

VILNIUS UNIVERSITY

Jurgita Lazauskaitė-Zabielskė

**PERCEIVED OVERALL JUSTICE OF ORGANIZATION: ITS
ANTECEDENTS AND ROLE IN ORGANIZATION**

Summary of the Doctoral Dissertation
Social Sciences, Psychology (06 S)

Vilnius, 2011

Dissertation was prepared during the period of 2005–2011 at Vilnius University

Scientific supervisors:

Assoc. Prof. Dr. Dalia Bagdžiūnienė (Vilnius University, Social Sciences, Psychology – 06 S. From 2009 to 2011)

Prof. Habil. Dr. Henrikas Petras Vaitkevičius (Vilnius University, Social Sciences, Psychology – 06 S. From 2005 to 2009)

The dissertation will be defended at Vilnius University Council of Psychology Research:

Chair

Prof. Habil. Dr. Danutė Gailienė (Vilnius University, Social Sciences, Psychology – 06 S)

Members:

Assoc. Prof. Dr. Rasa Barkauskienė (Vilnius University, Social Sciences, Psychology – 06 S)

Assoc. Prof. Dr. Aukse Endriulaitienė (Vytautas Magnus University, Social Sciences, Psychology – 06 S)

Assoc. Prof. Dr. Dalia Nasvytienė (Vilnius Pedagogical University, Social Sciences, Psychology – 06 S)

Prof. Habil. Dr. Gintautas Valickas (Vilnius University, Social Sciences, Psychology – 06 S)

Opponents:

Prof. Dr. Albinas Bagdonas (Vilnius University, Social Sciences, Psychology – 06 S);

Assoc. Prof. Dr. Loreta Bukšnytė (Vytautas Magnus University, Social Sciences, Psychology – 06 S).

The dissertation will be defended at the open meeting of the Council of Psychology Research at 12 p. m. 30 September, 2011, in room 201 of the Faculty of Philosophy

Address: Universiteto str. 9/1, LT–01513, Vilnius, Lithuania

The summary of the doctoral dissertation was sent on 29 August 2011. The dissertation in full text is available at the Library of Vilnius University (Universiteto str. 3, LT–01122, Vilnius, Lithuania)

VILNIAUS UNIVERSITETAS

Jurgita Lazauskaitė-Zabielskė

**SUVOKTAS ORGANIZACIJOS TEISINGUMAS: JO
PRIELAIIDOS IR VAIDMUO ORGANIZACIJOJE**

Daktaro disertacija
Socialiniai mokslai, psichologija (06 S)

Vilnius, 2011

Disertacija rengta 2005–2011 metais Vilniaus universitete

Moksliniai vadovai:

doc. dr. Dalia Bagdžiūnienė (Vilniaus universitetas, socialiniai mokslai, psichologija – 06 S. Nuo 2009 iki 2011 m.)

prof. habil. dr. Petras Henrikas Vaitkevičius (Vilniaus universitetas, socialiniai mokslai, psichologija – 06 S. Nuo 2005 iki 2009 m.)

Disertacija ginama Vilniaus universiteto Psichologijos mokslo krypties taryboje:

Pirmininkė

Prof. habil. dr. Danutė Gailienė (Vilniaus universitetas, socialiniai mokslai, psichologija – 06 S)

Nariai:

Doc. dr. Rasa Barkauskienė (Vilniaus universitetas, socialiniai mokslai, psichologija – 06 S)

Doc. dr. Auksė Endriulaitienė (Vytauto Didžiojo universitetas, socialiniai mokslai, psichologija – 06 S)

Doc. dr. Dalia Nasvytienė (Vilniaus pedagoginis universitetas, socialiniai mokslai, psichologija – 06 S)

Prof. habil. dr. Gintautas Valickas (Vilniaus universitetas, socialiniai mokslai, psichologija – 06 S)

Oponentai:

Prof. dr. Albinas Bagdonas (Vilniaus universitetas, socialiniai mokslai, psichologija – 06 S)

Doc. dr. Loreta Bukšnytė (Vytauto Didžiojo universitetas, socialiniai mokslai, psichologija – 06 S)

Disertacija bus ginama viešame Psichologijos mokslo krypties tarybos posėdyje 2011 m. rugsėjo mėn. 30 d. 12 val. Filosofijos fakulteto 201 auditorijoje

Adresas: Universiteto g. 9/1, LT–01513, Vilnius, Lietuva

Disertacijos santrauka išsiuntinėta 2011 m. rugpjūčio mėn. 29 d. Su disertacija galima susipažinti Vilniaus universiteto bibliotekoje (Universiteto g. 3, LT–01122 Vilnius, Lietuva)

INTRODUCTION

Relevance of the topic

The decades of organizational justice research have clearly established the importance of treating employees fairly in organization. Fairness perceptions influence important employee attitudes and behaviour towards work, managers and organization itself such as job satisfaction, trust in management, organizational commitment, citizenship behaviour etc. On the contrary, unfairness perceptions result in negative attitudes and behaviour and even prompt employees to leave organization (Cohen-Charash & Spector, 2001; Colquitt et al., 2001). Individuals choose to work in organizations that are considered to be fair (Rupp & Cropanzano, 2002) while unfair organization fail in the long run (Sheppard et al., 1992). Despite that organizations are considered to be independent social actors able to act fairly or unfairly (Cropanzano et al., 2004), there are very few studies aimed at examining the perceived fairness of organization as a whole. One of the fundamental questions within the field of organizational justice is the antecedents of fairness perceptions (Hollensbe et al., 2008).

Overall justice of organization is defined as perceived fairness of treatment that employee receives from organization (Ambrose & Schminke, 2009). It is generally agreed that distributive, procedural and interactional justice generate overall fairness judgments (Lind, 2001). Distributive justice is the defined as the perceived fairness of decision outcomes, procedural justice – the perceived fairness of the procedures used to make decisions perceived fairness of decision making procedures, and interactional justice – perceived fairness of how decisions are enacted by authorities (Colquitt & Greenberg, 2004). The studies are usually aimed at examining the relative importance of distributive, procedural and interactional justice in forming overall justice of organization (for example, Holtz & Harold, 2009). In other words, the researchers are trying to determine what is more important for employees' overall justice judgements: fair decisions, fair decision making procedures or fair interpersonal treatment. However, as employees are affected by many different decisions every day, the question arises how distributive, procedural and interactional justice of different human resource management decisions forms overall justice of organizations? For example, does unfair

pay decision and unfair personal present reduce overall justice in the same amount, and fair performance appraisal and fair promotion procedures increase it in the same way?

After determining the importance of distributive, procedural and interactional justice for overall justice, the question remains how distributive, procedural and interactional justice across different human resource management decisions is formed. It is generally agreed that if the decision outcome, procedures and interpersonal behaviour correspond to certain justice rules they are perceived to be fair (Cropanzano et al., 2001). Organizations devote their time and resources in order to ensure justice in human resource management decisions hoping to motivate employees and to keep them satisfied. However even adherence to justice rules does not always help to attain justice in organization. This happens when forgetting the ideas of seminal theorists (for example, Leventhal, 1976, 1980; Deutsch, 1975) who stressed the situational nature of justice. Therefore what is fair in one situation may be considered unfair in another one. Moreover employees' fairness perceptions are closely related to decision favourability. Therefore it is not surprising that researches as well as organizations apply different justice rules to different human resource management decisions. For example, employees are paid according to their performance, but benefits are usually provided based on individual need. However such selective application of justice rules is more intuitive than based on careful investigation. The systematic investigation is needed to determine the relative importance or weight of justice rules in various human resource management decisions. That would allow researches and practitioners to choose and implement those justice rules that ensure the fairness of particular decision.

