Organizational justice and workplace mediation: A six-factor model

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Abstract
Purpose
This study examines the structure and dimensionality of organizational justice in a workplace mediation setting. It has three purposes: to determine whether the procedural and interpersonal justice factors in the four-factor model of organizational justice can be split, thereby providing support for a six-factor model; to identify how the split factors relate to other factors in the model; and to uncover any differences in employee and supervisor perceptions of organizational justice in workplace mediation.

Design/methodology/approach
Confirmatory factor analysis is used to explore the fit of four different models of organizational justice. The paper examines cross factor correlations to assess the strength and relationships among factors and to look for differences between employees and supervisors.

Findings
It is found that a six-factor model of organizational justice provides the best fit for the data and that factor relationships differ little for employees and supervisors.

Research limitations/implications
This is a field test of REDRESS®, the USPS employment mediation program which uses transformative mediation. The study has important theoretical and research implications for organizational justice and workplace mediation.

Practical implications
The study has practical implications for organizational conflict management and dispute system design.

Originality/value
Organizational justice has not been adequately explored within the context of workplace mediation. The study is unique in that it concurrently examines multiple factors of organizational justice, using a large, longitudinal dataset from an internationally recognized workplace mediation program.

Keywords
Conflict management, Dispute procedures, Alternative dispute resolution, Workplace, Human resource management

Citation

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Three Motives Underlying Workplace Justice

Intuitively, it makes good sense to postulate that employees care about their economic outcomes. Interpersonal models of organizational justice tend to emphasize the relationships among group members. In understanding the rule of organizational justice in work behavior, scholars have analyzed fairness in view of two models of motivation: social exchange theory (Blau, 1964) and the social identity theory (Tyler & Smith, 1998). Greenberg (1987) introduced the concept of organizational justice with regard to how an employee judges the behavior of the organization and the employee's resulting attitude and behavior. (e.g., if a firm makes redundant half of the workers, an employee may feel a sense of injustice with a resulting change in attitude and a drop in productivity). Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity.