

Organizational Justice: Why Does It Matter for HRD

Deepu Kurian
Texas A & M University

An effective system of organizational justice forms the foundation for an organizational culture which promotes inclusion and diversity, and therefore an important topic for human resources development (HRD) practice. The purpose of this paper is to explore the concept of organizational justice from the existing literature. Based on previous research, this review hypothesized the employees' perceptions of organizational justice and investigated the four different dimensions (distributive, procedural, interactional and informational justice) of organizational justice as evident in existing literature. This review attempts to analyze the current state of organizational justice research with emphasis on the field of human resources development. The review also attempt to suggest some implications for practice and future directions for HRD scholars and researchers.

Social scientists have long recognized the importance of the ideals of justice as a basic requirement for the effective functioning of organizations and the personal satisfaction of the individuals they employ (Greenberg, 1990). In today's world, employees spend a major part of their life in organizations or activities connected to their organizational responsibilities. Justice is the key element in surviving and sustaining the development of the organization and one of its key constituents, the employees (Loffi & Pour, 2013). Justice is a subjective and descriptive concept in that it captures what individuals believe to be right, rather than an objective reality or a prescriptive moral code (Cropanzano, Bowen, & Gilliland, 2007).

The domain of organizational justice emerged from related research in social psychology, particularly from studies on relative deprivation and in the social psychology of legal phenomena (Byrne & Cropanzano, 2001). Organizational justice refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature (Baldwin, 2006). Therefore, organizational justice (Greenberg, 1987) focuses on perceptions of fairness in organizations, by categorizing employees' views and feelings about their treatment and that of others within an organization. Scholars studying organization justice have been examining individuals' reactions, procedures, and relevant authorities (Colquitt, Greenberg, & Zapata-Phelan, 2005) for decades. By examining the common theme in this literature, we can perceive the underlying basis for organizational justice as the extent to which employees perceive workplace procedures, interactions and outcomes to be fair. According to Baldwin, fairness is largely a subjective construct, which captures more basic elements of the social structure in which these characteristics operate. At this juncture, it is important to note that the terms 'justice' and 'fairness' are both used in literature interchangeably. Researchers have found that perceptions of justice in one's workplace (organizational justice) are positively associated with self-report of "ideal" behaviors and negatively associated with self-report of misbehavior and misconduct (Martinson, Crain, DeVries, &

Anderson, 2010). Therefore most of the outcomes of justice perceptions can have an economic (positive or negative) impact on the organization. If employees perceive that the internal justice system does not work, the company will be unable to foster the critical values of integrity and trust, which in turn will impact the employees performance and thereby the organizations bottom-line.

Organizational justice shares many of the philosophical underpinnings of human resource development (Foster, 2010). Organizational justice is an issue for the human resources development (HRD) practice, because some perceptions of organization justice or fairness can be related to training and development opportunities, organizational change/development practices and career planning/development. Justice plays a significant role in many organizational dynamics related to change, such as leader–follower relationships, organizational citizenship behavior, and individual response to change (Foster, 2010). Foster also states that organizational justice has been shown to be predictive of higher levels of openness to change, acceptance of change, cooperation with change, and satisfaction with change. If an employee does not benefit from unearned privilege and lacks sufficient earned privilege experiences, inconsistent decision making, bias in evaluations, and/or a lack of resources necessary to do the work, the employee will experience this as a form of organizational injustice and as a manifestation of their lack of power (Schuk, Collins, Rocco, & Diaz, 2016). Similarly, career development (CD) involves so many organizational processes that can affect so many careers; it should come as no surprise that issues of justice in the workplace are critical for career development practices (Wooten & Cobb, 1999). By its very nature, CD involves basic issues of fairness over the allocation of CD resources, the policies and procedures used to decide who receives them and the interactions between those who provide and those who not only receive CD rewards but also experience its losses. Considering that employees spent a major part of their daily lives with organizations, organizational actions can have substantial effects on employees' well-being. Kivimaki et al. (2004) carried out a study where they found that fairness in interpersonal treatment, as rated by employees, was found to be a reliable predictor of self-assessed health. They also found that these effects could not be explained by other factors such as demands of the job, employee's level of control over their work, social support, rewards, or effort.

