

# Interactional Justice and Subjective Well-Being: A Contemporary Approach to Justice at Work Places

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**Abstract---** Organizations that include employees in the decision-making processes regarding its procedures increases their perceptions of Justice. Interactional Justice is the quality of interpersonal treatment people receive and that it has been reported that well designed systems that promote interactional Justice benefits both individuals and Organizations. Subjective Well-Being (SWB) on the other hand is the cognitive and affective evaluations related with people and their lives. For the purpose of current study, the Interactional Justice was measured through a scale developed by Moorman, Blakely & Niehoff (1998) and Subjective Well Being through scale developed by Ed Diener (2004). The subscales of Subjective Well Being were Satisfaction with Life Scale (SWLS), Scale of Positive and Negative Experience (SPANE) and Flourishing Scale (FS). Findings indicate significant positive relationship between Interactional Justice and Subjective Well Being of employees.

**Keywords---** Interactional Justice, Subjective Wellbeing, Positive Affect, Negative Affect.

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## I. INTRODUCTION

Organizations are intricate mix of dynamic social interactions among employees. The employees are integral part of any organizational system, therefore there is a need to constantly review the procedures, policies, interactions and outcomes. This process of reviewing generates a perception of the process and outcomes as fair or unfair. Many Previous researches on justice have also found a significant relation between organizational justice and other organizational outcomes such as commitment, job satisfaction, extra role behaviors, counterproductive behavior. As reported by Vidhu Verma (2011) justice was initially seen in India as social justice but now with this area being in prime focus, perspectives towards it have been changed drastically.

Justice as a concept is considered to be very much subjective and socially constructed (Folger & Cropanzano, 1998). The subjective sense of justice is what is right or wrong; just or unjust.

Greenberg (1987) coined the term “organizational justice” wherein theories of social and interpersonal fairness is applied to understand behavior of employees in an organization.

Organizational Justice research traditionally emphasized on the unique predictability of different types of justice like distributive, procedural, and interactional. Out of which interactional Justice is given lot of weightage due to its applicability in the current scenario.

Interactional justice is the nature of the interpersonal treatment received from others, especially key organizational authorities (Greenberg & Colquitt, 2005). Interpersonal behaviors may include showing respect, truthfulness, dignity and politeness towards the person at the receiving end. Interpersonal treatment is treatment of employees during the operationalization of a procedure or process and also on the process of communication.

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Recent research findings identified that interactional justice may include two distinct components to have a better understanding of the concept. These are interpersonal justice and informational justice. Interpersonal justice refers to the degree of respect, politeness, and dignity shown by superiors whereas informational justice concentrates on the explanations given to people as to why certain outcomes were allocated to them.

Interactional justice is important in the workplace and can be seen when Manager promotes someone because of personal equation then that behavior is a direct violation of interactional justice similarly when an employee is selected for a special project, that person is exhibiting interactional justice than when she or he selects co-workers who are not qualified.

### ***Framework of Interactional Justice***

Organizational Justice history has its roots in Relative Deprivation Theory (RDT), therefore it becomes extremely relevant. RDT belongs to the social movement theory which was developed by sociologist Samuel A. in the year 1949. According to this theory individual who feel dissatisfied it is because they have recognized unjust or unfavorable event pertaining to them in an organization. This discontentment will result in behavioral changes like anger, grievances, low morale, resentment. Therefore, the emphasis of RDT is more on emotional responses and that it has direct and indirect implications.

The theory of interactional justice was developed and deepened continually along with the development of the theory of organizational justice. On the basis of previous studies, Bies and Moag (1986) introduced the concept of interactional justice, which is primarily concerned with the interactional ways of people and their perception of justice. Later, Greenberg divided interactional justice into two parts: interpersonal justice and informational justice. Since Bies and Moag brought out the concept of interactional justice, researchers who were working in the area of Organizational Justice kept expanding studies in this field.

### ***Subjective Wellbeing***

Well-being is an experience of good health, prosperity and happiness. It involves mental health, satisfaction with life, a sense of purpose, and ability to handle stress. Various types of wellbeing have been identified like Emotional, Physical, Social, Workplace and Societal wellbeing.