Finally, the importance of justice in organization is usually based on its relationship with important employee attitudes and behaviour towards work, supervisors, and organization. Hence the question is whether employees react to (un)fairness of certain decision or (un)fairness of whole organization? For example, will unfair promotion decision prompt employee to leave organization or will turnover intention depend upon previous justice experience of organization as a whole? If employees react to fairness of organization as a whole then it would be possible to at least partially compensate one less fair decision with another fairer one.

The aim of the study is to analyse the antecedents of perceived overall justice of organization and its relationship with employees' attitudes and behaviour towards work, managers and organization.

Objectives:

- To assess the relationship between perceived overall justice of organization and employees' attitudes and behaviour towards work, supervisors, and organization itself.
- To assess the role of perceived distributive, procedural and interactional justice of different human resource management decisions in forming perceived overall justice of organization.
- To analyse how perceived overall justice of organization and perceived distributive, procedural and interactional justice of different human resource management decisions are related to employees' attitudes and behaviour towards work, managers, and organization.
- To determine how justice rules predict distributive, procedural and interactional justice across different human resource management decisions.

Scientific novelty

This study is one of the first studies of organizational justice in Lithuania. It is aimed at analysing overall justice of organization based on both the oldest and the newest justice conceptions. The antecedents of justice were assessed in accordance to seminal models of justice by Leventhal (1976, 1980), Bies and Moag (1986), and Lind (2001). The analysis of outcomes of justice were based on fairness heuristic theory according to which employees' attitudinal and behavioural reactions to perceived (in)justice depends on their assessment of overall justice rather than on distributive, procedural and interactional justice of discrete events. Moreover, by assessing overall justice as mediator between distributive, procedural and interactional justice of human resource management decisions and employees' attitudes and behaviour this study combined event and entity paradigm for the first time.

The study is both proactive and reactive. The assessment of antecedents of distributive, procedural and interactional justice across human resource management decisions was based on careful analysis of all distributive, procedural and interactional justice rules. For this purpose a survey for measuring distributive, procedural and interactional justice rules in any human resource management decision has been created.

Practical implications

First of all, this study provides arguments for the importance of fair treatment of employees in organization. Moreover, the different weight of distributive, procedural and interactional justice of different human resource management decisions calls managers' attention to those decisions which have the greatest impact on overall justice of organization. Finally, the study reveals the antecedents of justice of human resource management decisions that in practice would enable managers to ensure the justice of their decisions.

Defended statements:

1. Overall justice of organization is related to employees' attitudes and behaviour towards work, supervisors, and organization itself.
2. Distributive, procedural and interactional justice has different role in forming overall justice of organization across different human resource management decisions.
3. Overall justice of organization mediates the relationship between distributive, procedural and interactional justice of different human resource management decisions and employees' attitudes and behaviour towards work, managers, and organization.
4. The weight of justice rules in predicting distributive, procedural and interactional justice across human resource management decisions differs and depends on decision favourability.

METHOD

Participants and procedures

474 employees from 73 Lithuanian organizations participated in the study. 218 participants worked in public sector and 253 worked in private sector while 3 participants did not indicate the sector. Thirty percent of the respondents were male, seventy percent were female. The average age of respondents was 39.8 years, with 6.1 years of tenure in the department and 8.6 years of tenure in the organization. 25.3 percent of study participants were middle-level managers and 74.7 percent were subordinates.

The respondents were asked to complete a survey that was either hand-delivered or e-mailed. Participants were assured of the confidentiality of their responses. Respondents were not compensated for their participation in the study.

Measures

The questionnaire began with a cover letter and demographic questions and questions assessing the characteristics of employing organization followed by instruments to assess fairness perceptions, and attitudes and behaviour towards work, managers and organization.

Demographic data: age, gender, education, status, tenure (in the department and in the organization), pay.

Organization characteristics: sector (public/private), organization size (number of employees), number of subordinates (for managers), number of supervisor's subordinates (for subordinates).

Fairness perceptions. The instruments for measuring fairness perceptions included scales for assessing 1) overall justice of organization, 2) distributive, procedural, and interactional justice rules, and 3) perceived distributive, procedural, and interactional justice.

Overall justice was assessed with Perceived Overall Justice scale developed by Ambrose and Schminke (2009). We used 3 items ($\alpha = 0.95$) to assess individuals' personal justice experiences. The items were measured on a 7-point scale ranging from 1 (strongly disagree) to 7 (strongly agree).

In order to measure the rules of distributive, procedural and interactional justice and perceived distributive, procedural and interactional justice in different human resource management decisions, the respondents were presented with the definition of particular human resource management decision and asked to remember the last time that the decision regarding his /her performance/pay/benefits/developmental opportunity were made and to indicate answer the questions presented.

The assessment of particular human resource management decision was chosen in order to evaluate the weight decision rules and their interaction with decision favourability. Moreover, focusing on perceptions of human resource management practices within functional areas rather than particular practices enables to obtain comparable data across organizations that use different practices to implement the same human resource management functions (Kuvaas, 2008). Finally, as the studies show (for example, Ambrose et al., 2007), attitudes towards event predict attitudes towards the system.

The scales for assessing *distributive, procedural and interactional justice rules* were developed for this study.

1. Distributive justice rules of *equity, equality* and *need* (Leventhal, 1980; Adams, 1965) were each assessed using one item. Respondents were asked to indicate how much a certain human resource management decision corresponded to their input into organization, to their need or were equal across employees.
2. Procedural justice rules scales were developed to reflect the Justice Judgement Model presented by Leventhal (1976, 1980). Initially 23 items for assessing 7 rules of accuracy, bias suppression, consistency, ethicality, representativeness and correctability were presented. After performing principal component analysis with varimax rotations and based on the resulting scale reliability and a factor loading of 0.50 or better, 7 procedural justice rules were combined into 3 rules that following the recommendations of Gilliland and Paddock (2005) were named as follows:
 - 1) *accuracy rule* (includes 11 items reflecting the non-biased nature of procedures, the extent to which procedures are based on accurate information, and the ethicality and morality of procedures).

- 2) *voice rule* (involves 7 items related to the opportunities to modify and reverse the decisions made at various points of human resource management decision making process and the extent to which the procedures reflects the interests of the employee).
 - 3) *consistency rule* (involves 4 items related to the consistent application of procedures across individuals and over time).
3. Interactional justice rules scales were developed based on ideas presented by Bies and Moag (1986). 12 items for measuring the rules of truthfulness, justification, respect and propriety were presented. After performing principal component analysis with varimax rotations and based on a factor loading of more than 0.50 and on the resulting scale reliability, 4 procedural justice rules were combined into 2 rules reflecting the structure of interactional justice presented by Greenberg (1993):
- 1) *informational rule* (7 items representing openness and honesty of communications, and truthfulness, specificity, reasonableness and timing of justification provided).
 - 2) *interpersonal rule* (5 items related to respectful and appropriate interpersonal treatment).

All items were measured on a 7-point scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Distributive, procedural and interactional justice were measured by asking the respondents how fair was the decision, the procedures or the interpersonal treatment of particular human resource management decision. The items were measured on a 7-point scale ranging from 1 (very unfair) to 7 (very fair).

