

# Two Folded Layers of Organizational Justice

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## Abstract

The study is an attempt to analyze the justice approach in any organization. According to the study organizational justice theory plays a dominant role in the measurement of justice system. The focus is made on justice perception and its influence on outcomes such as performance, counterproductive behavior, or justice climate in this study. In the current research study these issues are analyzed and investigated with new lenses. It is proposed that theory, process of problematization towards organizational justice theory, which will lead to reveal unquestioned, but core assumptions of the theory, to challenge them, to suggest alternatives, and to evaluate these new propositions. Three theoretical resources "*social exchange theory, critical theory and pragmatic sociology of critique*" are used to apply a

dialectical problematization to depict the new portrayal of justice.

**Key words:** Organizational justice; problematization; social exchange theory; critical theory; pragmatic sociology

## 1. Introduction:

Organizational justice is governing and leading line of attack to the justice in organization. Justice is perceived and made sway on outcomes like performance and antisocial elements within the organization or organizational justice climate. The current study is a pathway to tackle the tangled issues related to the organizational justice through problematization of organizational justice. Challenge is made towards the core assumptions; suggested alternatives, and made evaluation to these new intentions. The study is a counter-text

against the “functionalist department” of organizational justice. This innovative study is related with the set of papers and made plea to challenge the assumption through problematization to produce inventive philosophies and concepts. ([M. Alvesson & Sandberg, 2011](#)).

Organizational behaviour and organizational justice is about the perceptions of people are made for justice in organizations ([Greenberg, 1987](#)). Firstly the literature will portray the organizational justice theory in organizations. Secondly literature will contour the study by pointing out and directing the framework of organizational justice. Through the problematization the justice is going to be criticized as a fundamental question that “justice is the way of living together in common world with unrestraint”. Domain of literature is identified through problematization to challenge the assumption and justification is made to advocate the problematization and to envision the organizational justice in another attitude.

## **2. Organizational Justice:**

Organizational justice is assumed that people care about justice; for social considerations. This study hits the three core dimensions of justice by the counter arguments by making problematization.

### *2.1 Distributive Justice*

It could be defined as a perception of fairness and then promotion is made based on the outcomes with equity and equality ([Cropanzano & Greenberg, 1997](#)) ([Cropanzano & Mitchell, 2005](#)). Distributive justice is also an elevator of harm and stress when it perceives as an injustice ([Greenberg & Cropanzano, 1993](#); [Lazarus & Launier, 1978](#)).

### *2.2 Procedural Justice*

It is directly related the process of decision and policy making towards fair judgment ([Thibaut & Walker, 1975](#)) ([Kim & Mauborgne, 1998](#)). It is perceived that this procedure will ear to the unheard person as well as these procedures leave the deep rooted waves for the employees’ behaviors and attitudes of the organization ([Thibaut & Walker, 1975](#)) ([Cohen-Charash & Spector, 2001](#); [Moorman, 1991](#)) ([Lavelle et al., 2009](#)) ([Cropanzano & Mitchell, 2005](#)).

### *2.3 Interactive Justice*

Interaction among the employee and employer is source of trust and dignity as well as it depict the honesty and level of equal treatment on the other hand interaction supports the favoritism ([Kickul & Liao-Troth, 2003](#)) ([Ilies, Nahrgang, & Morgeson, 2007](#))

## **3. Social Exchange Theory**

Employees of the organization started to expected and feel equality, uprightness, and

self-worth. On the other hand social move of the employees could be turn on the past experiences as per their perception of fair justice which is expected or we can say that social exchange is a result of organizational cultural attitudes ([Cropanzano & Mitchell, 2005](#))

#### 4. Critical Theory

It differentiates with traditional theory with the perspective of practical purpose by the “German philosophers and social theorists” of the “Western European Marxist tradition known as the Frankfurt School” because it wants to catch and grow the liberty from “slavery” and they are in effort to mark the world free from bourgeoisie’ influences and to fulfil plus satisfy the needs, society’s transformation which will “enslave human being”(Darby & Walsh, 2014). Critical theory criticises the “bourgeoisie oppression” and “social class differentiations” which is in a straight line rigidly related with the organizations and social stratification in the organization and society and this stance is clearly depicted in the book of ([Adler, 2009](#)) which is enthused and stimulated by Marx's criticism.

