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Organizational Justice Perception: An Unconventional Strategy to Manage Diverse Workforce

Anu Singh Lather¹ and Simran Kaur²

Abstract

It has been proposed that a perception of organizational justice plays an important role in explaining the relationship between subordinates and their supervisors, and in turn, the resulting influence on firm's sustainability. The study reports responses from 107 employees from Delhi NCR. Prior to the main study, pilot study was conducted on 20 employees, explicitly to evaluate the scale properties. This study disclosed that the Behavioral outcomes (Task performance behavior, Employee Silence and Organisational Counterproductive Behavior) stanching from distributive, procedural and interactional justice is significantly mediated by Emotional Intelligence, Social Desirability and age of employees. The limitations of common method bias and cross sectional data are discussed in light of implications for future research. This study answers the vital question that what should be done to increment the perception about organizational fairness of diverse workforce.

Keywords: Counterproductive Behavior, Emotional Intelligence, Employee Silence, Organizational Justice, Social Desirability, Task Performance.

1. Introduction

One of the world's largest democracies, India, is also the world's most diverse society. Due to increase in the complication of business operations, it has become imperative to have employees from different backgrounds and cultures. Workplace diversity denotes the assortment of differences among individuals in an organization. Diversity covers education, religion, region, race, gender, age, personality, emotional intelligence, social intelligence, sociability and other individual differences as well. Diversity not only comprises of perception about themselves, but also perception towards others. These perceptions influence their interaction with others. Nowadays people from various backgrounds come together to work for undertaking various responsibilities. Based on the Fairness Heuristic Theory of Organizational Justice, this paper aims to propose that Organizational Justice perception of diverse workforce can be managed in order to get various behavioral outcomes.

2. Organizational Justice

Organizational Justice can be defined as perception of equity and response to that perception in the organization (Greenberg, 1987). Organizational Justice can be classified under three broad categories namely - Distributive Justice, Procedural justice, and Interactional Justice. Distributive Justice refers to appropriateness of outcomes. It is inherent nature of employees to feel that

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1. Pro Vice Chancellor, Delhi Technological University, Shahbad Daulatpur, Delhi
 2. Research Scholar, Guru Gobind Singh Indraprastha University, Dwarka, India

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they are not treated in equality with others in terms of various outcomes like salary, benefits, and status prerequisites as compared to their individual attributes like qualification, skills, seniority, age and social status (Adams, 1965). Procedural Justice can be defined as the fair means by which outcomes are allocated. It also stresses upon the role of participants in decision making process. Interactional Justice refers to how one treats another. If one person shares all information, interactions are often treated as fair.

3. Literature Review

In an attempt to address the issue of establishing standards of justice in organization to reduce unfair incidents in diverse organizations, we integrate Organizational Justice Dimensions and theories into workforce diversity literature. The behavioral outcomes resulting from Organizational Justice Perception are divided into three categories: Good: Task Performance Behavior, Bad: Withdrawal Behavior and, Ugly: Work Deviance Behavior.

- **Good: Task Performance Behavior-** Earley (1984) incorporated procedural justice and goal-setting theory and established that workers will perform better if given a chance to participate in goal setting. Kanfer *et al.* (1987) found a negative relationship between procedural justice and performance. In case of Interactional Justice, it has been found out that it influences task performance. Masterson *et al.* (2000) examined the influence of both procedural and interactional justice on the performance of university clerical and staff employees. Their results revealed a non-significant relationship between procedural justice and performance. However, performance was positively correlated with the interactional justice measure. There have not been many studies to analyze the relationship between Distributive Justice and task Performance. But to mention a few, Robbins, Summers, Miller, and Hendrix (2000) measured the unique effects of distributive justice, procedural justice and interpersonal justice on employee performance at a textile products company. It was found out that the measure relating to interpersonal justice was the only justice variable to explain unique variance in employee performance. Weaver and Conlon (2003) measured distributive, procedural, and interactional justice and found that distributive justice was the only justice measure significantly correlated with performance.
- **Bad: Withdrawal Behavior-** The researches in the field of Job withdrawal are imperative due to various factors. One of such factor is the complications attached withdrawal behavior such as absenteeism, intention to leave or employee silence. In this study, we will discuss only one form of withdrawal: Employee Silence. Pinder and Harlos (2001) found out that employee silence can be caused due to any kind of injustice: Distributive, Procedural or Interactional. It means that if there is any kind of unfairness related to distribution of resources, procedures of the organization or interpersonal interaction, can result into withdrawal behavior in the form of employee silence.
- **Ugly: Work Deviance Behavior-** Work Deviance behavior include theft, white-collar crime, drug and alcohol abuse, disciplinary problems, sexual harassment, and verbal and physical abuse (Ones, 2002). Unfortunately, very few of these behaviors have been studied in relation to organizational justice. Aquino *et al.* (1999) defined deviance as voluntary behavior that violates organizational norms, or threatens the well-being of the organization or its members. He further differentiated between organizational deviance (acts that are aimed at the organization, such as arriving late, ignoring a supervisor's instructions, or using company property in an unauthorized manner) and interpersonal deviance (acts directed at some individual within the organization, such as teasing a coworker, gossiping about a supervisor, making obscene comments or gestures at a coworker, or making ethnic, racial, or religious).