Decision favourability. Decision favourability of every human resource management decision was assessed in the following way:

- a) *Performance appraisal decision favourability* was measured by asking respondents to indicate what the result of their performance appraisal was: very good, good, moderate, bad, very bad. Very good and good evaluation result was regarded as favourable, while moderate, bad and very bad was regarded as unfavourable performance appraisal result.

- b) *Pay decision favourability* was assessed by asking employees whether their pay was raised, reduced or remained the same. Pay raise was regarded as favourable decision, and pay reduction and permanence was regarded as unfavourable one.
- c) *The decision favourability of benefits* was assessed by asking respondents to indicate whether they were awarded benefits or not.
- d) *The decision favourability of developmental opportunity* was assessed by asking respondents to indicate whether they were received an opportunity to develop or not.

Attitudes and behaviour towards work, managers and organization:

- a) *Organizational commitment* was measured with 9-item Organizational Commitment Questionnaire ($\alpha = 0.92$) by Mowday et al. (1979).
- b) *Turnover intention* was assessed with 2 items from Cammann et al. (1979, see in Cook et al., 1981) ($\alpha = 0.83$).
- c) *Trust in manager and management* was measured using 5-item ($\alpha = 0.95$) and 4-item ($\alpha = 0.67$) scales respectively by Scott (1980).
- d) *Task performance* was assessed using 7-item ($\alpha = 0.88$) in-role behaviour scale (Williams, Anderson, 1991).
- e) *Organization directed citizenship behaviour* was measured with an 8-item ($\alpha = 0.86$) Organizational Citizenship Behaviour scale (Williams, Anderson, 1991).
- f) *Job satisfaction* was assessed with 5-item Facet-free Job Satisfaction scale ($\alpha = 0.82$) by Quinn and Staines (1979, see in Cook et al., 1981).

Data analysis

The data was analysed using SPSS version 17.0. Pearson's correlation coefficient was used to assess the relationships between the variables, while Student's t-test was conducted to check the differences between the groups. Multiple regression analysis was used to assess prediction models. In addition, SOBEL 2.0 (Preacher, Hayes, 2004) was used for mediation analysis and MODPROBE 1.3 (Hayes, Matthes, 2009) was used to conduct moderation analysis.

MAIN RESULTS

1. Overall justice of organization and its relationship with employees' attitudes and behaviour towards work, supervisors and organization

The results of descriptive statistics presented in *Table 1* show that respondents regard their organization as fair ($M = 4.71$; $SD = 1.40$). Moreover, we used Pearson's correlation coefficient and Student's t-test to analyse the relationship between overall justice and social demographic variables and characteristics of organization. The results of Student's t-test showed no differences in overall justice judgements between managers and subordinates ($t = 0.802$, $p > 0.05$), male and female respondents ($t = 0.075$, $p > 0.05$). Besides, the results of correlation analysis showed no relationship between overall justice judgements and age ($r = -0.051$, $p = 0.282$), and education ($r = -0.075$, $p = 0.112$) of the respondents. However, the longer employees work in organization and the bigger the pay they receive, the more they perceive organization as fair ($r = 0.102$, $p = 0.027$ and $r = 0.286$, $p = 0.000$ respectively). Furthermore, employees working in public sector organizations regard them as more fair than employees working in private sector organizations ($t = 2.485$, $p < 0.05$). Finally, the bigger the organization the less fair it is perceived to be ($r = -0.160$, $p = 0.01$), but overall fairness judgements are not related to the number of supervisor's subordinates ($r = -0.047$, $p = 0.325$).

The correlations presented in *Table 1* also show that overall justice judgments are positively related to organizational commitment ($r = 0.804$, $p < 0.01$), trust in management ($r = 0.723$, $p < 0.01$) and supervisor ($r = 0.620$, $p < 0.01$), job satisfaction ($r = 0.506$, $p < 0.01$) and task performance ($r = 0.237$, $p < 0.01$), organization directed citizenship behaviour ($r = 0.235$, $p < 0.01$), and negatively related to intention to turnover ($r = -0.497$, $p < 0.01$).

Table 1. Descriptive statistics and correlations of overall justice and employees' attitudes and behaviour

Variables	N	M	SD	1	2	3	4	5	6	7
1. Overall justice	472	4.71	1.40							
2. Organizational commitment	472	4.71	1.16	0.804**						
3. Turnover intention	472	2.99	1.51	-0.497**	-0.485**					
4. Trust in management	472	4.15	1.18	0.723**	0.677**	-0.605**				
5. Trust in supervisor	474	5.08	1.40	0.620**	0.613**	-0.478**	0.550**			
6. Job satisfaction	474	3.55	1.05	0.506**	0.615**	-0.507**	0.365**	0.445**		
7. Task performance	474	6.05	0.59	0.237**	0.158**	-0.158**	0.170**	0.188**	0.203**	
8. Citizenship behaviour	474	5.90	0.83	0.235**	0.170**	-0.197**	0.254**	0.227**	0.180**	0.665**

* $p < 0.05$; ** $p < 0.01$.

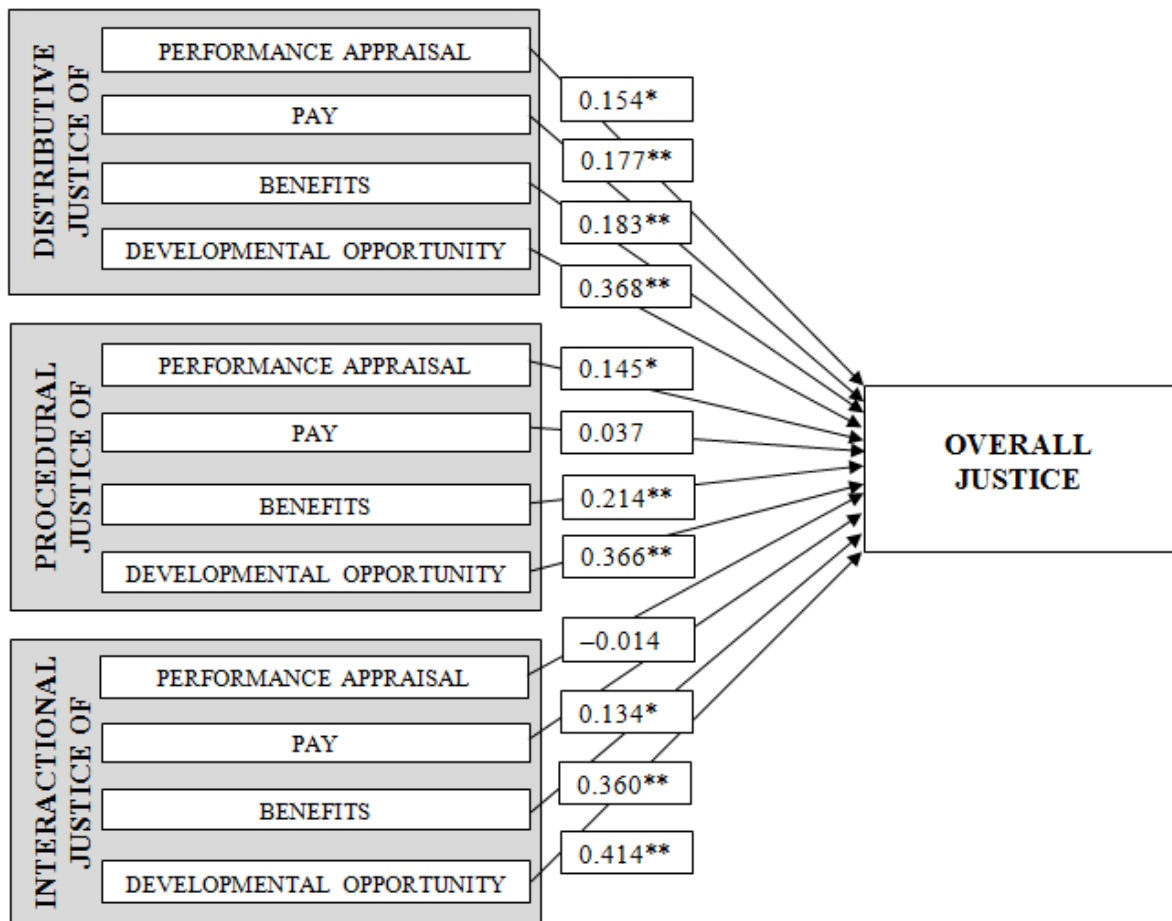
2. The role of distributive, procedural and interactional justice in forming overall justice of organization