#### 5. Literature Review

Existed theories will foster the literature review with the new lenses by using the method of problematization by way of rationality. Review of literature is a foot

print of organizational justice in different organizations with little different stances. The study highlighted the broad and comprehensive research area with cavernous roots that is why it is considered a unique field.

#### 5.1 Organizational Justice

The concept of organizational justice is borrowed from the theory of justice where there is a balance between the individuals and the recourses and it is perceived that absence of justice will lead to increase the tensions which is a direct and indirect cause of negative impact on the organization ([Fatima, Salah-Ud-Din, Khan, Hassan, & Hoti, 2015](#)).The organizational Justice is made known as a reflection of social value designed by the society, absence of the justice victimizes the institution and threatens staff, and then the corporate entity will have to encounter deleterious and toxic practices like lack of OCB (Organizational Citizenship Behaviour). Distributive, procedural, interactional, and evolutionary justice has a strong association with the worker performance, and worker satisfaction ([Fatima et al., 2015](#)).

#### 5.2 Counter-Productive Behaviour

There is another claim that organizational-justice could make a positive relationship with its counter-productive work-behaviour based on trust, and commitment but where

there is justice. “Monetary resources, hiring of the employees, policy insinuations and execution of policy affect decision makers and the people are affected from such decisions required by specific attention in line to justice”. Accordingly ([Binuyo & Adewale, 2015](#)) organizational justice and counterproductive work behaviour is made observed by using three dimensions of justice procedural, interactional and distributive to measure relationship.

### ***5.3 Managerial-effectiveness versus Organizational Competitiveness***

In contrast the organizational-justice, educational-status and knowledge sharing are interwoven with each other and made stimulus too. Organizational justice and educational status is a career ladder. Knowledge acquisition is insufficient until the teamwork’s performance or effectiveness doesn’t meet then the “buttressed knowledge sharing” given by the organization with will confront the globalization. “Global world is not depended upon the staffing and training alone, but periodic knowledge management as per need is necessity for any entity, it fosters the enhancement of knowledge among the employees within the organization ([Olowodunoye, 2015](#)).

Knowledge sharing could be seen by “readiness by employees to share knowledge, conducive environment and opportunity to share and the existing culture of the organization”. As knowledge-sharing spurs the morale level while on the other hand “power could be lost as a result of knowledge sharing”, because without interest and compensation; nobody will spare the time. ([Olowodunoye, 2015](#)) made symbolized the knowledge sharing behaviour as a foot print of organizational-justice and educational-status, that is a characteristic of organizational behaviour (OB). The knowledge become worthy made by the organizations then cut throat global dynamics could be catch; so in this way the organizational justice is a pavement towards opportunistic corporate entity.

On the other hand interest has been increasing towards managerial effectiveness by the revolutionary organizational change processes and the growth of international businesses because (over the last decades) the managerial effectiveness is going to be considered as a central factor for the feat the organizational goals, if there where is competence, satisfaction, conflict resolution, need fulfilment, value realization and recognition and this managerial effectiveness could be found with the set of knowledge, skills and abilities. Secondly

this gives ladder to on job motivation, and thirdly facilitate and modify the work-environment to perform the job effectively ([Rana & Rastogi, 2015](#)).

Competitive edges can be achieved by organizational justice and potential human beings as the requirement of new era and this perception of fairness couldn't be under the carpet or denied. Managerial-effectiveness is interlinked with the organizational-effectiveness which nourishes the organization performing well to meet the today's global dynamics. It is assumed by the authors that restructuring of the organizational process and policies could augment the performance by yielding the "managerial effectiveness in terms of their activities and potential". Furthermore the distribution of rewards, organizational policies, procedures and interpersonal treatment are considered the positive behaviour which is an elevator of balance among the emotions and cognition.