The Berkeley Well-Being Institute which was established with an objective to helps people tackle new challenges of one's life and also arising out of technological driven world have reported that well-being has direct relationship with one's thoughts, actions, experiences and that it can be controlled. For instance, when we think positive, we tend to have greater emotional well-being. Similarly, when we value relationships and accord more importance to it as it would lead to a better social well-being.

Relevance of workplace wellbeing is gaining ground these days as employees are important stake holders of any work setup. If an employee has a better wellbeing it would impact their ability to pursue interests, increase their personal and professional values as a result happiness and sense of purpose would prevail.

Happiness is dependent on a number of psychological factors prominent among being that is Subjective wellbeing. It refers to *how good one feels regarding one's life and is based on cognitive and affective appraisal.*

Cognitive appraisal is consideration of our global (overall) life satisfaction and satisfaction with specific domains of life like family, academic, career. Affective appraisal on the other hand concerns emotional experience like joy, hope and pride. Or negative emotions like anger, jealousy, disgust.

It has been reported that when we think about and appraise our lives, we use our own standards of desirability. After that we compare our 'status' with those of others to determine how satisfied we feel – this is the subjective element of cognitive appraisal. Likewise, different things are associated with positive affect for distinct people – this is the subjective aspect of affective appraisal.

Subjective Wellbeing have three distinct components: frequent positive affect; infrequent negative affect; and Cognitive evaluations of one's life satisfaction.

### ***Early Work in Subjective Well Being***

Diener in the year 1995 and 1996 in his renowned study, "Most People Are Happy", identified that most people reported a positive level of SWB and satisfaction with important life domains. This led him to work on satisfaction with life domain. Later in 2002 he worked in collaboration with the founding Father of positive psychology, Martin Seligman. By using multiple tools which included the Satisfaction with Life Scale (SWLS), it was identified there is no single key to happiness and that very happy people have rich and satisfying social relationships and spend little time alone.

Thus in the due course correlates of Subjective Well Being were found like happiness, optimism, hope, resilience, health and financial satisfaction to name few.

## **II. LITERATURE REVIEWS**

Singhal et al., (2018) assessed the role of PsyCap (Psychological Capital) of a person as a forecaster of subjective well-being and career commitment (CC). They also examined the mediating role of subjective wellbeing in the same. Psychological Capital is an individual's positive psychological state of development which is characterized by confidence (efficacy) and positive attribution (optimism) about succeeding. A quantitative survey-based research design was used to collect data which proved that Psychological capital did act as a predictor for Subjective wellbeing and Career commitment.

Elanain, et al., (2014) conducted research two parts first was to examine the role of openness to experience on organizational citizenship behavior (OCB) dimensions in the United Arab Emirates and the second was to test the mediating impact of work locus of control (WLOC) and interactional justice on the openness-OCB dimensions relationship. The results show significant relationship in both the cases.

Collins & Mossholder (2014) did a study to see the relationship between interactional fairness, job embeddedness, and discretionary work behaviors. Results support the idea that interactional fairness exerts a stronger effect on outcomes for employees embedded in their jobs.

Moller et al., (2013) did a research to answer the question that "Does Subjective wellbeing evolve with age? On the basis of several theoretical and empirical findings it was concluded that people born in different years reported

satisfaction with life differently. Though happy but different values were allocated by them for life satisfaction. So age effect on Subjective wellbeing is rather small and insignificant.

Muzumdar (2012) investigated the influence of interactional justice on the turnover behavioral decision in an organization. Comparison was also done between procedural, distributive and interactional justice in terms of its effectiveness. The research findings concluded that interactional justice has positive influence on the turnover behavioral decision of an employee in an organization.

Mutlu, et al., (2011) examined the relationship among subjective well-being, attachment style, happiness and social anxiety. Significant positive correlation was found between subjective well-being and happiness in relationship. Preoccupied, fearful and dismissing attached students' social anxiety level was higher in comparison to secure attached students' social anxiety level. Hence, Subjective wellbeing has a vital role in the level of happiness and attachment style of the respondents.

### ***Interactional Justice and Subjective Well Being (SWB)***

Interactional Justice and Subjective Well Being (SWB) play crucial role in current global scene. Though these concepts are studied independently but never in relation to each other. Both are important aspects affecting directly or indirectly the performance, efficiency and output of the workers. The need of the hour is to shift our focus from just physical and psychological wellbeing to a more holistic approach to wellbeing in the form of subjective wellbeing along with the necessity to recognize the relevance of interactional justice. Not only it will assist in developing a practice to treat employees with fairness, honesty, dignity and compassion but also give them a sense of belongingness irrespective of their roles in the workplace.

