

## **Cropanzona et al. (2007): The Management of Organizational Justice**

In this article Cropanzona et al. elucidate how organizational justice creates benefits for organizations. Justice in organizations can have five favorable effects: 1. Trust and commitment. 2. Improved job performance. 3. Helpful citizenship behavior. 4. Higher customer satisfaction. 5. Diminished conflict. Furthermore, justice may act as a buffer for difficult times, because employees will support their organization when they are treated respect- and trustfully in the past. Moreover, a culture of justice is worthwhile because it avoids ill will hazards of employees. In other words, establishing justice in organizations provides several advantages for the business. In the following some main points of the article are listed.

- Moral and treatment as glue that allows people to work together effectively.
- Justice has to be managed.

### **What is Organizational Justice?**

- Prescriptive: Seek to *logically determine* what sorts of actions truly are just.
- Descriptive: Seek the concerns *people believe* to be just.
- Outcome favorability: Judgment of personal worth or values.
- Outcome justice: Judgment of moral property.

### **Why Employees Care About Justice? → Three reasons:**

- Long-range benefits: Justice enables people to predict and control the outcomes they are likely to receive (control model).  
→ People like justice because justice provides things they like.
- Social consideration: Just treatment tells people that they are respected and esteemed by a larger group (group-value model).  
→ Justice lowers the risk for mistreatment.
- Ethical considerations: People believe justice is morally appropriate.  
→ People have stress symptoms, when they see others being treated unfairly.

### **Three Components of Justice**

Distributive justice (appropriateness of outcomes) → Three allocation rules:

- Equity: To each in accordance with contributions (same ratios). → Individual stimulation
- Equality: To each the same. → Builds esprit among teammates.
- Need: To each in accordance with the most urgency.

Procedural justice (appropriateness of allocation processes):

- Just is a process, when: 1. Applied consistently to all. 2. Free of biases. 3. Based on accurate information. 4. Representative for all stakeholders. 5. Has correction mechanisms. 6. Consistent with ethical norms.  
→ Just processes can mitigate the ill effects of unfavorable outcomes (fair process effect).

Interactional justice (appropriateness of interpersonal treatment):

- Refers to how one person treats another.
- Informational justice = sharing information, etc.
- Interpersonal justice = respecting each other & avoiding rude or cruel remarks.

### **The Impact of Organizational Justice**

- Builds trust & commitment.
- Improves job performance (strong interpersonal relationships increase motivation).
- Fosters citizenship behavior (repaid justice with hard work).
- Increase customer satisfaction and loyalty (internal-external relationships).

→ *Cultural of justice* as a sustainable competitive advantage.

### **Building justice into management systems**

- Fair selection criteria for job candidates → Justice Paradox = Best screening tools fail justice concerns.
- Balancing multiple goals fairly → Difficulties for reward systems: equity vs. equality.
- Conflict management → Hard choices are okay, but they must be justly (fair process).
- Softening hardship → Justice as useful way to survive crisis.
- Performance appraisals → Adequate notice, just hearing & judgment based on evidence.