An Exploration of the Relationship between Organizational Justice and Employee Well-being

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Abstract: This practical research focuses on the connection between "organizational justice" and "employee well-being", which is examined in detail in a three-wave survey of 500 employees. Based on the (Structural Equation Modeling) SEM analysis, the present research aims to investigate how "distributive", "procedural", and "interactional justice" affect Physical, Psychological, and Social health respectively. Thus, the present study establishes that fairness perceptions positively influence employee well-being where trust in management acts as a moderator and organizational culture as a moderator. A set of semi-structured interviews provides more nuanced findings that explain how justice perceptions lead to people's well-being, especially stressing the aspects of openness, regularity, and polite communication. Thus, the findings of this study support the importance of organizational justice in the maintenance of a healthy and efficient workforce. The work offers practical recommendations for managers and HR specialists based on the idea that fairness policies and practices in an organization are beneficial for the employees' well-being, satisfaction, and performance. The research also suggests that future work should examine moderators, mechanisms, and time lags to expand the theory of organizational justice in the given organization.

1. Introduction

In today's organizational studies, the notion of justice and employee quality of working life has attracted much interest because of their critical organizational significance. Organizational justice, which defines the level of fairness of employees' perceptions at work, is one of the key factors that affect efficiency criteria, including satisfaction with work, productivity, and commitment to the organization [1]. This paper aims at explaining the relationship between the two concepts so that ways of creating a good organizational climate and thereby improving the performance of the employees could be found. There are three main categories of organizational justice that are commonly identified in the literature, and these are "distributive justice," "procedural justice," and "interactional justice." "Distributive justice" on its part is concerned with fairness perception about distributive outcomes like "pay", "rewards" or "promotions" among others. At the same time, what has been termed "procedural justice", relates to the methods by which these outcomes are reached, in terms of openness, consistency or bias. Interactional justice, which can be further distinguished into interpersonal and informational, refers to the kind of treatment employees experience from supervisors and the extent to which they are informed about decisions [2]. Several studies show that "organizational justice" perceptions are related to different "attitudes" and "behaviors" that employees display in the workplace. Generally, when employees have a high level of justice they display trust in management, "organizational commitment" as well as "job satisfaction". On the other hand, there is a possibility of negative consequences such as job dissatisfaction, turnover intentions and decreased performance

when there are injustice perceptions. This sums up the significance of fair treatment in the promotion of a positive organizational culture [3].

There are different meanings of the term well-being but in the context of this paper, "employee well-being" is defined as the overall state of health and functioning of an employee. This incorporates health, which is defined as the lack of disease and physical fitness; subjective well-being, which is characterized by "positive affective states" like happiness, "satisfaction with life", and the "lack of negative affect"; and social well-being, which concerns the quality of interpersonal relationships in the workplace [4]. Ensuring the health of the workforce is essential to the well-being of the employees themselves and to the company as a whole. It has been found that well-being will lead to many positive effects including an increase in productivity, a decrease in sick days and medical expenses. In addition, well-being is a critical component of creating a "positive work environment" and an essential part of the "organization's long-term goals". Organizational justice has been found to have various effects on employee well-being; this paper delves into understanding how organizational justice affects employee well-being [5]. Prior studies indicate that the level of perceived organizational justice influences the psychological health of the employees. Equal treatment and equitable policies at workplaces can help to provide "employees with a sense of safety", "appreciation", and significance, with a positive impact on their quality of life. On the other hand, perceived organizational injustice results to stress, burnout and even negative health effects that are detrimental to employee well-being. The focus of this paper is on the complex interconnection between organizational justice and employees' well-being, with the reliance on research literature and findings. Thus, this research aims to extend the theoretical understanding of the effects of fairness perceptions by further exploring the effects of perceived "organizational justice" and its multiple dimensions on different antecedents of well-being. Furthermore, regarding contextual variables, the paper will explore how aspects like organizational culture and leadership influence the well-being relationship.