## **III. METHOD**

**Aim:** To study the relationship between Interactional Justice and Subjective Well Being (SWB) of employees.

### ***Hypothesis***

Interactional Justice will be significantly related to Subjective Wellbeing of employees.

**Sample:** The Purposive- cum -incidental sampling is done. The sample consists of both males (N= 150), and females (N=150) working in private educational sector between the age group of 30-40 years were taken of Delhi NCR.

### ***Description of Tools***

The following tabular representation shows the name of the tool; its author& number of items.

<i>S.no.</i>	<i>Name of Tool</i>	<i>Author</i>	<i>No. of items</i>
1.	Measure of Procedural & Interactional Justice	Moorman, Blakely & Niehoff (1998)	Interactional Justice -6 items
2.	Subjective Wellbeing Scales: <ul style="list-style-type: none"> <li>The Satisfaction with Life Scale (SWLS)</li> <li>Scale of Positive and Negative Experience (SPANE)</li> <li>Flourishing Scale (FS)</li> </ul>	Ed. Diener (2004)	SWLS-5 items SPANE-12 items FS- 8 items

### Description of Tools Used

Measure of Procedural & Interactional Justice by Moorman, Blakely & Niehoff (1998). Respondents indicated the extent of their agreement or disagreement with each item on a scale from 1 (strongly disagree) to 7 (strongly agree) on this 12-item scale with reliability as 0.90. Out of these 6 items were there to measure Interactional Justice.

**Subjective Wellbeing** is measured using three subscales developed by Ed Diener (2004). First one is The Satisfaction with Life Scale (SWLS) where the extent of agreement or disagreement is indicated by 1 (Strongly Disagree) and 7 (Strongly Agree). The SWLS is a short 5-item instrument designed to measure global cognitive judgments of satisfaction with one's life.

Second is Scale of Positive and Negative Experience (SPANE) where 1 indicates Very Rarely or Never and 5 as Very often or Always. The SPANE is a 12-item questionnaire includes six items to assess positive feelings and six items to assess negative feelings. For both the positive and negative items, three of the items are general (e.g., positive, negative) and three per subscale are more specific (e.g., joyful, sad)

Third is Flourishing Scale (FS) where 1 shows Strongly Disagree and 7 strongly agree. The Flourishing Scale consists of eight items describing important aspects of human functioning ranging from positive relationships, to feelings of competence, to having meaning and purpose in life.

## IV. RESULTS AND ANALYSES

The following Table-1 is the descriptive statistics showing the mean and standard deviation of variables under study.

<i>Variables</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>
<b>INTERACTIONAL JUSTICE</b>	<b>326</b>	<b>27.52</b>	<b>5.86</b>
<b>FLOURISHING SCALE (FS)</b>	<b>326</b>	25.25	4.37
<b>SPANE</b>	<b>326</b>	6.27	6.23
<b>SWL</b>	<b>326</b>	40.87	6.18

The Mean and Standard Deviation of subscales of Organizational Justice & subscales of Subjective wellbeing is depicted in the form of the following chart.

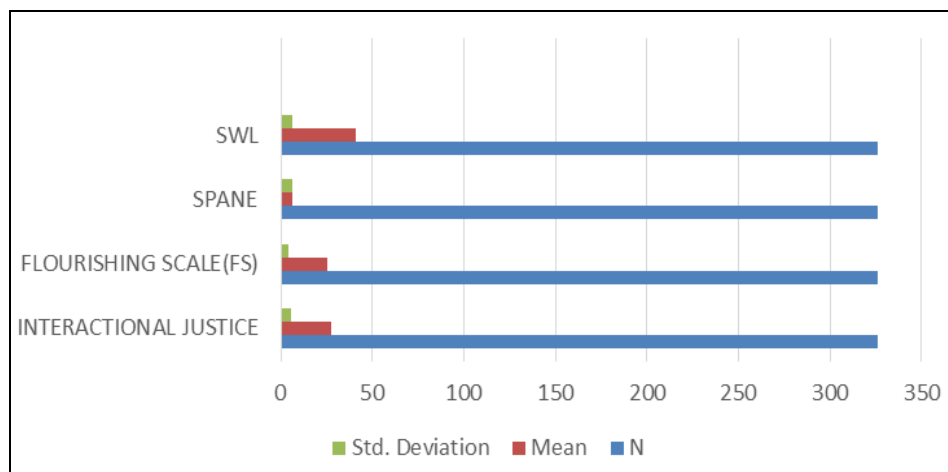


Figure 1

The following table shows the correlations between variables under study.