The role of distributive, procedural and interactional justice of different HRM decisions in predicting overall justice of organization was assessed using multiple regression analysis. Three separate models of multiple regressions for distributive, procedural and interactional justice were set. Control variables (social demographic variables and organizational characteristics) were included into all models of multiple regression analysis; however, because the control variables were not of our theoretical interest, their effects are not reported for parsimony. In all regression analyses, the variance inflation factors (VIF) to assess multicollinearity among the predictors were examined. All VIF values were below the 4.00 value indicative of problematic levels of multicollinearity (Čekanavičius, Murauskas, 2004). Distributive, procedural and interactional justice in HRM decisions each explained around 50 percent of the variance in overall justice of organization.

The summary of multiple regression analysis results is presented in *Figure 1*. It shows the different weight that distributive, procedural and interactional justice of HRM decisions have when predicting overall justice.

Overall justice is best predicted by distributive justice of developmental opportunity ($\beta = 0.368$, $p < 0.01$), less predicted by distributive justice of pay ($\beta = 0.177$, $p < 0.01$) and benefits ($\beta = 0.183$, $p < 0.01$), and least predicted by distributive justice of performance appraisal ($\beta = 0.154$, $p < 0.05$) (the overall model $R^2 = 0.517$; $F = 20.034$, $p < 0.01$). Furthermore, overall justice is related the most strongly to perceived procedural justice of developmental opportunity ($\beta = 0.366$, $p < 0.01$), less strongly related to perceived procedural justice of benefits ($\beta = 0.214$, $p < 0.01$) and performance appraisal ($\beta = 0.145$, $p < 0.05$), and not related to perceived procedural justice of pay ($\beta = 0.037$, $p > 0.05$) (the overall model $R^2 = 0.552$; $F = 21.708$, $p < 0.01$). Finally, overall justice of organization is the most strongly predicted by interactional justice of developmental opportunity ($\beta = 0.414$, $p < 0.01$) and benefits ($\beta = 0.360$, $p < 0.01$), less strongly predicted by interactional justice of pay ($\beta = 0.134$, $p < 0.05$), and not predicted

by interactional justice of performance appraisal ($\beta = -0.014$, $p > 0.05$) (the overall model $R^2 = 0.614$; $F = 29.004$, $p < 0.01$).



*Figure 1. The role of distributive, procedural and interactional justice of HRM decisions in predicting overall justice (β coefficients are presented in the figure. ** $p < 0.01$; * $p < 0.05$)*

3. Overall justice as a mediator between distributive, procedural and interactional justice of HRM decisions and employees' behaviour and attitudes towards work, managers, and organization

The test the mediating role of overall justice in the relationship between distributive, procedural and interactional justice of HRM decisions and employees' behaviour and attitudes, a mediation analysis following the procedure suggested by Baron and Kenny (1986) was conducted. First of all, the first condition for mediation suggested by Baron and Kenny was assessed using multiple regression analysis in order

to measure the relationship between distributive, procedural and interactional justice (independent variables) and employees' attitudes and behaviour (dependent variables), after controlling for all the control variables. Secondly, the relationship between distributive, procedural and interactional justice (independent variables) and overall justice (mediator) was measured in order to fulfil the second condition for mediation. Lastly, the mediating role of overall justice was assessed by evaluating the changes in the relationships between distributive, procedural and interactional justice and employees' attitudes and behaviour after entering overall justice. According to Baron and Kenny, if a significant predictor becomes non-significant when the mediating variable is added, the relationship between the predictor and the criterion variable is fully mediated by the mediator. In contrast, if the predictor remains significant but its regression coefficient is much smaller after entering a mediator, a partial mediation exists. The significance of the indirect effects was also tested with Sobel test.

All regression analysis included control variables (social demographic variables and organizational characteristics), however the results for control variables are not presented due to parsimony. Moreover, the variance inflation factors (VIF) to assess multicollinearity among the predictors were examined. All VIF values were below the 4.00 value indicative of problematic levels of multicollinearity (Čekanavičius, Murauskas, 2004).

The results of multiple regression analysis showed that overall justice accounts for significant variance in task performance and job satisfaction, trust in supervisor and trust in management; organizational commitment, turnover intention and citizenship behaviour incremental to distributive, procedural and interactional justice of all HRM decisions.

Figure 2 summarizes the relationships between distributive justice of HRM decisions, overall justice and employees' attitudes and behaviour. The results of multiple regression and Sobel test showed that overall justice fully mediates the relationship between distributive justice of pay and task performance ($Z = 4.101$, $p < 0.01$), but only partially mediates the relationship between distributive justice of benefits ($Z = 5.481$, $p < 0.01$) and developmental opportunity ($Z = 7.052$, $p < 0.01$) and job satisfaction. Besides, overall justice is a mediator between distributive justice of pay and developmental opportunity and trust in supervisor ($Z = 8.562$, $p < 0.01$ and $Z = 9.560$,

$p < 0.01$ respectively), distributive justice of developmental opportunity and trust in management ($Z = 11.494$, $p < 0.01$). However, overall justice of organization only partially mediates the relationship between distributive justice of benefits and trust in supervisor ($Z = 7.636$, $p < 0.01$). Moreover, overall justice fully mediates the relationship between distributive justice of developmental opportunity and organizational commitment ($Z = 12.887$, $p < 0.01$), turnover intention ($Z = -8.400$, $p < 0.01$) and citizenship behaviour ($Z = 3.401$, $p < 0.01$), but only partially mediates the relationship between distributive justice of pay ($Z = -7.744$, $p < 0.01$) and benefits ($Z = -5.534$, $p < 0.01$) and turnover intention.

The results presented in *Figure 3* summarize the relationship between procedural justice of HRM decisions, overall justice and employees' attitudes and behaviour.