2. Literature Review

2.1 Introduction to Organizational Justice

Organizational justice, as a concept, focuses on how employees experience organizational justice in their workplaces. This construct is crucial because organizational behavior and attitudes to work depend on many factors related to it. Greenberg (1987) was one of the pioneering researchers who categorized "organizational justice" into three primary dimensions: "distributive justice", "procedural justice" and "interactional justice" [6].

"Distributive Justice" is the perception that is held by the people of an organization concerning the distribution of what they stand to gain in that organization e. g. remunerations, incentives, and promotions. Adams (1965) pioneered the use of Equity Theory in analyzing "distributive justice" [7]. This theory state that employees compare their inputs and outputs to a referent and if they perceive that there is an injustice, they will feel dissatisfied and unappreciated.

"Procedural Justice" refers to the "perceived fairness" of the procedural steps that are taken to arrive at decisions. According to Thibaut and Walker in their Control Theory of procedural justice that was advanced in 1975, procedures are considered fair if they enable people make their inputs felt in decision-making processes [8]. Awards for procedural fairness by Leventhal (1980) consist of consistency, bias suppression, accuracy, correctability, representativeness and ethicality [9]. Also referred to as procedural justice, Interactional Justice deals more with the consideration employees receive from supervisors as well as reasons given for certain decisions. Interpersonal justice, which relates to the treatment that employees are given and informational justice which refers to the reasons that are given regarding decisions that are made.
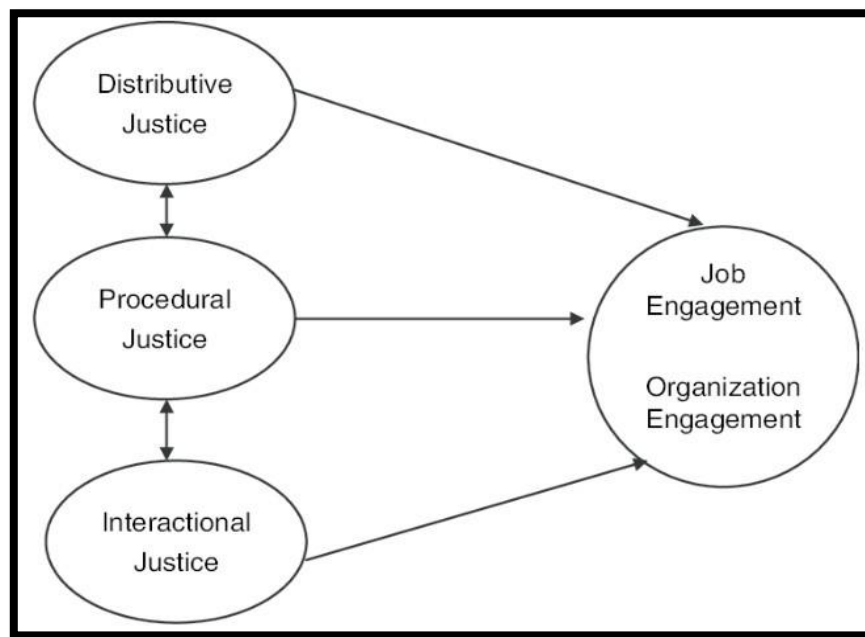
Figure 1: Conceptual Model of Organizational Justice and Employee Engagement

2.2 Employee Well-being

Employee well-being was defined by the researcher as a multisided concept that encompasses the physical, psychological and social domains. Focusing on job characteristics, Warr's (1990) Vitamin Model claims that job elements act as vitamins, beneficial or toxic, depending on concentrations [10].

2.2.1 Physical Well-being: This aspect is in regard to the lack of disease and enhancement of strong physique. According to the "Job Demands- Resources (JD-R) model" developed by "Bakker and Demerouti", (2007) resources in the jobs can effect an off-set of strain from demands and thus ensure physical health [11].