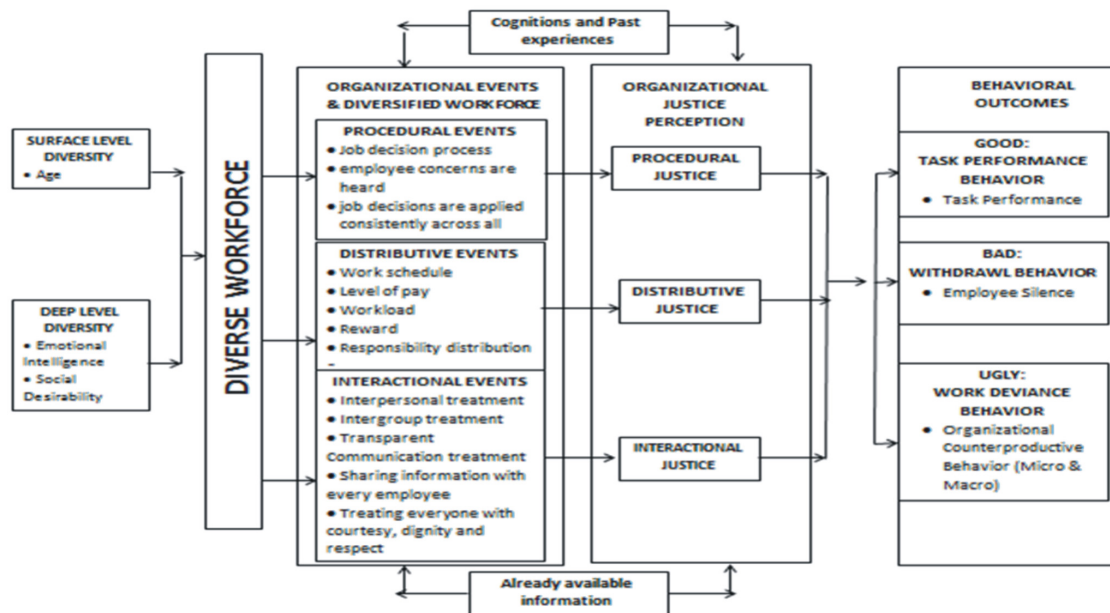
4. Objectives

1. To study the relationship between Organizational Justice (Distributive Justice, Procedural Justice, Interactional Justice) and Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)
2. To determine the impact of Age on relationship between Organizational Justice and Behavioral outcomes.
3. To determine the impact of Emotional Intelligence on relationship between Organizational Justice and Behavioral outcomes.
4. To determine the impact of Social Desirability on relationship between Organizational Justice and Behavioral outcomes.

5. Proposed Model

The proposed model consists of three dimensions: Diverse Workforce (Surface level and Deep level Diversity), Organizational Events and Diverse Workforce (Heuristic Experiences) and Organizational Justice Perception of Diverse workforce and Behavioral Outcomes. Diverse Workforce (Surface level and Deep level Diversity): There are two levels of workforce diversity: Surface level diversity and deep level diversity (Harrison *et al.*, 1998). According to them, surface level diversity is, "differences among group members in overt, biological characteristics that are typically reflected in physical features" (p. 97). These kinds of diversities are visible and easily identified by others. This may include diversity in terms of age, gender, caste, religion, region, education level, and so on. On the other hand, Deep level Diversity is more subjective in nature. It basically includes an individual's personal characteristics like personality traits, beliefs, values. This type of diversity is usually less evident as compared to surface level diversity. Organizational Events & Diverse Workforce (Heuristic Experiences): Fairness heuristic theory (Lind, 2001; Van den Bos and Lind, 2002)-with the related uncertainty management model of justice (Van den Bos, 2001; Van den Bos and Lind, 2002)-is focused on discovering the cognitive processing of fairness information. This theory is basically based on the assumption that group members have natural tendency of uncertainty which they need to manage. These uncertainties can be related to fear of exploitation by group authorities or fear of rejection. In order to overcome these uncertainties, group members start looking for signals in the external environment which confirm the credibility of the group and to feel secure that they are also part of that group. In organizational setup, this theory is equally applicable. In organization an employee is constantly exposed to the fear of exploitation or rejection. Thus in order to feel secure in the organization, they start looking for the signals in the organization. One such imperative signal is perception towards fairness in the organization. Organizational justice perception will determine the credibility of the organizational authorities.