It is evident that perceptions of organizational justice play an important role in organizations. Organizations are social systems and their life and stability dependent on the existence of strong bonds between organization's constituent elements (Lotfi & Pour, 2013). Such bonds can be strengthened or shattered when perceptions of fair or unfair treatment influences the attitudes and behavior of the organization's constituents. Justice and its implementation is one of the basic needs of human innate, therefore organizational justice is the key element in surviving and sustaining the development of the organization and its employees. Human resources development plays an integral part is developing and sustaining the most valuable asset of an organizations – its employees. Since organizational justice impacts the organization, it is important for HRD scholars and practitioners to study the concept and its implications. The purpose of this review is to summarize the extant literature on organizational justice and its importance for HRD, suggest some implications, and finally to provide suggestions for future studies.

METHOD

Literature reviews play an important role in the social scientists definition of knowledge (Cooper, 1988). The literature reviews seek to describe, summarize, evaluate, clarify, and/or integrate the content in the existing scholarship in a particular field. The purpose of such reviews is to identify critical knowledge gaps in a particular field and thus motivate researchers to close this breach (Webster & Watson, 2002). Jackson (1980) offers four goals of integrative research reviews: (a) sizing up new substantive developments in a field; (b) verifying existing or developing new theories; (c) synthesizing knowledge from different lines of research; and (d) inferring generalizations from a set of studies. Even though decades have passed, the purpose of integrative literature research has changed little. Torraco (2005) stated that integrative literature reviews are a form of research that reviews, critiques, and

synthesizes representative literature on a topic in an integrated way such that new frameworks and perspectives on the topic are generated.

An integrative literature review of a mature topic addresses the need for a review, critique, and the potential reconceptualization of the expanding and more diversified knowledge base of the topic as it continues to develop (Torraco, 2005). However, Torraco also identified that HRD dealt with topics and issues that vary along an age continuum from old to new; all integrative literature reviews do not fit neatly into “old” or “new” categories. Organizational justice is a mature topic that has been extensively studied in various disciplines, primarily from the broad spectrum of human resources. The purpose of this review is to integrate the core concepts of organizational justice from various disciplines and to address the need for extending the existing knowledge to the framework of HRD.

Torraco (2005) states that authors should ensure that recently published literature and older literature are both systematically searched for conducting an integrative literature review. In undertaking this review, the author first looked for articles from the major HRD journals sponsored by Academy of human resources development (AHRD) – namely HRDR, HRDQ, HRDI, and ADHR. The search provided very little scholarship in the field of organizational justice. Taking into consideration the limitation of time and being comprehensive and representative at the same time, the search for the articles to be included in this review were expanded to include popular databases in the field of education and business – specifically Academic Search Ultimate, PsycINFO, ABI/Inform Complete and Business Source Ultimate. Finally, Google scholar was utilized to conduct a general search to determine whether any major articles was omitted.

DATA ORGANIZATION & ANALYSIS

To best-achieve the purposes of a literature review, Baumeister (2013) recommended adopting the mindset of a judge and jury, rather than a lawyer. Therefore I decided to debate myself and make a determination on which articles to be selected for this review. The focus of the review was to understand organizational justice as conceptualized in various disciplines, find common themes, and finally to relate those themes to the HRD framework. To accomplish this review, the databases were searched using the keyword “*organizational justice*” in the abstract of the article. The author used a search of keywords in the abstract, because the abstract summarizes the major aspects of the entire article. During the initial search, the author identified that research pertaining to organizational justice started decades ago and two major reviews (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001) summarizing research prior to 2000 were published in 2001. Therefore the author decided to review articles published after year 2000, because the reviews mentioned above were included in this review and they had analyzed and synthesized the research prior to 2000. If older literature or seminal work on the field were cited in the selected articles, the author reviewed such articles for relevance but did not include them as part of this review. The sources were limited to peer-reviewed journals because those can be considered validated knowledge and are likely to have the highest impact in the field (Podsakoff et al., 2005). Further, this review only included English language, full-text available articles. Due to the time constraints, only 15 articles were reviewed, summarized and synthesized for conceptualizing the construct of organizational justice. The article list is attached as Appendix, and the articles reviewed included three major studies. It is important to note that the author omitted context specific articles (country, gender, race and so on) to avoid context specific bias of the researcher which may have influenced their work. The following section will provide an overview of the extant literature on organizational justice.