Table 2: Correlations

	<i>Interactional Justice</i>	<i>Flourishing Scale</i>	<i>Satisfaction With Life Scale</i>	<i>Scale of Positive and Negative Experience</i>
<b>Interactional Justice</b>	<b>1</b>	<b>.553<sup>**</sup></b>	<b>.584<sup>**</sup></b>	<b>.616<sup>**</sup></b>
<b>Flourishing Scale</b>	<b>.553<sup>**</sup></b>	<b>1</b>	<b>.775<sup>**</sup></b>	<b>.734<sup>**</sup></b>
<b>Satisfaction With Life Scale</b>	<b>.584<sup>**</sup></b>	<b>.775<sup>**</sup></b>	<b>1</b>	<b>.700<sup>**</sup></b>
<b>Scale of Positive and Negative Experience</b>	<b>.616<sup>**</sup></b>	<b>.734<sup>**</sup></b>	<b>.700<sup>**</sup></b>	<b>1</b>

\* Correlation is significant at the 0.05 level (2-tailed).

\*\* Correlation is significant at the 0.01 level (2-tailed).

The correlation between interactional justice and subjective wellbeing is found to be significant at the 0.05 level and at 0.01 level.

## V. DISCUSSION

As being rightly said, that Justice is truth in action. Similarly, in an Organizational context, interactional justice is fairness in action that is when employers provide explanations for decisions and treat employees with dignity, respect, and sensitivity Whenever an employee perceives unfairness they display behavior which is negative and harmful and further contagious like pandemic and can impact the organizational core values and productivity to a great extent.

It has been reported that when people were asked to list the key characteristics of a good life, they included happiness, health, and longevity. Long back, Edgerton (1992) defined good culture as one where health and happiness flourish together. Recent researches have also stressed that Subjective Well-Being (SWB) causally affects health, happiness, productivity and longevity of employees

In this current study, correlation between the variables that is interactional justice and subjective wellbeing were found to be positive at .01 level and .05 level(2-tailed). Going in depth, one of the sub scales of Subjective Well Being that is Flourishing Scale, which measures self-perceived success in important domains of life relationships, self-esteem, has been found to be significantly related with interactional justice which means that self-perception increases with better interpersonal treatment within a workplace. Results of another subscale, Satisfaction with Life shows that when treated with fairness and honesty it will increase one's life satisfaction. Lastly, less experience of negative and more of positive emotions like joy, hope, enthusiasm when interactional fairness was perceived.

The importance of Justice was identified by Colquitt in 2001 when he conceptualized its four-factor model. The model had distributive and procedural dimensions, but further divides the interactional dimension into two components: interpersonal and informational justice.

Basically, Interpersonal justice deals with dignity and respect towards an employee. Informational justice deals with relevant factors of communication between the employees and superior. Example would be inviting the opinion of the employees towards project implementation by using their knowledge and experience.

By recognizing its importance by organizations model can be built to lead to increase the incidence of citizenship behavior, Organizational commitment, job performance and overall productivity there by decreasing counterproductive behavior, work place incivility, stress and burnout among employees for better and smooth functioning keeping in view current global trends.

Thus, Interactional Justice is seen as a contemporary approach towards better management of work organizations. Not only it will enhance the subjective wellbeing of its employees but also help in the development of virtuous organization, which is one that has a strong moral compass and a compelling mission It believes not only in doing well, but also does good.

## FUTURE IMPLICATIONS

In order to match up with the competition and to see the effectiveness in this current competitive situation, organizations are increasingly relying on trying new things within an organization keeping employees in to consideration. The best would be to ensure ways to enhance level of interactional Justice within the work place.

- The result of the study can be helpful for defining the strategies to manage work organizations.
- The findings can guide the managers and administrators to instill ethical values among their fellow employees.

Further the results will provide an insightful learning lessons the employees by strengthening their mental health. Hence, different work organizations can benefit from the study results.

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