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We classified various organizational events into three categories: Procedural events, Distributive events, and Interactional events. These events have been referred to as Heuristic experiences. On the basis of Procedural Justice, we suggested Procedural Events. These events are related to the understanding of diverse workforce about how their work outcomes such as pay, performance appraisal, equal opportunity for all, rewards and incentives, have been influenced by fair process and fair diversity related policies and procedures. Based on Distributive Justice, we proposed Distributive Events which refers to comparison of work outcomes in terms of pay, opportunities for promotion, and so on. There can be comparison between various social groups such as Male- Female, Minority- Majority race, Hindu- Muslim employees, etc. Such comparisons can also be made on the basis of individual differences such as emotional intelligence, social intelligence, and desire to socialize. On the basis of Interactional Justice, we suggested Interactional events which describes the intergroup and interpersonal interactions between diverse background individuals in the organization.

6. Hypotheses

H1	There is a significant relationship between Organizational Justice (Distributive Justice, Procedural Justice, Interactional Justice) and Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)
1.1.	There is a significant relationship between Distributive Justice and Task Performance.
1.2.	There is a significant relationship between Procedural Justice and Task Performance.
1.3.	There is a significant relationship between Interactional Justice and Task Performance.
1.4.	There is a significant relationship between Distributive Justice and Employee Silence.
1.5.	There is a significant relationship between Procedural Justice and Employee Silence.
1.6.	There is a significant relationship between Interactional Justice and Employee Silence.
1.7.	There is a significant relationship between Distributive Justice and Organizational Counterproductive behavior.

	<p>1.8. There is a significant relationship between Procedural Justice and Organizational Counterproductive behavior.</p> <p>1.9. There is a significant relationship between Interactional Justice and Organizational Counterproductive behavior.</p>
H2	<p>There is a significant relationship between Organizational Justice (Distributive Justice, Procedural Justice, Interactional Justice) and Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)</p>
	<p>2.1. There is a significant relationship between Distributive Justice and Task Performance.</p> <p>2.2. There is a significant relationship between Procedural Justice and Task Performance.</p> <p>2.3. There is a significant relationship between Interactional Justice and Task Performance.</p> <p>2.4. There is a significant relationship between Distributive Justice and Employee Silence.</p> <p>2.5. There is a significant relationship between Procedural Justice and Employee Silence.</p> <p>2.6. There is a significant relationship between Interactional Justice and Employee Silence.</p> <p>2.7. There is a significant relationship between Distributive Justice and Organizational Counterproductive behavior.</p> <p>2.8. There is a significant relationship between Procedural Justice and Organizational Counterproductive behavior.</p> <p>2.9. There is a significant relationship between Interactional Justice and Organizational Counterproductive behavior.</p>
H3	<p>Emotional Intelligence will mediate the relationship between Organizational Justice (Distributive Justice, Procedural Justice, Interactional Justice) and Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)</p>
	<p>1.1. Emotional Intelligence will mediate the relationship between Distributive Justice and Task Performance.</p> <p>1.2. Emotional Intelligence will mediate the relationship between Procedural Justice and Task Performance.</p> <p>1.3. Emotional Intelligence will mediate the relationship between Interactional Justice and Task Performance.</p> <p>1.4. Emotional Intelligence will mediate the relationship between Distributive Justice and Employee Silence.</p> <p>1.5. Emotional Intelligence will mediate the relationship between Procedural Justice and Employee Silence.</p> <p>1.6. Emotional Intelligence will mediate the relationship between Interactional Justice and Employee Silence.</p> <p>1.7. Emotional Intelligence will mediate the relationship between Distributive Justice and Organizational Counterproductive behavior.</p> <p>1.8. Emotional Intelligence will mediate the relationship between Procedural Justice and Organizational Counterproductive behavior.</p> <p>1.9. Emotional Intelligence will mediate the relationship between Interactional Justice and Organizational Counterproductive behavior.</p>
H4	<p>Social Desirability will mediate the relationship between Organizational Justice (Distributive Justice, Procedural Justice, Interactional Justice) and Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)</p>
1.1.	<p>Social Desirability will mediate the relationship between Distributive Justice and Task Performance.</p>