ORGANIZATIONAL JUSTICE

Various contemporary theorists have argued that organizational justice is anything from a single dimension to four dimensions. Organizational justice scholars have identified at least three classes of events that are evaluated in terms of justice: outcomes, processes, and interpersonal interactions (Cropanzano, Byrne, Bobocel & Rupp, 2001). Drawing from the work of Homans (1958) and Adams

(1965), *distributive justice* is considered as the original concept of organizational justice and deals with the fairness of outcomes including pay, rewards, and promotions (Colquitt, Greenberg, & Zapata-Phelan, 2005). Thibaut and Walker (1975) conducted a series of studies on the fairness of decision-making processes, which contributed to the development of next dimension - *procedural justice*. Therefore, procedural justice is concerned with fairness issues about the processes used to determine outcomes. Bies and Moag (1986) observed that decision events actually have three facets: a decision, a procedure, and an interpersonal interaction during which that procedure is implemented. This led to the development of third dimension – *interactional justice* which refers to the fairness of interpersonal interaction. Bies and Moag argued that that interactional justice were fostered when relevant authorities communicated procedural details in a respectful and proper manner, and justified decisions using honest and truthful information. Some scholars expanded the communication criteria in interactional justice to a fourth dimension – *informational justice* which focused on justification and truthfulness in communication. Each of these dimensions and their theoretical foundation are explained in the following sections.

Distributive Justice

Researchers call the first component of organizational justice as distributive justice because it has to do with the allocations or outcomes that some get and others do not (Cropanzano, Bowen & Gilliland, 2007). The foundations for distributive justice are rooted from equity theory and social exchange theory. Homans (1961) argued that, when individuals are in exchange relationships with others, they expect fair exchanges. Social exchange in an employment relationship may be initiated by an organization's fair treatment of its employees (Aryee, Budhwar, & Chen, 2002). Employees expect a fair exchange for their effort, which is normal expectation in an exchange relationship. The nature of exchange can be economic (salary) or social (recognition) in nature. Employees look to other employees within the organization and to their social circle to relate their experiences with the intention to determine the application of justice. Also, as pointed out by Blau (1964), there is a close relationship among an individual's previous experiences, expectations, and satisfaction with exchange relationships.

Building on the work on relative deprivation and expectations in exchange relationships, a more detailed theory was developed to explain how people determine outcomes they receive are fair. According to Adams (1965), distributive justice can be theorized in terms of equity, which means a perceived ratio of outcomes, by using the concept of investments and social exchange. Employees determine if they have been treated fairly by first examining the ratio of their inputs (effort, time, cognitive resources and so on) relevant to their outcomes (pay, promotions, opportunities for professional development and so on), and then comparing this ratio to the input-to-outcome ratio of a referent other (Cropanzano, Byrne, Bobocel, & Rupp, 2001). However, equity theory only considers the outcomes people receive, which are typically material or economic in nature, when forming justice judgments. Also, the theory does not consider the effects of procedures on fairness evaluations and does little to outline the determinants of responses to unfair treatment (Folger & Cropanzano, 1998). Equity theory can be used to predict individuals' motivation and satisfaction under different conditions. Furthermore, when individuals perceive inequity, comparison with others plays a more important role than objective criteria. Cropanzano and Folger (1989) states that distributive justice is related to two different types of comparisons - one is the intrapersonal comparison of one's own outcomes, and the other is the interpersonal comparison between their and others outcomes. Due to the criticism on the focus on outcomes, some scholars introduced theory of equality into the realm of distributive justice. This notion of equality led to the controversial view that regardless of one's input, everyone should receive the same outcomes. Equity still remains the dominant paradigm of distributive justice, most scholars acknowledge that other principles such as equality and needs are also useful ways in understanding distributive justice (Mayer, 2007)

