



Workplace Environment and Organizational Justice

Organizational justice is an umbrella term used to refer to individuals' perceptions about the fairness of decisions and decision-making processes within organizations and the influences of those perceptions on behavior.

Organizational justice research, which focuses on the role of fairness as a consideration in the workplace, has demonstrated that fair treatment has important effect on individual employee attitudes, such as satisfaction, absenteeism, and commitment. In many studies, it has been suggested that fairness affects several employee attitudes and behaviors such as job satisfaction, organizational commitment, sabotage, turnover intention, stress, organizational citizenship behavior, job performance, and trust.

Organizations that promote a positive workplace environment and that take a proactive, preventative approach to mitigating issues are likely to experience fewer negative workplace events. By contrast, research on insider events consistently indicates that negative organizational interventions after employees have displayed concerning behaviors can escalate rather than mitigate the problem. This was particularly the case when an employee was rapidly terminated without sufficient evaluation and assessment of risks of retaliation against the organization. Organizations that have the capability to assess insider risk prior to management intervention and that use the assessment process to design risk mitigation plans for potential insider threats will be better able to minimize insider risk.

References:

Webinar: Maximizing Organizational Trust (<https://www.cdse.edu/catalog/webinars/ondemand.html>)

INT270 Maximizing Organizational Trust eLearning
(<https://www.cdse.edu/catalog/elearning/INT270.html>)

PERSEREC Insider Risk Evaluation and Audit Tool, Management Intervention, Assessment, and Planning section (<http://www.dhra.mil/PERSEREC/Products/#InsiderRisk>)

PERSEREC Technological, Social, and Economic Trends That Are Increasing U.S. Vulnerability to Insider Espionage (<http://www.dhra.mil/PERSEREC/Selected-Reports/#TR0510>)

The Relationship between Organizational Justice and Quality Performance among Healthcare Workers: A Pilot Study (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3997151/>)

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Xiaofu Pan, Mengyan Chen, Zhichao Hao, Wenfen Bi

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