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- 1.2. Social Desirability will mediate the relationship between Procedural Justice and Task Performance.
- 1.3. Social Desirability will mediate the relationship between Interactional Justice and Task Performance.
- 1.4. Social Desirability will mediate the relationship between Distributive Justice and Employee Silence.
- 1.5. Social Desirability will mediate the relationship between Procedural Justice and Employee Silence.
- 1.6. Social Desirability will mediate the relationship between Interactional Justice and Employee Silence.
- 1.7. Social Desirability will mediate the relationship between Distributive Justice and Organizational Counterproductive behavior.
- 1.8. Social Desirability will mediate the relationship between Procedural Justice and Organizational Counterproductive behavior.
- 1.9. Social Desirability will mediate the relationship between Interactional Justice and Organizational Counterproductive behavior.

7. Research Design

The suggested mediated relationship was tested on a sample of 107 employees from Delhi NCR area. Prior to the main study, pilot study was conducted on 30 employees, explicitly to evaluate the scale properties. The scales used were (i) the seventeen item, three-factor organizational justice scale (distributive, procedural, interactional justice) developed by Moorman (1993); (ii) Task Performance Behavior Indicator developed by Williams and Anderson (1991); (iii) Counterproductive Work Behavior Checklist developed by Paul E. Spector and Suzy Fox (2001); (iv) Employee Silence Scale was self-developed by the researchers; (v) Emotional Intelligence scale developed by Wong's Emotional Intelligence Scale (2004). After pilot study, all the scales were found to be reliable and hence further main study was conducted.

Hypothesis	Independent Variable	Dependent Variable	Mediating Variable	Statistical Techniques
H1	Organizational Justice (Distributive Justice, Procedural Justice, Interactional Justice)	Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)	-	Regression Analysis
H2	Organizational Justice (Distributive Justice, Procedural Justice, Interactional Justice)	Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)	Age	Regression Analysis and PROCESS macro is SPSS by Hayes
H3	Organizational Justice (Distributive Justice, Procedural Justice, Interactional Justice)	Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)	Emotional Intelligence	Regression Analysis and PROCESS macro is SPSS by Hayes
H4	Organizational Justice (Distributive Justice, Procedural Justice, Interactional Justice)	Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)	Social Desirability	Regression Analysis and PROCESS macro is SPSS by Hayes

8. Data Analysis

Linear Regression in SPSS using the PROCESS macro by Hayes (2013) was the main technique used in this study. Simple linear regression is used to analyze the relationship between variables and PROCESS macro which does the centering and an interaction term automatically, is used to study the mediation effect.

H1: There is a significant relationship between Organizational Justice (Distributive Justice, Procedural Justice, and Interactional Justice) and Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior).

To test the hypothesis H1.1 to H1.9, we conducted regression analysis (Table2). It was found out that all dimensions of Organisational Justice significantly predicted the variance in Task Performance, Employee Silence and Organisational Counterproductive Behavior.

Predictor	Dependent Variable	R	R Square	F	Sig.
Distributive Justice	Task Performance	.114	.013	1.375	.000
Procedural Justice	Task Performance	.098	.00	1.015	.000
Interactional Justice	Task Performance	.129	.017	1.782	.000
Distributive Justice	Employee Silence	.439	.193	25.129	.000
Procedural Justice	Employee Silence	.401	.616	20.141	.000
Interactional Justice	Employee Silence	.411	.169	21.313	.000
Distributive Justice	Organizational Counterproductive behavior	.070	.005	.510	.004
Procedural Justice	Organizational Counterproductive behavior	.036	.001	.136	.007
Interactional Justice	Organizational Counterproductive behavior	.059	.003	.368	.000

H2: Age will mediate the relationship between Organizational Justice (Distributive Justice, Procedural Justice, and Interactional Justice) and Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)

Table 3 shows the mediating effects of Age on relationship between Organisational Justice's Dimension and Behavioral outcomes. It was found that there is significant mediation of Age in relationship between Procedural Justice, Interactional Justice and Task Performance Behavior; Distributive Justice, Interactional Justice and Employee Silence; Procedural Justice, Interactional Justice and Organisational Counterproductive Behavior.