Procedural Justice

Procedural justice is concerned with the fairness of the decision process leading to a particular outcome (Baldwin, 2006). Research on procedural justice evolved from equity theory (Adams, 1965),

which is concerned with the fair distribution of resources. Procedural justice theory distinguishes between control over a decision outcome and control over the decision process and is particularly focused on the meaning of involvement in decision making (Thibaut & Walker, 1975). According to procedural justice theory, not only the outcomes that individuals receive, but also the fairness of the processes used to plan and implement a given decision, plays an important role when individuals perceive justice (Korsgaard, Schweiger, & Sapienza, 1995). Therefore procedural justice theory is concerned with the impact of the fairness of decision-making procedures on the attitudes and behavior of the people involved in and affected by those decisions.

Leventhal, Karuza, and Fry (1980) state that six procedural rules should be foundational in all allocation contexts: Procedures should (a) be consistent (consistency), (b) be without self-interest (bias suppression), (c) be based on accurate information (accuracy), (d) provide opportunities to correct the decision (correctability), (e) consider the interests of all concerned parties represented (representativeness), and (f) follow moral and ethical standards (ethicality). As described in the six procedural rules, fair procedures should rule the allocation of outcomes in the procedural justice theory. Procedural justice is beyond self-interest and therefore can outweigh distributive justice (Baldwin, 2006). For example, employees may be willing to accept an unwanted outcome if they believe that the decision process leading up to the outcome was conducted based on organizational justice principles. This specificity of procedural justice can be attributed to group value model (Lind & Tyler, 1988), where individual value their group memberships and tend to follow fair procedures even in situations when they have to sacrifice personal gains, because justice originates from morality in a social context. Procedural justice explains to a great extent why employees are concerned about the procedures used to arrive at decisions along with the fairness and favorability of their outcomes.

Interactional Justice

Interactional justice falls under the umbrella of procedural justice, but itself is significant enough to be considered as a separate dimension of organizational justice (Baldwin, 2006). Based on the argument that previous models of procedural justice had either neglected or confounded people's concerns about the fairness of the formal structure of decision procedures, with their concerns about the fairness of the interpersonal enactment of decision procedures; Bies and Moag (1986) introduced the concept of interactional justice. According to Bies and Moag, interactional justice is associated with an individual's perceptions of fairness regarding the interactions with a decision-maker who is responsible for the process of the outcomes allocation. The key concepts of interactional justice identified by Bies and Moag are 1) truthfulness in information 2) respect in interactions 3) propriety in actions, and 4) justification of action. However, the explanation for interactional justice in the workplace is grounded in social exchange theory and norm of reciprocity (Cropanzano & Mitchell, 2005). Interactional justice typically has been operationalized as comprising two broad classes of criteria: (a) clear and adequate explanations, or justifications, and (b) treatment of recipients with dignity and respect (Cropanzano, Byrne, Bobocel, & Rupp, 2001).