Procedural justice of performance appraisal is related to task performance through overall justice ($Z = 3.929$, $p < 0.01$). However overall justice only partially mediates the relationship between procedural justice of performance appraisal and job satisfaction ($Z = 6.947$, $p < 0.01$), and procedural justice of developmental opportunity and job satisfaction ($Z = 4.610$, $p < 0.01$). Furthermore, overall justice partially mediates the relationship between procedural justice of performance appraisal and trust in supervisor ($Z = 8.972$, $p < 0.01$) and benefits ($Z = 7.755$, $p < 0.01$). Moreover, overall justice fully mediates the relationship between procedural justice of developmental opportunity and trust in supervisor ($Z = 8.680$, $p < 0.01$) and management ($Z = 11.336$, $p < 0.01$). As procedural justice of pay was not related to overall justice, the condition for mediation suggested by Baron and Kenny (1986) was not satisfied. However, procedural justice of pay was found to be directly related to trust in supervisor ($\beta = 0.194$, $p < 0.01$). Finally, organizational commitment is only partially predicted through overall justice by procedural justice of performance appraisal ($Z = 10.708$, $p < 0.01$), and fully predicted by procedural justice of developmental opportunity through overall justice ($Z = 13.043$, $p < 0.01$). Turnover intentions are related to procedural justice of performance appraisal ($Z = -7.293$, $p < 0.01$) and developmental opportunity ($Z = -7.371$, $p < 0.01$) through overall justice. Similarly, citizenship behaviour is predicted by procedural justice of performance appraisal only through overall justice ($Z = 3.721$, $p < 0.01$).

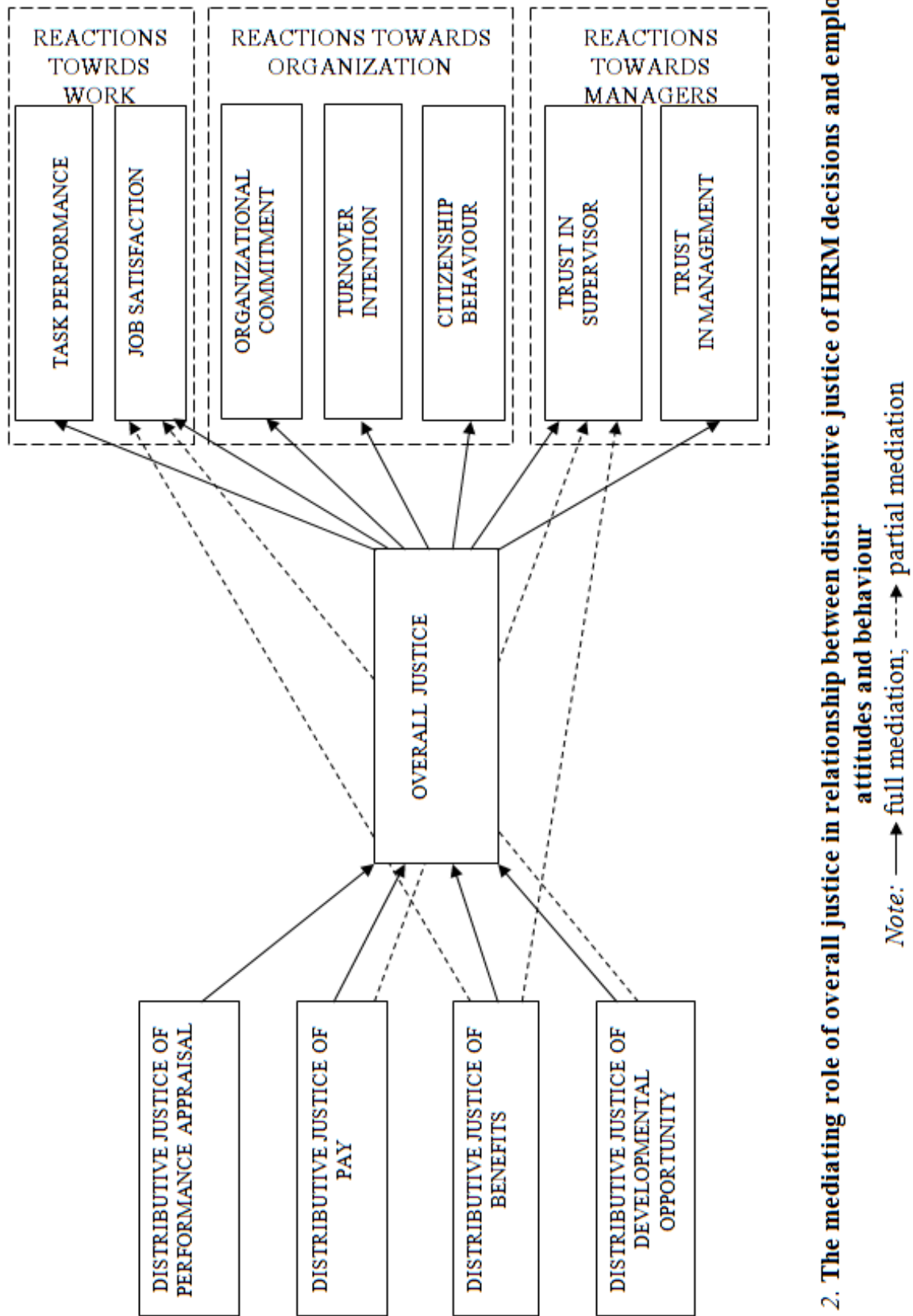


Figure 2. The mediating role of overall justice in relationship between distributive justice of HRM decisions and employees' attitudes and behaviour