#### ***5.4 Sociology Pragmatic Theory and organizational Justice:***

Another study gave shelter to the practitioners as well as academia and buttressed that business is considered as an economic institution. Many organizations put emphasis on the exchange/return on investment (ROI) which is directly related to the performance and concrete tasks.

Related tasks are rationally described through job analysis and appraised by a supervisors' special knowledge or expertise. Employee motivation could be positively viewed as a quest for personal economic gain. Fairness is an organizational justice which is the yearning of every employee that made possible to "act they like". Organizational-justice is the "essence of individuals' relationship to employers" ([Cropanzana, Bowen, & Gilliland, 2007](#)).

It is assuming by the writers that we should attend to economic matters should be attended with the sense of duty too. Ethical obligation is ought to be considered as an economic matter. Benefits along with the ethical obligations are demanded by the members. It is assumed that employee wants desirable outcomes. Managers are confused by these types of scenarios like favorable outcome as well as the outcome of justice. Justice or fair is considered as an "action or decision is morally right". Justice is seen in events and in different situations in different spheres of daily lives ([Beugré, 2009](#)) ([Usmani & Jamal, 2013](#)) but people are forced to act like or against the given system of justice provided by management. Perceived justice/decisions (by an individual) which could be fair or unfair will leave the grave impact towards

attitudes and behaviours that is why fairness is a “central interest” of every organization. Problematization opened the door to identify the domain of literature and to challenge assumptions by adopting an empathic stance for the promotion of another attitude of organizational justice. Attention is paid towards criticism through management and sociology pragmatic theory (Blokker, 2011). Pragmatism plays a role as a mentor for the organizations and to tell the organization “to act logically and how to test our own theories for corrective action”(Whitford & Zirpoli, 2014). Organizational justice is made studied by pragmatic sociology to go “beyond the perceptions” and the pragmatic turn is considered as antagonist (Blokker, 2011). Self-serving is dominantly cited in the sceptics of justice rather than to promote justice the quarrel embodied here as an evidence that justice is cloak for self-interest. Organizational fairness is biased and encountered with the tension between “justice and self-interest” and foster the self-deception (Babcock, Loewenstein, & Issacharoff, 1997). Marxist theory questions the pervasive justice that bourgeois’ justice is not fair(Possumah, Ismail, & bin Mohd Shafiai, 2014) (Marx, "1875", 1993). Justice is in the court of dominated class; apparently they

pretend to be fair but on the other hand their model is imposed. Critical theory claims that Organizations are a source of production in the wider perspective while the critical theory made criticism that “economic structures are socially unfair”(Benson, 1977) as injustice is inheritance of organizational life. Karl Marx and Friedrich Engels had been given the impression for justice to be as “bourgeois construct” (Evans, 1993). Marxist approach of justice gives the sight that conflict and exploitation meet with the domination by authoritarian (Lambert, 2003) (Cullinane & Dundon, 2006). Marxists conflictuality could be seen roommate within cooperation in a contradictory unity like control and exploitation.

Within the organization less salaried employees are not treated fairly and they are always considered in the danger zone. Unfair organizational justice scratches them, and this zone snatches the motivation level, stigmatization of poverty tag encounters these employees by the top management; exploitations starts from this point and then reflection is working poor. This tag doesn’t facilitate them with career ladder or fruity survival in the society even these employees become the victim of negative feedback as a barrier in their future (Leana, Mittal, & Stiehl, 2012).At the same time the role of

the manager could be seen as productive on the other hand exploitative as well ([Lengermann & Niebrugge, 2014](#)), is embodied and embedded with the contradiction of “unity of cooperation and conflict”.

Another study is playing the role as a whistle blower and horny towards the two folded victimization “with the association of construal theory” (egocentric). Victim perceived negative feedback from top management, condemned and then dual abuse confronted by the victim. Managers had to probe the realm to motivate rather conviction or blaming. Recency error and exploitation is elevated by the spectators and managers, and exploitation ruins the whole career([Diekmann, Walker, Galinsky, & Tenbrunsel, 2013](#)). While the organizational justice closes its eyes due to the dominance of elitism.