Greenberg (1993) expanded on this line of thinking and argued that people have concerns about interpersonal treatment or social aspects of fairness not only during the enactment of procedures, but also during the distribution phase of the allocation sequence. This led to the refinement of interactional justice into two dimensions: interpersonal justice and informational justice (Greenberg & Cropanzano, 1993). The first dimension, interpersonal justice, corresponds to interpersonal behavior while the second dimension, informational justice, relates to the explanations given to individuals for why certain procedures are implemented. Interpersonal justice refers to Bies and Moag (1986) concepts of respect and propriety while information justice relates to the concepts of justification and truthfulness. Most research on justice treats interactional justice as a third type of justice while distinguishing between its two sub-dimensions: interpersonal sensitivity and explanations. However, Colquitt (2001) supported four-factor structure of organizational justice as proposed by Greenberg - distributive, procedural, interpersonal and informational justice as distinct dimensions. A meta-analysis of articles on organizational justice conducted by Colquitt, Conlon, Wesson, Porter, and Ng (2001) identified the

different organizational justice sub dimensions as follows: (a) distributive justice, (b) procedural justice, (c) interpersonal justice, and d) informational justice. From the above we can infer that interactional justice have morphed into interpersonal justice, giving informational justice as a separate dimension of organizational justice.

Informational Justice

Informational justice was derived from the domain of interactional justice, and focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes are distributed in a certain fashion (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Based on Bies and Moag's (1986) concepts of interactional justice, informational justice refers to the truthfulness and justification of information provided to employees. Informational justice is thought to consist of factors that enhance individual perceptions of efficacy of explanations provided by the organizational agents (Bies, 2001). Therefore informational justice deals with the extent and effort made by the organization to justify decisions and procedures. From an organizational perspective, informational justice changes the reaction and receptivity of employees to procedures because information and explanations help those affected to understand the underlying rationale for the procedures (Greenberg, 1993).

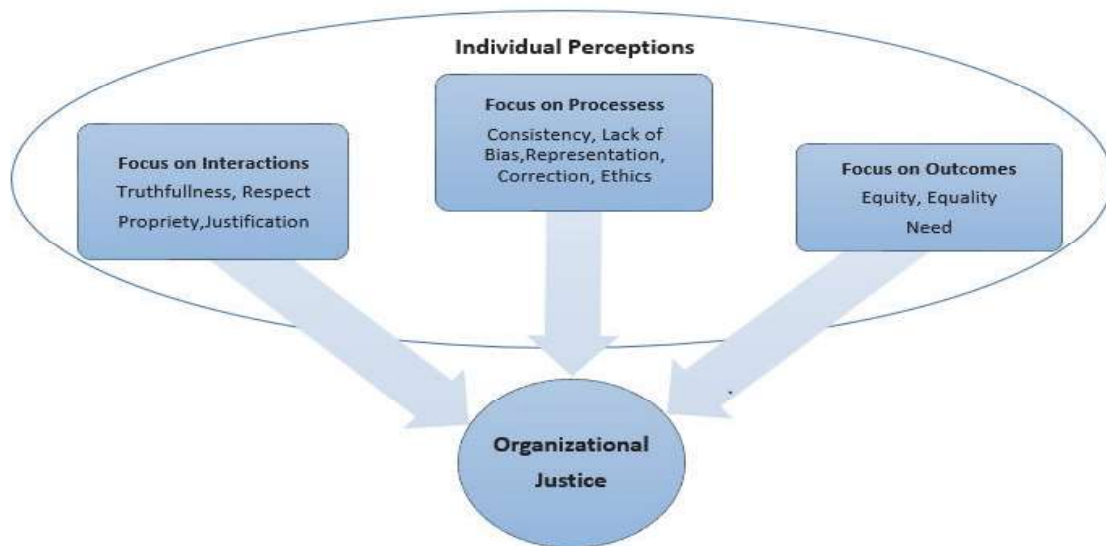
REVIEW OF LITERATURE

Organizational justice is the subjective perception a person has of how fair their organization is. The notion of justice or fairness has become an increasingly visible construct in social sciences (Colquitt, 2001) over the last 5 decades. Initially researchers focused on justice at the outcomes level (Adams, 1965; Blau, 1964; Homans, 1961) and termed as distributive justice. However the question of fairness in processes that leads to decision outcomes (Leventhal, Karuza & Fry, 1980; Thibaut & Walker, 1975) developed the second dimension termed procedural justice. Drawing from the same theoretical basis, procedural justice can be found as an extension of distributive justice. Research integrating procedural and distributive justice was consistently supported as two factor conceptualization of organizational justice.