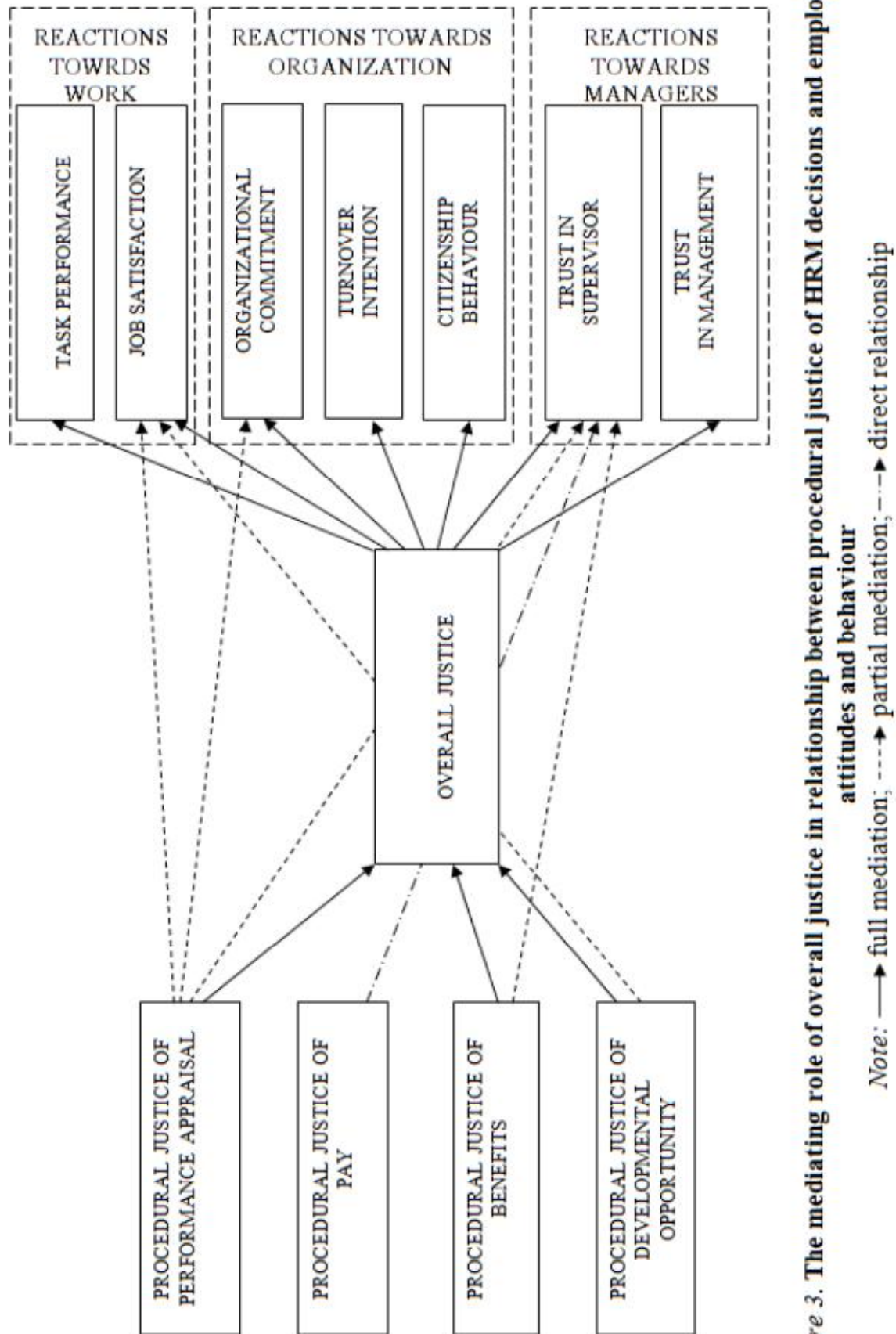


Figure 3. The mediating role of overall justice in relationship between procedural justice of HRM decisions and employees' attitudes and behaviour

Figure 4 depicts the relationship between interactional justice of HRM decisions, overall justice and employees' attitudes and behaviour. The results of multiple regression and Sobel test showed that overall justice partially mediates the relationship between interactional justice of benefits ($Z = 5.400$, $p < 0.01$) and developmental opportunity ($Z = 5.830$, $p < 0.01$) and job satisfaction. Overall justice also fully mediates the relationship between interactional justice of benefits ($Z = 8.645$, $p < 0.01$) and developmental opportunity ($Z = 8.950$, $p < 0.01$). Similarly, overall justice fully mediated the relationship between interactional justice of developmental opportunity and trust in management ($Z = 12.067$, $p < 0.01$). As interactional justice of performance appraisal was not related to overall justice, the condition for mediation suggested by Baron and Kenny (1986) was not satisfied. However, interactional justice of performance appraisal appeared to be directly related to trust in supervisor ($\beta = 0.249$, $p < 0.01$).

Furthermore, organizational commitment is predicted by interactional justice of benefits ($Z = 9.827$, $p < 0.01$) and developmental opportunity ($Z = 13.555$, $p < 0.01$) only through overall justice. Similarly turnover intentions are also predicted by interactional justice of benefits ($Z = 6.612$, $p < 0.01$) and developmental opportunity ($Z = 8.452$, $p < 0.01$) only through overall justice.

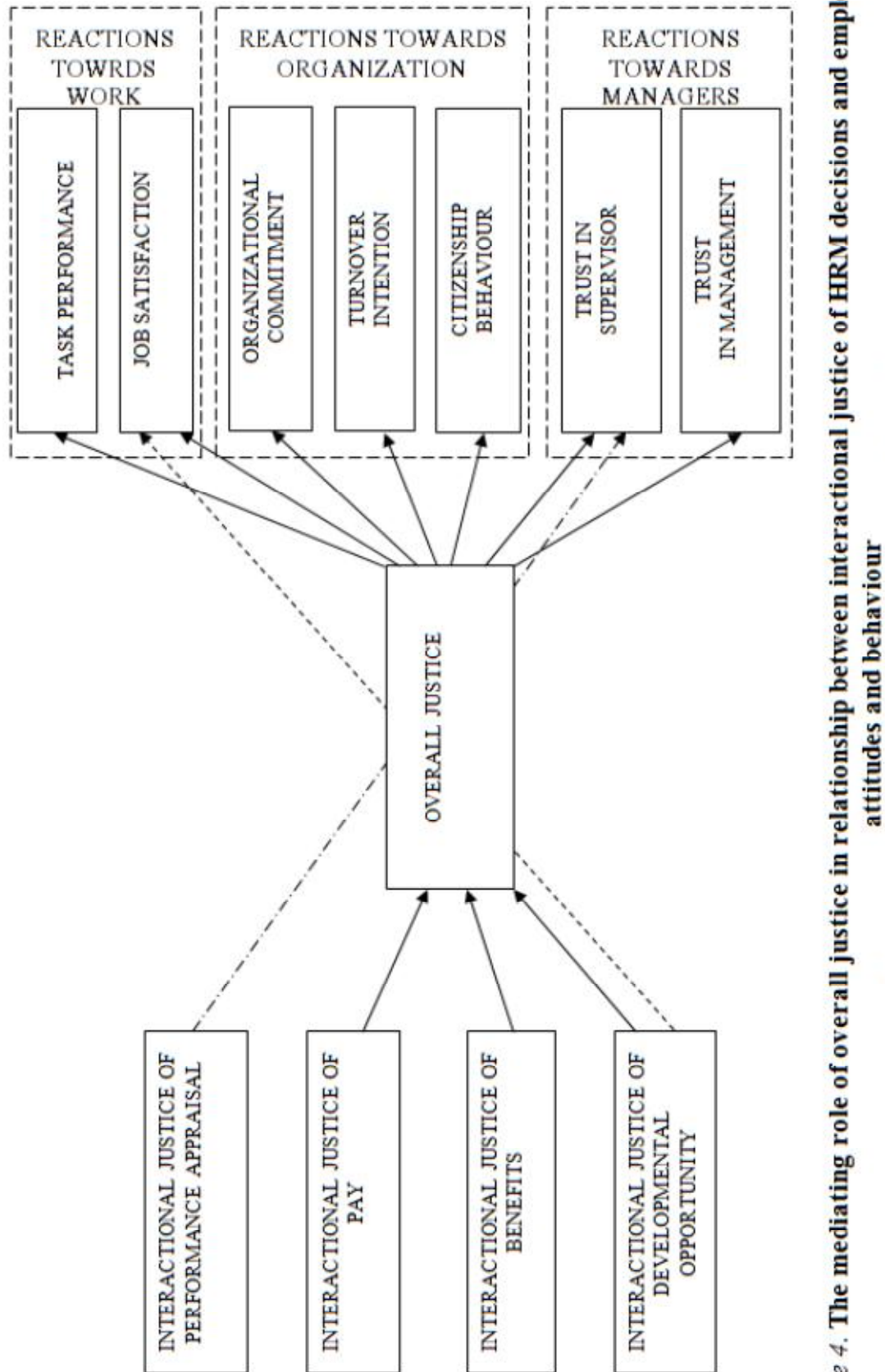


Figure 4. The mediating role of overall justice in relationship between interactional justice of HRM decisions and employees' attitudes and behaviour

4. The weight of justice rules in predicting distributive, procedural and interactional justice across different HRM decisions and the moderating role of decision favourability

Multiple regression analysis was conducted in order to assess the weight of justice rules in predicting distributive, procedural and interactional justice across different HRM decisions. The justice rules and decision favourability were set as predictor variables and perceived justice was set as dependant variable. All models of multiple regressions included control variables (social demographic variables and organizational characteristics); however the results for control variables are not presented due to parsimony. Moreover, in all regression analyses, the variance inflation factors (VIF) to assess multicollinearity among the predictors were examined. All VIF values were below the 4.00 value indicative of problematic levels of multicollinearity (Čekanavičius, Murauskas, 2004).