Elite cluster is an elevator of “status conflicts” and “social cognitive war” starts within the organization, conflicts are in full swing among the high status and low status but not any solution. This war with its antagonistic reflection make halt the process of knowledge management, and learning behaviour is not produced; this will wretch the learning behaviour and performance due to the battle of socially fabricated and fashioned status. In this status quo

organizational function along with justice seems to be denied ([Bendersky & Hays, 2012](#)).

Sarcastic situation encountered by the arrival new entrants in the organization; bundles of hurdles are waiting for them because of mock behaviour of the top management or immediate boss where they have to face the favoritisms while some of them will have to discrimination because of their social background. So these future architects become the victim of unfair system of the organization. Organizational adjustment lost its way of justice. While these mock leaders had to encourage new comer and train them accordingly their JDs, although they are from different societal back grounds ([NIFADKAR, TSUI, & ASHFORTH, 2012](#)). So it could be said easily that the top management/ manager could be productive exploitative on the hand ([Burris, 1987](#)).

This article sheds the light on the sarcastic silence on the recruiting and career development of the employees on the basis of sexual minority and gender queer, blow whistler towards lavender ceiling and justice of the organization. They are the talent pool, potential human capital but paid no attention by the gendered base corporate sector and silence is there due to the “risk and cost management”. Gender queer is a

member of blurred subset of employees. A woman is still considered the sexual product and reproductive force while they are the champions their own progress as a social capital. Discrimination faced by sexual minority is a marvelous insensitive organizational-justice which is not promoted due lavender ceiling. Sexual minority and gender queer is victimized due to the organizational justice and cultural war ([McGuire, Bagher, & Gedro, 2010](#)). This sexual-minority group still is not able to fill the wages' gap depicted by the result of conducted research in the Czech and Slovak Republics ([Gerry, Kim, & Li, 2004](#)).

The gendered corporate sector is in dominating position so the gap of wages cannot be solved within the occupation ([Stepan, 2005](#)). Labor market is also facing discrimination due to the "behavioural and biological differences between men and women" and organizational justice could save this group ([Perryer, Jordan, Firns, & Travaglione, 2010](#)).

([MacKinnon, 1987](#)) also pointed out that the pornography contributed a negative role by objectifying women and made them the prey of gendered discrimination toward justice as well as portrayal of submissive roles in the domestic boundaries rather than in the workplace ([Lazarides, Georgiadis, Georgakarakos, & Papadaki, 2013](#)).

MacKinnon and Andrea Dworkin debates that the objectivity of the women is dampened due the pornography and made them a sway of direct sexual discrimination ([Martin & Powell, 1994](#)).

Efforts of the men is considered valuable than the work of women, hence she is measured for the domestic life "unpaid domestic work". Gendered enterprises prioritized the men over the women for formal authoritative positions in the organization ([Kanter, 1977](#)) ([Kanter, 1993](#)). Women are hired for front line or as desk officers; while the centric and geocentric activities are selected for men ([Cockburn & Shu, 1991](#)). "Male monopoly" and "elite club cluster" deploy homo-social practices and prefer the men's sector while the women and gender queer is discouraged ([Kerfoot & Knights, 1993](#)) ([Roper, 1992](#)) ([Collinson & Hearn, 1996](#)). "Law of Jungle" is ruling due to the deployment of the masculine model rather than the organizational justice.

Traditionally the effective business is only possible by men while the woman is a sexual object among the men ([Alimo-Metcalf, 1993](#)). Permission is not granted to open the lips or to raise the volume for gender issues or many other disputes in the organization for justice. These issues are left unanalyzed, unspoken



and absenteeism is present here ([Hearn, 1998](#)) which made the organizational justice a “congealed form”. In Arabic one possible translation related to the women’s enabling characteristics, and made allowing women to access to rescues on an equal footing to men ([Dawn Metcalfe, Rees, Dawn Metcalfe, & Rees, 2010](#)) ([Metcalfe, Özbligin, & Syed, 2010](#)), then why corporate justice ([M. a. W. Alvesson, H, 2012](#)) denied? Why silence is there for the justice?