However the dominance of two factor model was questioned when Bies and Moag (1986) put forth the dimension of interpersonal interaction in to organizational justice research. This led to the introduction of interactional justice as the third dimension, but some researchers have considered it as a subset of procedural justice (Colquitt, 2001). Greenberg (1993) introduced a new discussion by suggesting that the different facets of interactional justice may be viewed as separate. He suggested a new four factor structure for organizational justice by dividing interaction justice to interpersonal justice and informational justice. Social exchange theory remains as the dominant lens for examining reactions to justice, and affect has emerged as a complementary lens for understanding such reactions. To summarize, research has shown that employees apprise three families of workplace events. They examine the justice of outcomes (distributive justice), the justice of the formal allocation processes (procedural justice), and the justice of interpersonal transactions they encounter with others (interactional justice) (Cropanzano, Bowen, & Gilliland 2007).

Based on the relationships identified among these components, I conceptualize the following model of organizational justice as illustrated in Figure 1. Each dimension of justice (distributive, procedural, and interactional) is associated with a variety of positive work attitudes and behaviors; these dimensions of justice often work interactively (Kang, 2007).

**FIGURE 1
CONCEPTUAL MODEL**



Even though a mature area of research, interest in the organizational research has spiked, from conceptual to empirical to meta-analysis studies throughout the years (Colquitt et.al, 2013). Much of the literature in the field of organizational justice is concentrated in the area of social psychology, organizational/ industrial psychology, and management which includes human resources management. Researchers (Greenberg, 1990; Cropanzano, Bowen & Gilliland, 2007; Byrne, Z. S., & Cropanzano, R, 2001) have consistently indicated that organization justice is based on the justice perceptions of the society. However, they also state that unlike the work of philosophers and attorneys, behavioral and managerial scientists are less concerned with what is just and more concerned with what people believe to be just. Therefore it is a safer assumption that organizational justice deals with perceptions of justice rather than the objective reality of justice. But it is important to note that people also care about justice because they believe it is the morally appropriate way others should be treated (Folger & Cropanzano, 2001). Even though not directly affected by the organizational action, the perception whether such actions were ethically appropriate or not is a main concern for many individuals. From the literature, we can conclude that the aim for organizational justice research is to understand why people view certain events as just, as well as the consequences that follow from those evaluations (Cropanzano, Bowen & Gilliland, 2007). HRD as a profession have significant role in employee's opportunities in workplace – whether it is training and development, career development or managing change. Therefore it is safe to assume that most HRD practices have justice perception tied to them. Employees' motivation to learn and a desire for fair treatment are deeply rooted in human nature and inherent elements of organizations, these core values can impact organizational effectiveness by shaping human resource practices and employee attitudes towards them (Kang, 2007). Kang also stated that irrespective of the impact of justice perceptions, there has been little research on the association between organizational justice and HRD practices. It is also important to note that HRD focuses little on issues of social justice at the workplace or larger social contexts (Bierema & Cseh, 2003). Critical studies have gained importance in related fields, however critical HRD is still lagging. However critical literature has started to appear in HRD, and offers helpful observations and discussion pertaining to social justice in workplace and extending it to specific components of HRD.

DISCUSSION & IMPLICATIONS FOR PRACTICE

Research has shown that the concept of organizational justice is a powerful predictor of people's affective, cognitive and behavioral reactions in various work contexts (Folger and Cropanzano, 1998). Therefore, organizational justice has the potential to create powerful benefits for organizations and employees alike; it defines the very essence of individual's relationship to employers (Cropanzano, Bowen & Gilliland, 2007). The employees of the organization are influenced by the perceptions of fair treatment in many ways. Most importantly, the perception of fair treatment enhances employees' predictability and controllability for future events, thereby reducing the uncertainties of day to day working life. The perceptions of fair treatments also indicate the devotion of organization to high moral and ethical standards. Therefore organizational justice has an established reputation for predicting a wide range of organizational and personal outcomes including, but not limited to, job satisfaction, organizational citizenship behavior, organizational commitment, counterproductive work behaviors, organizational withdrawal, and job performance (Cohen-Charash & Spector, 2001). Greenberg (1990) argued that perceptions of organizational justice is a basic requirement for the effective functioning of organizations and the personal satisfaction of the individuals they employ, which in turn, shapes employee behavior.