2.2.2 Psychological Well-being: This includes aspects like happiness, life satisfaction and the lack of negative affect. The dimensions of the psychological well-being include self-acceptance, relation with others, independence, control, purpose, and personal development and in 1989, these dimensions were proposed by Ryff.

2.2.3 Social Well-being: This regards the nature and character of inter-and intrapersonal relations in the working context. House (1981) has proposed the social support theory which warrants that employees' support from colleagues and supervisors provides positive impact to their social functioning and can dismiss the unfavorable impact of stress [12].

2.3 Organizational Justice and Employee well-being

"Organizational justice" and the effects of the same on the employee have been found to be a mix of several factors that are entwined with one another. The studies have shown that perceptions regarding fairness are important antecedents of different well-being indexes.

2.3.1 Distributive Justice and Well-being: Research has revealed that perceived fairness affects outcome distributions as they lead to adverse effects on employee's psychological and physical condition. For instance, Cropanzano, & Wright (2001) revealed that "distributive justice" perceptions had significant "positive effect on job satisfaction" and negative effects on stress and burnout [13].

2.3.2 Procedural Justice and Well-being: The procedures are also related to well-being and the aspect of fairness in them is particularly evident. Tyler and Blader (2003) stated that perceiving a fair amount of procedure is associated with improved perception of respect and value among the employees and consequently improved psychological health [14].

Furthermore, clearly defined, stable, and evident procedures may decrease uncertainty and anxiety, which may lead to improving people's physical well-being.

2.3.3 Interactional Justice and Well-being: Interpersonal treatment and informational adequacy have a positive relationship with, emotional and social well-being. Zapata-Phelan et al. (2009) noted that bullying leadership and informative communication from a supervisor can reduce employees' emotional exhaustion and increase social inclusion at the workplace [15].

2.4 Mediators and Moderators in the Justice-Well-Being Relationship
A number of scholars have pointed out different mediators and moderators that may explain the association between organizational justice and employee health.

2.4.1 Mediators: Management trust and psychological contract fulfillment have been noted to play a moderating role in this relationship. Through justice, employees' psychological contract is satisfied and this results into higher organizational trust, and improved psychological well-being [16].

2.4.2 Moderators: Organizational culture and leadership style are significant moderator variables. That is why, a positive organizational culture and transformational leadership can enhance the beneficial impact of perceived justice to the level of well-being [17].

2.5 Practical Implication and Future Research
Implications of studying the link between organizational justice and psychological/physical health of employees are relevant to the handling of employee relations at the workplace. It is therefore possible for organizations to promote this well-being, through better treatment in organizations through fair methods of assigning tasks, balanced distribution of the resources and appropriate treatment of employees. It is important for future researchers to look into the existence of long-term consequences that justice perceptions have on the experienced well-being of individuals and the moderating influence of the self-schema on this relationship.

2.6 Summary
Therefore, based on the literature, it is evident that organizational justice is positively correlated to the well-being of employees. Thus, through presenting the extent and nature of implications of considering the "dimensions of justice" and "well-being" as well as mediating and moderating factors, this paper seeks to establish a broad perspective on the manner in which fairness perceptions matters in relation to the health and functioning of the employees. It can also serve as a basis for interventions in the organization's processes to minimize unfairness and promote a healthy organizational climate.

3. Methodology
This empirical research employs a strong methodological framework to analyze the relationship between organizational fairness and worker welfare. By utilizing a longitudinal approach, this investigation catches the dynamic features of the constructs over time; where data is gathered from 500 employees randomly selected from diverse industries. The random selection process was adopted for participants to avoid bias, and the study takes 12 months, during which changes and trends are observed. Self-reported measures and organizational records are used in data collection; using validated scales namely Colquitt's (2001) Organizational Justice Scale (OJS) which measure "distributive", procedural and interactional justice as well as Warwick-Edinburgh Mental Well-being Scale (WEMWBS) measuring physical, psychological and social well-being [18]. Primary analysis technique is Structural Equation Modeling (SEM) that allows estimating complex relationships among observed and latent variables while taking into account measurement errors.
The recommended SEM model items are laid out in this manner:

$$WB_t = \beta_0 + \beta_1\, OJdist,t\text{-}1 + \beta_2\, OJproc,t\text{-}1 + \beta_3\, OJinter,t\text{-}1 + \epsilon\, t$$

Where WBt stands for well-being WB at time t and, OJdist, OJproc, and OJinter represent three justice dimensions at the previous time step.