As can be seen in *Table 2*, the perceived distributive justice of HRM decisions is predicted by the same distributive justice rules, but their weight differs. Distributive justice of performance appraisal is predicted by rules of equity and need; distributive justice of pay performance appraisal is mainly predicted by rule of equity and to a lesser extent by the rule of need. Moreover, distributive justice of benefits is predicted solely by rule of need. Finally, distributive justice of developmental opportunity depends mainly on rule of need and to a lesser extent on the rule of equity.

Table 2. The role of distributive justice (DJ) rules in HRM decisions

Predictors	DJ of performance appraisal	DJ of pay	DJ of Benefits	DJ of developmental opportunity
Decision favourability	0.258**	0.185**	0.234**	0.156**
Equity rule	0.302**	0.593**	0.078	0.253**
Equality rule	-0.067	0.013	0.026	-0.052
Need rule	0.270**	0.181**	0.603**	0.571**
F	35.747**	67.475**	74.394**	153.16**
R ²	0.501	0.656	0.794	0.818
N	440	437	244	422

β coefficients are presented in the table. * p < 0.05; ** p < 0.01.

Note: Decision favourability was coded as follows: 0 ‘Unfavourable decision’; and 1 ‘Favourable decision.’

The study also revealed that distributive justice of all HRM decisions is higher when favourable decision is made (β values ranged from 0.156 to 0.258, $p < 0.01$).

The results of multiple regression analysis presented in *Table 3* shows that the weight of procedural justice rules in different HRM decisions is the same. The most important in all HRM decisions is the rule of accuracy and, to a lesser extent, the rule of voice. The rule of consistency predicts procedural justice of performance appraisal and pay.

The results also showed that procedures of all HRM decisions are regarded as fairer when the decision made is favourable (β values ranged from 0.110 to 0.272, $p < 0.01$).

Table 3. The role of procedural justice (PJ) rules in HRM decisions

Predictors	PJ of performance appraisal	PJ of pay	PJ of Benefits	PJ of developmental opportunity
Decision favourability	0.110**	0.137**	0.270**	0.272**
Consistency rule	-0.271**	-0.184**	-0.026	-0.040
Accuracy rule	0.700**	0.638**	0.429**	0.620**
Voice rule	0.256**	0.304**	0.253**	0.166**
F	67.640**	195.96**	40,551**	150.97**
R ²	0.661	0.680	0.680	0.817
N	430	431	242	418

β coefficients are presented in the table. * $p < 0.05$; ** $p < 0.01$.

Note: Decision favourability was coded as follows: 0 'Unfavourable decision'; and 1 'Favourable decision.'

Table 4. The role of interactional justice (IJ) rules in HRM decisions

Predictors	IJ of performance appraisal	IJ of pay	IJ of benefits	IJ of developmental opportunity
Decision favourability	0.102*	0.291**	0.153*	0.274**
Informational rule	0.557**	0.418**	0.770**	0.537**
Interpersonal rule	-0.009	0.244**	-0.144	0.150**
F	30.534**	42.719**	43.720**	138.89**
R ²	0.446	0.526	0.675	0.789
N	430	435	244	420

β coefficients are presented in the table. * $p < 0.05$, ** $p < 0.01$.

Note: Decision favourability was coded as follows: 0 'Unfavourable decision'; and 1 'Favourable decision.'

As can be seen in *Table 4*, the weight of interactional justice rules do not differ across HRM decisions. The most important rule is the informational one while interpersonal rule predicts interactional justice of pay and developmental opportunity.

Moreover, interactional justice of all HRM decisions is higher when favourable decision is made (β values ranged from 0.102, $p < 0.05$ to 0.291, $p < 0.01$).

The moderation analysis using MODPROBE 1.3 for SPSS was conducted in order to check the interaction between justice rules and decision favourability when predicting distributive, procedural and interactional justice across HRM decisions. Distributive, procedural and interactional justice rules were entered as independent variables, decision favourability was entered as a moderator, and distributive, procedural and interactional justice were set as dependent variables. Separate moderation analyses were conducted for each justice rule while control variables (social demographic and organizational characteristics) as well as remaining justice rules were entered into the models as covariates. The moderation analysis was performed checking for certain justice rule effect on distributive, procedural and interactional justice at two levels of moderator, i.e. favourable and unfavourable decision.

The results for interactions between distributive justice rules and decision favourability are presented in *Table 5*. In performance appraisal decisions only the equality rule interacts with decision favourability. When performance appraisal decision is favourable, equality rule is negatively related to distributive justice ($B = -0.083$, $p = 0.009$), and when the decisions regarding performance appraisal is negative, equality rule does not predict distributive justice ($B = 0.114$, $p = 0.158$).

Table 5. The interaction between distributive justice rules and decision favourability (DF) when predicting distributive justice (DJ)

Predictors	DJ of performance appraisal		DJ of pay		DJ of benefits		DJ of developmental opportunity	
	B	p	B	p	B	p	B	p
Equity rule \times DF	-0.129	0.159	0.268**	0.000	0.014	0.861	0.092	0.119
Equality rule \times DF	-0.197*	0.024	-0.262**	0.000	-0.054	0.367	-0.086	0.054
Need rule \times DF	-0.130	0.194	0.173*	0.012	0.068	0.409	-0.023	0.698
N	440		437		244		422	

* $p < 0.05$, ** $p < 0.01$.

Separate moderation analyses were run with each justice rule while remaining rules together with control variables were entered into the model as covariates

Note: Decision favourability was coded as follows: 0 'Unfavourable decision'; and 1 'Favourable decision.'

Moreover, all rules of distributive justice interact with decision favourability when predicting perceived distributive justice of pay. When the decisions regarding pay is

favourable, distributive justice is more strongly predicted by rules of equity ($B = 0.591$, $p = 0.000$) than in the case of unfavourable decision ($B = 0.323$, $p = 0.000$). Furthermore the rule of equality is negative related to distributive justice when the decision is favourable ($B = -0.066$, $p = 0.022$), but is positively related to distributive justice when the decision is unfavourable. Besides the rule of need predicts distributive justice of pay only when the decision is favourable ($B = 0.175$, $p = 0.000$), but in the case of unfavourable decision it is not related to distributive justice $B = 0.001$, $p = 0.988$).

Finally, the rules of distributive justice do not interact with decision favourability when predicting distributive justice of benefits and developmental opportunity.

Table 6. The interaction between procedural justice rules and decision favourability (DF) when predicting procedural justice (PJ)

Predictors	PJ of performance appraisal		PJ of pay		PJ of benefits		PJ of developmental opportunity	
	B	p	B	p	B	p	B	p
Consistency rule × DF	-0.152	0.116	0.043	0.569	-0.180	0.051	-0.075	0.181
Accuracy rule × DF	0.040	0.691	0.167*	0.046	0.127	0.166	-0.170*	0.022
Voice rule × DF	0.022	0.794	0.133*	0.038	0.056	0.474	-0.099	0.142
N	430		431		242		418	

* $p < 0.05$, ** $p < 0.01$.