Distributive justice is perceived from an outcomes perspective, the 'outcome' is usually thought of as some decision that has been rendered regarding the employee. Typical examples include hiring decisions, and the outcomes of performance appraisals, raise requests, training opportunities, decisions about downsizing/layoffs, etc. The perception of distributive justice is solely on the outcome, not with the process behind the decision. Procedural justice is perceived from the procedural fairness perspective, the process that was done to get a certain outcome. Typical examples include the process used while hiring a new employee, and or method used to select employees for training opportunities, selection of employees for downsizing/layoffs, etc. Procedural justice is significant in practice because employees use perceptions of the current process to predict how they'll fare in future encounters with the organization. Also employees want to feel that they are part of the organization, and fair procedures are a sign that they are indeed valued and accepted by the organization. Procedural Justice is more important when the outcome was unfavorable. Or, alternatively, the favorability of the outcome matters more when procedures are perceived as unfair.

Individuals can fulfill their potential, enjoy healthy and creative lives in an enabling environment, one which facilitates opportunities, fosters relationships and builds capacity. This premise is applicable in social and workplace contexts. The equity principle is upheld in organizations to a large extent by standardized policies, providing equal opportunities for training and development, and avoidance of favoritism. However, research noted that employees are involved in an exchange relationship with the supervisor and the organization, outcomes of organizational justice needs to be examined in terms of the focal exchange partner (Aryee, Budhwar, & Chen, 2002). When outcome distributions over time are acceptable exchange partners view the relationship as beneficial and reciprocate via additional inputs. On the other hand if rewards are not forthcoming, the social exchange ceases to exist. Individuals tend to conform to a low level of distributive justice without objection, if there is a high level of procedural justice (Folger & Konovsky, 1989). In contrast, Sweeney and McFarlin (1993) suggested that, if there is a low level of distributive justice, individuals tend to respond to inequity with resentment. This means that procedural justice moderates the impact of distributive justice on individuals' reactions to a decision regarding allocation of outcomes (Brockner & Siegel, 1996). As a result, distributive justice has much less impact on individual reactions under the perception of high procedural justice (Alexander & Ruderman, 1987).

Research (Rupp & Cropanzano, 2002) suggests that employee's perception of (in) justice is related to two sources - the first is immediate supervisor or manager who has a direct line of authority over the employee. He or she can influence important outcomes, such as pay raises or promotional opportunities. Secondly, employees might also attribute unfairness to the organization as a whole. This is because individuals often think of their employing organizations as independent social actors capable of justice or

injustice. According to the group-value model (Tyler & Lind, 1992), people in organizations are concerned about their long-term relationships with a group and with its authorities and institutions. More important, employees expect an organization to use neutral decision-making procedures enacted by trustworthy authorities so that, over time, all individuals will benefit fairly from being members of the group (Tyler, 1989). Some research have suggested to equate procedural justice with the organization and interactional justice with the supervisor, however Byrne and Cropanzano (2000) questioned that argument as being too narrow.

Building from the work of Blau (1964), many scholars have argued that employee's form relationships at work, and these relationships can be categorized into two broad classes- economic and social. Rupp and Cropanzano (2002) summarizes those relationships as follows:

Economic exchange relationships are generally short-term, quid pro quo arrangements. They usually involve the exchange of concrete and often pecuniary resources. More relevant here are the social exchange relationships. Social exchange relationships tend to be longer-term. They are more likely to involve less tangible and perhaps more symbolic or socio-emotional resources, such as recognition or esteem. Relative to those in economic exchange relationships, individuals in social exchange relationships tend to more strongly identify with the person or entity with which they are engaged. They are also more likely to make sacrifices for the benefit of their partner. (p.926)

As evident from literature and the discussions, social exchange theory is the dominant paradigm in organizational justice research. From the theoretical perspective of social exchange theory, fair transactions create close social exchange relationships. Those relationships can be formed between workers, workers and supervisors, and between workers and their employing organizations. Another perspective that needs to be researched further was the observation made by Bishop and Scott (2000) that individuals also view themselves as having relationships with and obligations toward both their supervisors and their employing organization. The review revealed how researchers approach organizational justice – from a two factor model to a four factor model and various iterations of such models. This review also revealed the lack of studies, let alone empirical studies in the field of HRD relating to organizational justice. Another area which lacks research in the field of organizational justice is the impact of public policy on workplace practices and ultimately the perceptions of organizational justice. Some argue that the cause of justice at work will not be best served by introducing any new laws. Organizations create policies in an effort to reduce injustice, as well as address the needs and interests of organizational members (Brown, Bemmels, & Barclay, 2010). What is needed is a new policy initiative aiming to encourage employers both to comply with existing laws and actively pursue fairness at work agenda. More discussions are needed on promoting social justice in workplace by challenging injustice and valuing diversity.

The theoretical foundations of organizational justice inform HRD practitioners that they should guide organizations to establish an open organizational culture that allows people to express their views, to listen to others' opinions, and to support questioning and feedback in decision-making processes. Practitioners should focus on interventions that promote procedural justice than those focused on distributive justice because process ultimately impact outcomes. Organizations are part of the society and similar are the employees. Along with social, economic and political conditions, the organizational environment in which they are employed also influence and impact individual lives. While external economic and political conditions surrounding the organization are out of the management's control, the fairness of its systems could be controlled by the organization. It is also important to note that while the equal distribution of the organizational resources and outcomes such as pay, promotion, and career opportunities could not be easily controlled, the fairness of its decision-making process could also be controlled by the organization (Bagdndli & Paoletti, 2001). Also, providing fair organizational policies and practices regarding career development opportunities could enhance distributive justice not only within the organizational HR policies for a diverse workforce but also within a wider social justice framework (Crawshaw, 2006). To summarize, well-designed systems that promote all the organizational justice dimensions profit the employees, who will be satisfied that they have been fairly treated, and the

organization, which will maintain control over potential challenges and threats from its staff while reaping the benefits of being the employer of choice (Baldwin, 2006).

CONCLUSION

There is a wide array of areas where perceptions of organizational justice impact; namely decisions such as selection of employees, performance appraisals, disciplinary procedures, training opportunities, career guidance, conflict resolution, layoffs and termination, organizational restructuring and change, and so on. The principles of organizational justice are complex, but when implemented well, they can make significant contributions for the organization by addressing concerns of justice. In spite of being such an important subject, research of organizational justice from a HRD perspective is minimal. The main reason is that the commonly accepted theoretical paradigms of HRD are psychological, systems, and economic (Swanson & Holton, 2009), thereby leaving social sciences and its allied areas with minimal importance. However, as critical HRD becomes more mainstream, it would challenge the subjugation of human knowledge, skills, and relationships to organizational or shareholder gain and focus on transforming workplaces and HRD practice toward justice, fairness, and equity.

Some critics argued that HRD practices are regulatory technologies that discipline employees to comply with particular limited notions of what is normal, in a form of cultural engineering with questionable ethics (Fenwick, 2005). However, workplace efficiency includes the ways in which employee skills and abilities are organized in the pursuit of productive goals, efficiency and productivity have become the predominant focus for organizations. But as suggested by Fenwick, HRD is in a different position than management in most organizations – it has more immediate formal commitment to worker well-being, and its direct interest is not to preserve control or current hierarchical relations. It is that commitment which makes organizational justice an important area for research and practice for HRD scholars.

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