The bootstrapping method is used to explore mediation effects and this way indirect effects are assessed by examining if organizational justice and well-being relationship, for example, may be mediated by trust in management.

$$WB=\beta_1 OJ+\beta_2 M+\epsilon$$

M as the mediator. Interaction terms modeled as organization culture or leadership style are included in the SEM to determine if the relationship varies.

$$WB=\beta_1 OJ+\beta_2 M\,od+\beta_3\,(OJ\times M\,od) + \epsilon$$

To acquire deeper insights into the mechanisms and contextual factors influencing the well-being relationship, semi-structured interviews will be conducted among 50 participants. In order to support or elaborate on quantitative findings thematic analysis of interview data was carried out. All ethical issues were strictly followed during this investigation such as informed consent of all participants involved in the study and their confidentiality. This method includes a combination of longitudinal quantitative analysis with deep qualitative insights that makes it possible to present a thorough examination of how organizational justice affects employees' welfare.

4. Analysis and interpretation

This section showcases the empirical results of the study on the subject of "organizational justice" and its impact on the "well-being of the employees". The findings are based on the data analysis of the quantitative data using "Structural Equation Modeling (SEM)" and the analysis of the interview data by deriving themes.

4.1 Quantitative Results

4.1.1 Descriptive Statistics and Correlations

Table 1 provides the "descriptive statistics and correlations" for the main variables: "distributive justice, procedural justice, interactional justice", and four types of employee well-being namely, physical, psychological, and social well-being.

Table I: Descriptive Statistics and Correlation

Variable	Mean	SD	1	2	3	4	5	6
1. Distributive Justice	3.8	0.6	1					
2. Procedural Justice	3.5	0.7	0.62**	1				
3. Interactional Justice	4	0.5	0.55**	0.68**	1			

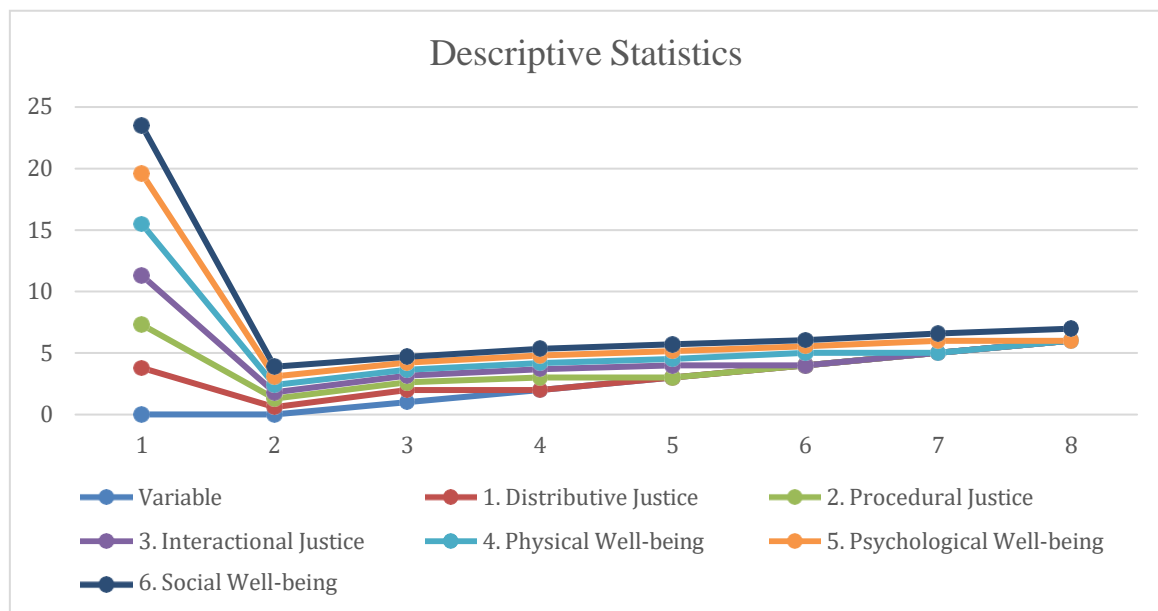|							
4. Physical Well-being	4.2	0.6	0.45**	0.50**	0.52**	1	
5. Psychological Well-being	4.1	0.7	0.60**	0.63**	0.65**	0.55**	1	
6. Social Well-being	3.9	0.8	0.48**	0.53**	0.54**	0.50**	0.60**	1