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MODEL	Dependent Variable	Predictors	R	R ²	F change	Sig F Change
Model 1	TP	DJAge	.393	.155	9.525	0.000
	TP	DJ X Age	.394	.157	0.56	0.837
Model 2	TP	PJAge	.395	.156	9.603	.000
	TP	PJ X Age	.398	.158	.005	.047
Model 3	TP	IJAge	.406	.165	10.290	.000
	TP	IJ X Age	.049	.169	.169	.026
Model 4	ES	DJAge	.414	.171	10.736	.000
	ES	DJ X Age	.419	.180	.576	.045
Model 5	ES	PJAge	.404	.163	10.158	.000
	ES	PJ X Age	.405	.164	.005	.967
Model 6	ES	IJAge	.414	.171	10.736	.000
	ES	IJ X Age	.419	.179	.576	.045
Model 7	CPB	DJAge	.060	.004	.186	.830
	CPB	DJ X Age	.075	.006	.219	.640
Model 8	CPB	PJAge	.037	.001	.070	.933
	CPB	PJ X Age	.052	.003	.146	.704
Model 9	CPB	IJAge	.060	.004	.186	.830
	CPB	IJ X Age	.075	.006	.219	.640

H3: Emotional Intelligence will mediate the relationship between Organizational Justice (Distributive Justice, Procedural Justice, and Interactional Justice) and Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)

Table 4 shows the mediating effects of Emotional Intelligence on relationship between Organisational Justice's Dimensions and Behavioral outcomes. It was found that there is significant mediation of Emotional Intelligence in relationship between Distributive Justice, Procedural Justice, Interactional Justice and Task Performance Behavior; Distributive Justice, Procedural Justice, Interactional Justice and Employee Silence; Procedural Justice, Interactional Justice and Organisational Counterproductive Behavior.

MODEL	Dependent Variable	Predictors	R	R ²	F change	Sig F Change
Model 1	TP	DJEI	.429	.184	11.757	.000
	TP	DJ X EI	.443	.196	1.471	.002
Model 2	TP	PJEI	.433	.187	11.992	.000
	TP	PJ X EI	.439	.193	.657	.004
Model 3	TP	IJEI	.436	.190	12.234	.000
	TP	IJ X EI	.447	.200	1.225	.002
Model 4	ES	DJEI	.504	.254	17.743	.000
	ES	DJ X EI	.584	.342	13.632	.000
Model 5	ES	PJEI	.457	.209	13.699	.000
	ES	PJ X EI	.581	.337	19.994	.000
Model 6	ES	IJEI	.474	.224	15.039	.000
	ES	IJ X EI	.541	.293	.10.007	.002
Model 7	CPB	DJEI	.629	.396	34.127	.000
	CPB	DJ X EI	.633	.400	.670	.415
Model 8	CPB	PJEI	.630	.397	34.305	.000
	CPB	PJ X EI	.632	.399	.317	.050
Model 9	CPB	IJEI	.630	.397	34.221	.000
	CPB	IJ X EI	.631	.398	.196	.006

H4: Social Desirability will mediate the relationship between Organizational Justice (Distributive Justice, Procedural Justice, and Interactional Justice) and Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior)

Table 5 shows the mediating effects of Social Desirability on relationship between Organisational Justice's Dimension (Distributive, Procedural and Interactional Justice) and Behavioral outcomes (Task Performance, Employee Silence, Organizational Counterproductive behavior). It was found that there is significant mediation of Emotional Intelligence in relationship between Distributive Justice, Procedural Justice, Interactional Justice and Task Performance Behavior; Distributive Justice, Procedural Justice, Interactional Justice and Employee Silence; Procedural Justice, Interactional Justice and Organisational Counterproductive Behavior.

