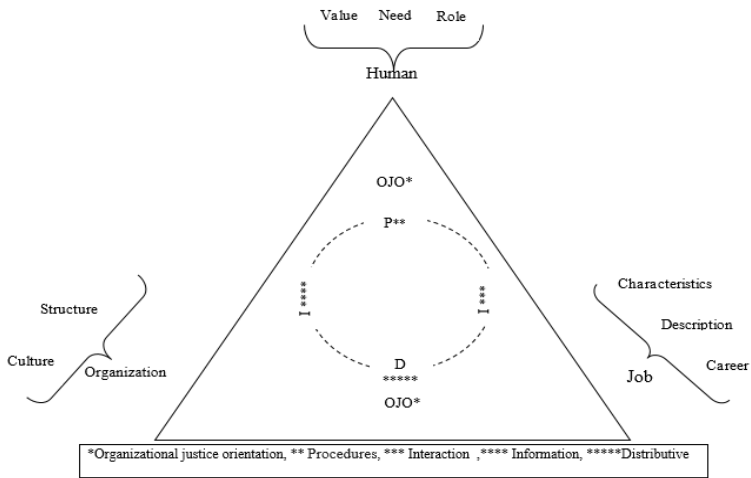


Figure 2: Model of organizational justice orientation

Rawls defines the concept of fairness which relates to right dealing between persons who are cooperating with or competing against one another. From this perspective, it is at least arguable that the discipline of organizational justice is more often concerned with fairness than justice because nowadays it is more often focused on relations between and among individual persons than between individuals and the state.

Table 3: Variables of Rawls’s theory of justice (1971-2000)

Fairness	The principle of fairness consists of two parts: the first part argues that the institutions or practices must be fair. The second part identifies the requisite voluntary actions. The first part also formulates the essential conditions if these voluntary actions give rise to obligations.
	Liberty and opportunity, income and wealth, and

Liberty	above all self-respect are basic goods, which must be explained by the thin theory. The suppression of liberty is always unreasonable. Even if the general capacities of humankind were known, (which they are not), each individual still must find himself. Therefore, freedom is a prerequisite. Liberty is a complex of rights and duties which are defined by institutions.
Difference Principle	Difference Principle states that each person benefits from permissible injustice in the basic form. That is, it makes sense for each person defined by this structure, to prefer his prospects with the injustice to his prospects without it.
Morality	Moral personality is characterized by two capacities: one for a concept of the goodness, the other for a sense of justice. When realized, the former is stated by a reasonable plan of life, the latter by a regulative ambition to act upon specific principles of right.
Right	The conception of right refers to a set of principles, which has a general form and universal application. It is recognized as a final court of appeal for ordering the conflicting claims of moral individuals. Rights of an individual are protected by the principle of the rule of law.
Good	Rawls's theory of the good's main idea states that a person's good is determined by what the most reasonable long-term plan of life is for him, given a favorable circumstance. A person is happy when they are somewhat successful in conducting this plan. In sum, the good is the satisfaction of logical desires.
Utility	An egoist is a person who is committed to the viewpoint of his own interests, pleasures, and social prestige etc. Such a person may act fairly. In other words, he does things that a fair man would do. However, as long as they remain egoists, they cannot do them for the fair man's reasons. Having these reasons is not compatible with being an egoist.

Social Union	It is the concept of the community of humans whose members enjoy one another's perfections as well as individuality brought out by free institutions. The members recognize the good of each person as a component in the complete activity that the whole scheme of it is agreed to and provides pleasure to all.
Rationality	Rawls claims that his conception of rationality is "with the exception of one essential feature, the standard one familiar in social theory". This concept makes rational people want more rather than less liberty, opportunities for realizing their chosen goals, wealth etc.

5. CONCLUSION

In this research, the human had a core role in the orientation of organization justice. Human's decisions regarding distribution, procedures, interactions and sharing information influenced variables of Rawls's theory of justice, value and need that formed the orientation of organizational justice. When decision makers and decision recipients were judging procedural fairness and procedural satisfaction, they employed different criteria. Decision recipients' fairness judgments were mainly driven by concerns regarding treatment: respectful treatment increased judgments of procedural fairness and satisfaction, but decision makers' fairness judgments were primarily driven by concerns on outcomes. Effective threat reduction and favorable outcomes enhanced judgments of procedural fairness and satisfaction.

Distributing/Allocating resources and benefits, formulation/implementation of procedures, organizational interactions/communications, and sharing information are the result of human, organization and job that form affected justice and fairness. Finally, decision recipients/employees, third parties, perception justice, and fairness are formed by affecting factors that are mentioned in figure 3.

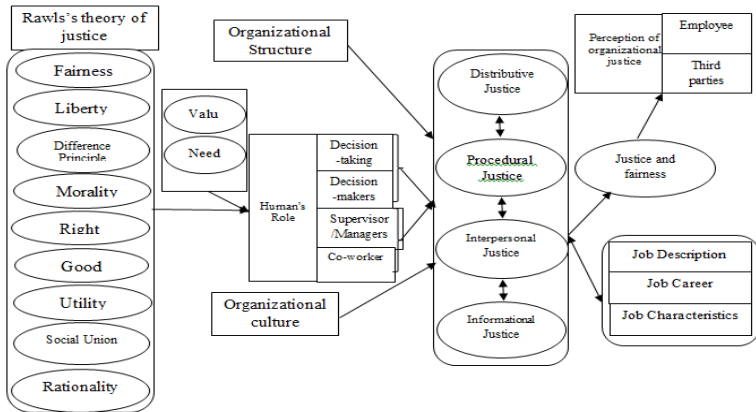


Figure 3: A model for assessing the organizational justice orientation

The synonym for ‘fairness’ is justice, which refers to management’s decisions and actions that are morally right in accordance with ethical standards, religion and/or law. Justice in organizations can pertain to financial and non-financial rewards, such as fair pay and incentives, equal opportunities for promotion as well as performance evaluation procedures. If wealth, position,

and influence, and the accolades of social prestige, are a person's final purposes, then surely his conception of the good is egoistic. His dominant interests are in himself, not merely, as they must always be interests of a self (RAWLS, 2000).

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