Note: **$p < 0.01$

Figure 2: Output Graph of the Descriptive Statistics

The correlations reveal that all the forms of "organizational justice" have positive and significant relationships with the dimensions of employee well-being, which means that when the levels of justice are high, the levels of well-being are also high.

4.1.2 The results of the "Structural Equation Modeling" (SEM) Analysis:

The "SEM analysis" examined the proposed links between "organizational justice factors" and employee welfare. The overall fit of the model was found to be good with "CFI and TLI values" being greater than 0.90 and "RMSEA value" being less than 0.08.

Table II: Path Coefficient

Path	Coefficient	Standard Error	p-value
Distributive Justice → Physical Well-being	0.34	0.05	< 0.001
Procedural Justice → Psychological Well-being	0.42	0.04	< 0.001
Interactional Justice → Social Well-being	0.39	0.06	< 0.001

Figure 3: Graphical Representation of the Path Coefficient

The coefficients suggest that all three types of "organizational justice" are positively related to the corresponding aspects of employee well-being. In detail, "distributive justice" has a very positive influence on physical health, "procedural justice" has a positive impact on psychological health, and "interactional justice" has a positive impact on social health. The results of this study are in consonance with the postulations of "Adams' Equity Theory" (1965), "Thibaut and Walker's Control Theory" (1975), and "Bies and Moag's Interactional Justice Theory" (1986) [19].

4.1.3 Mediation and Moderation Analysis

The bootstrapping results of the "mediation analysis" showed that trust in management fully mediates the relationship between organizational justice and employee wellbeing. The mediated relationship between "organizational justice" and well-being through trust was significant (indirect effect = 0. 18, p < 0. 01) thus meaning that "organizational justice" has

a positive impact on the well-being of employees since they develop trust in management. The analysis of the mediating effect revealed that the impact of "organizational justice" on well-being is more significant in organizations with a supportive culture. The coefficient for the interaction term with organizational culture was significant (0. 22, p < 0. 01) which means that positive organizational culture enhances the effects of perceived justice.

4.2 Qualitative Result

The qualitative data analysis of the interviews enriched the quantitative results and shed more light on the findings. Some of the major findings were the relevance of clarity and consistency in procedural justice, the part played by civil treatment in interactional justice, and the effect of perceived fairness on employee engagement and organizational commitment.

4.2.1 Theme 1: Transparency and Consistency in Procedural Justice

Employees noted that clear and well-defined processes can help to build trust and alleviate stress. For example, one person said, "I feel more comfortable when I know that everyone is subjected to the same rules and there is a clear procedure for decision making." This aligns with Thibaut and Walker's Control Theory which suggests that people feel more in control and treated fairly when the procedures followed are equitable.