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MODEL	Dependent Variable	Predictors	R	R ²	F change	Sig F Change
Model 1	TP	DJSD	.223	.050	2.728	.070
	TP	DJ X SD	.238	.057	.762	.385
Model 2	TP	PJSD	.212	.045	2.456	.091
	TP	PJ X SD	.233	.054	1.015	.316
Model 3	TP	IJSD	.236	.056	3.074	.050
	TP	IJ X SD	.250	.063	.735	.039
Model 4	ES	DJSD	.488	.239	16.290	.000
	ES	DJ X SD	.489	.239	.123	.727
Model 5	ES	PJSD	.459	.211	13.898	.000
	ES	PJ X SD	.461	.212	.161	.689
Model 6	ES	IJSD	.460	.211	13.934	.000
	ES	IJ X SD	.461	.212	.990	.075
Model 7	CPB	DJSD	.603	.363	29.678	.000
	CPB	DJ X SD	.617	.381	2.839	.009
Model 8	CPB	PJSD	.595	.354	28.435	.000
	CPB	PJ X SD	.608	.370	2.628	.010
Model 9	CPB	IJSD	.604	.365	29.856	.000
	CPB	IJ X SD	.620	.384	3.272	.007

9. Discussion

It was found that all dimensions of Organisational Justice significantly predicted the variance in Task Performance (Greenberg and Colquitt, 2005; Devonish and Greenidge, 2010; Culbertson and Mills, 2011; Suliman and Kathairi, 2012), Employee Silence (Pinder and Harlos, 2001) and Organisational Counterproductive Behavior (Aquino *et al.*, 1999). It means positive perception about fairness in the organization can improve the task performance of employees. Employee Silence and Organisational Counterproductive Behavior can be controlled by improving Organisational justice perception. This study also disclosed that there is significant mediation of Age in relationship between Procedural Justice, Interactional Justice and Task Performance Behavior, Distributive Justice, Interactional Justice and Employee Silence; Procedural Justice, Interactional Justice and Organisational Counterproductive Behavior. This relationship was also established by Wagner and Rush (2000). According to their study, a person's inspiration should take part clinched alongside unselfish conduct change with age whereas context-relevant attitudes might become more remarkable to more young representatives and ethical judgement to more seasoned specialists. It was further revealed that there is significant mediation of Emotional Intelligence in relationship between Distributive Justice, Procedural Justice, Interactional Justice and Task Performance Behavior; Distributive Justice, Procedural Justice, Interactional Justice and Employee Silence; Procedural Justice, Interactional Justice and Organisational Counterproductive Behavior. It was also found out that there is significant mediation of Emotional

Intelligence in relationship between Distributive Justice, Procedural Justice, Interactional Justice and Task Performance Behavior; Distributive Justice, Procedural Justice, Interactional Justice and Employee Silence; Procedural Justice, Interactional Justice and Organisational Counterproductive Behavior. By improving Organizational Justice perception of diverse workforce, organization will be able to engage in continuous improvement in terms of efforts to create Fair Diversified Workplace. The proposed model bridges the gap between literature of Organizational justice and Diversity Management. It provides the theoretical and practical implications for creating fair environment for diverse workforce in order to get favorable behavioral outcomes.

10. Theoretical and Practical Implications

The literature of diversity management lacks the research on fairness perception of diverse workforce and very few studies tried to establish a link between Organizational Justice Perception of diverse workforce on the behavioral outcomes. Moreover most of the researchers emphasized on the power difference between the “minorities” and “authorities” (Fairclough, 1992), but by incorporating Fairness principles in the Diversity Management theories, this problem is also resolved. We propose that positive Organizational Justice perception of diverse workforce, in relation with various Heuristic experiences, will result in favorable behavioral outcomes. The senior management personnel must have liberal thinking and should be able to sensitize towards diverse workforce. Further to this, organizations must design specific responsibility centers for managing diversity in the organizations, in order to successfully implement diversity policies (Kalev and Dobbim, 2006). Senior management support is imperative for Fair Diversity Management because they are the one who are involved in various Organizational events, which may act as heuristic experience event for the diverse workforce. They have the authority to ensure fairness in terms of distribution of resources, policies and procedures and interpersonal interaction with diverse workforce. This perception will further lead to favorable or unfavorable behavior outcomes. In case of positive organizational justice perception, a person may exhibit “Good Behavior” such as Effective Task performance. On the other hand in case of negative Organizational Justice Perception, a person may reveal “Bad Behavior” or “Ugly behavior”, depending upon the level of dissatisfaction. Top level management can thus try to change Organizational Justice perception by manipulating various organizational events, in order to get favorable behavioral outcomes. For instance, management can have monthly discussions regarding distribution, Procedural and Interactional events special in regard to diverse workforce. The diverse workforce may be encouraged to freely share their opinions, experiences and ideas and this input can be used to improve the diversity management policy of the organization.

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