## 6. Gap Identification

Opponent literature will identify another outlook to study justice in organizations. Gaps are identified by the competitive literature, explanations, scanning for overlooked areas by formulating specific research questions. Justice of the organization begs the question to give the lips to serve the lacuna and to dampen the injustice towards human beings as an asset of the organization.

## 7. Significant Aim of the Study

The study aims to see the organizational justice in other assertiveness. Firstly maturity of organizational justice is painted. Then problematization comes to break the tradition and institutions and question are made to attack and out break the assumptions. Criticized and deep cross-examinations are made to espouse a positive

schema. Counter literature tears the blind zones of the domain of the existing phenomena with the smuggling of a prefabricated, readymade alternative. Sometimes in-depth examination of textual areas becomes betrayal itself then sensitization with sensitivity and sense-making has to come.

## 8. Methodology

The study is an exploration and inquiry of the silent and masked justice as well as the debate is made on the organization theory. Problematization, sense making, counter-text by consuming the rational theories and costuming the organizational justice is used as methodology. Repentance and deconstruction is made for an affirmative mirror image. Surface assumptions came from the literature and critically inspected by counter literature as well as the deep assumptions caught by problematization and deconstructed by antagonistic and argumentative text.

## 9. Discussion after Math & Conclusion

### 9.1 Discussion

At the end the criticism with the process of problematization; alternative assumptions are derived or offered to tear down the fabric of emancipation of the dominant groups in the organizations and latter endeavors the better understanding towards the uncertainty in the organizational-justice.

An effort is made through the actors of counter-text to shape the organizational life. Volume is raised to attack the organizational justice through the interchanged questions:

Q1- Why organizational justice is a victim of lavender ceiling?

Q2- Why organizational justice is ruled by patriarchy system?

Q3- Where is a fair distribution?

Q4- Could fair distribution is seen in organization?

Q5- Does the bourgeois avow the fair distribution is?

Q6- Why organizational justice is in the cage of dominated class (elitism)?

Q7- Is there any justice among the employees of the organization?

Q8- Why people perceive the organizational justice as their own benefits?

Q9- Why victims are not given a voice in the public space?

Q10- How can organizational justice give birth to the counter-productive behaviour?

### **9.2 Conclusion**

Justice can be seen with the two sided coin ([Cohen-Charash & Spector, 2001](#)). The absence of justice is an elevator with the negativity to the organizations, and organization will be in the courtyard of lower performance as well as harm morale ([Colquitt, 2001](#)) and positive justice will

nurture the outcomes ([Viswesvaran & Ones, 2002](#)). Justice is a cushion and safeguard for the employees for building trust and commitment towards the organization; even then when things are going wrong ([Viswesvaran & Ones, 2002](#)). The organizational justice is toxic of the organization and cannot run in one way or same way all the time. Hence maintained procedural, distributive and interactional justice will serve the organization and less stark ([Goldman, 2003](#)) ([Cropanzano, Goldman, & Folger, 2003](#)).

### **10. Recommendations**

Attention ought to be raise with the aspect of humanity and focus will nurture the training to make nourished organizational culture which will raise spirits, ripen the contribution and mutual aid among the bottom to top members. Open door policy must be followed by top management; work, functions, tasks, and duties must be distributed equally with fairness, and formal job design/description should be applied. Counter-productive work-behaviour is a production of weak and poor state of affair's fabric. This crestfallen practice is at a staggering rate of recurrence and impart negatively on daily productivity ([Öge & Erdogan, 2015](#)).

Organizational justice is the glue which weds the people towards effectiveness.

Value should be given rather than “exploitation or harmed by powerful decision-makers while people are social animals”. Fusion of equality and equity should be the strategic goal hence the organization will be able to generate balance.

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