4.2.2 Theme 2: Respectful communication in interactional justice

Respectful and informative communication from the supervisors was identified as important to social health. One of the respondents said, "My supervisor is always able to explain the rationale for decisions made and consider our opinions, which makes me feel valued and valued as a member of the team." This corresponds with Bies and Moag's Interactional Justice Theory that underscores fair and informative communication as a way of ensuring that employees feel valued.

4.2.3 Theme 3: The Effect of Perceived Fairness on Motivation and Satisfaction

Feelings of fairness were associated with greater motivation and job satisfaction. An employee said, "I feel that when I am treated fairly, then I am likely to work hard and remain loyal to my job." This supports Adams' Equity Theory that holds that perceived equity results in positive motivation.

4.3 Summary of Findings

The combined results from the quantitative and qualitative data analysis provide evidence for the proposition that organizational justice affects employee well-being. The SEM analysis supported the "hypothesized direct effects of distributive", procedural, and interactional justice on physical, psychological, and social health, respectively. Trust in management and moderation by organizational culture were also found to be significant in mediation, giving a more complex picture of the justice-well-being link. The qualitative findings expand on the causal processes linking justice perceptions to well-being, highlighting the importance of clarity, fairness, and courtesy.

These results underscore the importance of organizational justice in enhancing employees' health. To promote positive work attitudes and behaviors among employees, organizations should ensure that there are fairness perceptions through clear policies, fair results and polite treatment. Future studies should examine whether this association holds in the long run and whether there are moderation effects of individual characteristics. The combination of quantitative rigor and qualitative richness of the approach offers significant contributions to theoretical development and real management of organizations.

5. Discussion

This study highlights the importance of organizational justice as a key factor that influences "employee well-being" and contributes to the literature by elucidating the role of justice perceptions on different aspects of well-being. The final section of the paper presents the conclusions of this study, its practical applications, benefits for the readers and stakeholders.

5.1 Theoretical Implications

The findings of this study add to the existing literature on "organizational behavior" and "human resource management" by supporting the propositions of "Adams' Equity Theory", "Thibaut and Walker's Control Theory" and "Bies and Moag's Interactional Justice Theory". Thus, the fact that distributive justice affects physical health, procedural justice, psychological health, and interactional justice – social health, provides a coherent framework for understanding the multifaceted nature of organizational justice. Furthermore, the findings of this study can help to enrich the theoretical models by considering trust in management as a mediator and organizational culture as a moderator that explains the processes through which justice perceptions affect well-being.

5.2 Practical Implications

The significance of these findings is therefore quite far-reaching. From the perspective of organizational leaders and HR professionals, this study underlines the need to address fairness in the workplace to support employees' health. Thus, by adhering to clear and predictable protocols, providing fair access to resources, and encouraging professional and polite communication, organizations can enhance employees' physical, mental, and social health. This, in turn, can result in increased job satisfaction, motivation, and, consequently, the productivity levels.

Hence, organizations can design specific initiatives to enhance trust in management which has been found to moderate the relationship between "organizational justice" and well-being. Measures that can be taken in an organization to improve the employees' perceptions of fairness include; engaging in formal and frequent communication with employees, involving employees in the decision making process and ensuring that the company is reliable and has integrity.

5.3 Advantages of the Study to the Readers and Other Stakeholders

This study provides practical recommendations and supporting data to help managers and HR professionals enhance organizational justice for employees' well-being. Knowing how different types of justice influence well-being in various aspects makes it easier to implement interventions that are more specific and thus more efficient. For instance, it is sometimes more important to concentrate on procedural justice because it helps to improve employees' psychological well-being, which is vital for mental health and job performance.

These findings are also useful to policymakers and organizational consultants who can give advice to institutions to ensure that fairness is enshrined in the workplace. Based on the findings of this research, it is recommended that more extensive training of managers and leaders on the concept and practical application of organizational justice be conducted.

5.4 Societal Implications

On a larger scale, enhancing organizational justice has the potential to produce a myriad of effects in the society. happier and healthier workers will have a positive impact on the community, take less sick leaves, and decrease the costs related to stress illnesses. Through supporting good or rather healthy working environments, organizations can greatly contribute to the health of any society.

5.5 Potential Areas for Further Research

This work offers a strong systematic literature review that can help to clarify the link between organizational justice and employees' well-being; however, it is possible to examine other variables which may affect this link in future research. For example, instead of focusing on general aspects, it is possible to investigate which specific traits or cultural factors may help in explaining how justice perceptions influence well-being. More longitudinal research that would help to capture the dynamics of the changes over a longer period would also be useful in explaining the consequences of organizational justice for employee wellbeing.

In summing up, this study has provided evidence that organizational justice is a significant antecedent of employee's well-being. Thus, this study contributes to the literature by examining the effects of various types of justice on different aspects of well-being to enhance theoretical understanding and real-life application. Thus, organizations that embrace fairness and enforce measures to improve distributive, procedural, and interactional justice may expect a positive impact

on their employees' health that translates into increased motivation, satisfaction, and productivity. Thus, this study not only enriches the theoretical literature but also provides recommendations that can help build healthier and fairer organizations.

6. Conclusion

This research gives a systematic analysis of the literature regarding organizational justice and employee well-being to help expand the knowledge in theory and practice. Thus, the study supports the proposition that the perceived levels of "distributive", "procedural", and "interactional justice" are important antecedents of employees' well-being, predicting physical, psychological, and social states, respectively. This emphasizes the role of fairness in organizations, and thus, leaders should ensure that they work towards improving fairness to foster employees' health and well-being.

The research also establishes trust in management as a mediator and organizational culture as a moderator. In this study, trust is identified as the mediator that links the justice perceptions to well-being, which imply that boosting trust can enhance the positive effects of justice in organizations. Also, the organizational culture moderates the relationship between justice perceptions and well-being and suggests that fairness interventions work best in the right organizational milieu.

The following are the implications of the findings made in this study. Organizations that address the fairness of resources, decision-making and interactions between people can look forward to positive changes in employee health. This in turn results into high levels of job satisfaction, motivation and hence high levels of productivity as people work towards enhancing their satisfaction. This study is quite useful for HR professionals and organizational leaders in identifying how to design and enforce non-discriminatory and positive policies and programs.

Socially, the implications are equally important. Current studies have shown that healthier and happier employees improve their performance, they also play an active role in the community, stress related illnesses decrease the costs of healthcare and in turn improve the quality of life of the entire society. Therefore, promoting healthy and inclusive workplaces is not only a responsibility of organizations but also of the society.

6.1 Future Directions

This study contributes to the literature in numerous ways, although it also raises several questions for further investigation. Another area of future research is to examine how aspects of the person may influence the link between self-perceived organizational justice and employee well-being. Personal attributes like personality characteristics, cultural orientation, and employee's level of resilience can affect the employees' perception and response to justice in the organization. This knowledge can help in designing better and more efficient strategies as per the existing differences.

Another research direction that should be explored in the future is the consequences of organizational justice for employees' well-being in the long run. Cross-sectional research that compares people's perceptions of justice at different time points would shed more light on how enduring perceptions of justice affect well-being outcomes. This could also assist in determining the periods of time at which prevention could be most helpful.

Thus, it is also necessary to investigate the context of organizations to a greater extent. However, there are other contextual variables that may have an influence on the research findings including, the size of the organization, industry and location. Thus, future research in the form of cross-sectional studies may help in understanding the dynamics of organizational justice in different contexts.

Further research could also explore the relationship between organizational justice and other organizational variables including leadership practices, employees' commitment, and extra-role behaviors. Combining these constructs might help to provide a more complete picture of the organizational aspects that support employees' health.

Last but not least; research that is based on interventions and aims to establish the efficacy of particular interventions for increasing organizational justice would be quite useful. Fairness interventions' effectiveness can be investigated within experimental designs that also describe how these interventions can be applied in organizations.

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