Separate moderation analyses were run with each justice rule while remaining rules together with control variables were entered into the model as covariates

Note: Decision favourability was coded as follows: 0 ‘Unfavourable decision’; and 1 ‘Favourable decision.’

As seen in *Table 6*, the decision favourability moderates the relationship between procedural justice rules and perceived procedural justice in decisions of pay and developmental opportunity. The rule of accuracy is more strongly related to procedural justice of pay when the decision is favourable ($B = 0.810$, $p = 0.000$) than when the decision is unfavourable ($B = 0.643$, $p = 0.000$). Similarly the rule of voice predicts procedural justice of pay more strongly in case of favourable decision ($B = 0.299$, $p = 0.000$) than in the case of negative one ($B = 0.166$, $p = 0.004$). Moreover, the rule of accuracy interacts with decision favourability when predicting perceived procedural justice of developmental opportunity. When the decision to provide employee with developmental opportunity is made, accuracy of procedures is less strongly related to perceived procedural justice ($B = 0.637$, $p = 0.000$) than in the case of not providing an opportunity to develop ($B = 0.807$, $p = 0.000$). Finally, the rules of procedural justice do

not interact with decision favourability neither in performance appraisal, nor in benefits decisions.

The interactional justice rules interact with decision favourability when predicting perceived interactional justice of pay and developmental opportunity (*Table 7*). When the decision regarding pay is favourable, interactional justice is predicted by informational ($B = 0.469, p = 0.000$) and interpersonal ($0.565, p = 0.000$) rules, but when the decision is unfavourable perceived interactional justice is not related neither with informational ($B = 0.143, p = 0.109$) nor interpersonal ($B = 0.023, p = 0.784$) rules. Besides, informational rule interacts with decision favourability when predicting interactional justice of developmental opportunity. When an employee is rejected an opportunity to develop, informational rule is more strongly related to perceived interactional justice ($B = 0.649, p = 0.000$) than when an employee is provided with such an opportunity ($B = 0.362, p = 0.000$).

Table 7. The interaction between interactional justice rules and decision favourability (DF) when predicting interactional justice (IJ)

Predictors	IJ of performance appraisal		IJ of pay		IJ of benefits		IJ of developmental opportunity	
	B	p	B	p	B	p	B	p
Informational rule × DF	-0.196	0.087	0.325**	0.000	0.153	0.056	-0.287**	0.000
Interpersonal rule × DF	-0.341	0.140	0.541**	0.000	0.195	0.067	0.045	0.579
N	430		435		244		420	

* $p < 0.05$, ** $p < 0.01$.

Separate moderation analyses were run with each justice rule while remaining rules together with control variables were entered into the model as covariates

Note: Decision favourability was coded as follows: 0 ‘Unfavourable decision’; and 1 ‘Favourable decision.’

Finally, the rules of interactional justice do not interact with decision favourability neither when predicting interactional justice of performance appraisal, nor when predicting interactional justice of benefits.

CONCLUSIONS

1. The study reveals the importance that overall justice of organization has in predicting important attitudes and behaviour of employees. The fairer the

organization is perceived to be, the better the task performance, the greater job satisfaction, trust in supervisor and management, commitment to organization and citizenship behaviour, and the lesser intention to turnover is.

2. The role of distributive, procedural and interactional justice in forming overall justice of organization is different across human resource management decisions. The best predictors of overall justice are distributive, procedural and interactional justice of developmental opportunities and benefits, while distributive, procedural and interactional justice of performance appraisal and pay are less related to overall justice.
3. Overall justice of organization mediates the relationship between distributive, procedural and interactional justice of different human resource management decisions and employees' attitudes and behaviour towards management and organization and task performance. Whereas job satisfaction and trust in supervisor is predicted not only by overall justice of organization but also by distributive, procedural and interactional justice of different human resource management decisions as well.
4. Distributive justice across different human resource management decisions depends upon different justice rules. Perceived justice of performance appraisal and pay decisions depends on equity and equality of the decisions. Whereas decisions regarding benefits and developmental opportunities are perceived as fairer when are based on needs of employees. The opportunity to develop is also perceived as fairer when it is based on contribution of employee.
5. Procedural and interactional justice across different human resource management decisions are based on the same justice rules. The procedures of performance appraisal, pay, benefits and developmental opportunity are perceived as fairer when they are unbiased, accurate and ethical, enable employee to affect the outcome and decision making process. However, the perceived fairness of procedures is not related to their consistency across employees and over time. Furthermore, the interpersonal treatment of managers making decisions regarding performance appraisal, pay, benefits and developmental opportunity is perceived as fairer when managers are truthful and justify the decision made. Additionally, the fairness of interpersonal

behaviour in pay and developmental opportunity decisions is related to respectful and appropriate treatment of employees.

6. When favourable decision is made, the decisions making procedures, interpersonal treatment and the decisions itself are perceived to be fairer.
7. The weight of justice rules in predicting distributive, procedural and interactional justice depends on decision favourability only in pay decisions.

REFERENCES

Adams J. S. Inequity in social exchange. // In L. Berkowitz (Ed.), *Advances in Experimental Social Psychology*. 1965, vol. 2, p. 267–299). New York: Academic Press.

Ambrose M. L., Schminke M. The role of overall justice judgments in organizational justice research: a test of mediation // *Journal of Applied Psychology*. 2009, vol. 94 (2), p. 491–500.

Ambrose M. L., Hess R. L., Ganesan S. The relationship between justice and attitudes: An examination of justice effects on specific and global attitudes // *Organizational Behavior and Human Decision Processes*. 2007, vol. 103, 21–36.

Baron R. M., Kenny D. A. The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations // *Journal of Personality and Social Psychology*. 1986, vol. 51, p. 1173–1182.

Bies R. J., Moag J. S. Interactional justice: communication criteria of fairness // / Lewicki R. J., Sheppard B. H., Bazerman M. H. *Research on negotiations in organizations*, vol. 1. Greenwich, CT: JAI Press. 1986, p. 43–55.

Cohen-Charash Y., Spector P. E. The role of justice in organizations: A metaanalysis // *Organizational Behaviour and Human Decision Processes*. 2001, vol. 86 (2), p. 278–321.

Colquitt J. A., Conlon D. E., Wesson M. J., Porter C. O. L. H, Ng K. Y. Justice at the millennium: A meta-analytic review of 25 years of organizational justice research // *Journal of Applied Psychology*. 2001, vol. 86 (3), p. 425–445.

Colquitt J. A., Greenberg J. Organizational Justice: A Fair Assessment of the State of the Literature // J. Greenberg (Ed.), *Organizational Behaviour: The State of the Science*. Mahwah, NJ: Lawrence Erlbaum Associates, 2004.

Cook J. D., Hepworth, S. J., Wall, T. D., Warr, P. B. The experience of work. A Compendium and Review of 249 Measures and their Use. 1981.

Cropanzano R., Chrobot-Mason D., Rupp D. E., Prehar C. A. Accountability for corporate injustice // *Human Resource Management Review*. 2004, vol. 14, p. 107–133.

Cropanzano R., Rupp D. E., Mohler C. J., Schminke M. Three roads to organizational justice // Ferris J. (Eds.), *Research in personnel and human resource management*. Amsterdam: Elsevier Science, 2001, vol. 20, p. 1–113.

Čekanavičius V., Murauskas G. *Statistika ir jos taikymai II*. Vilnius: TEV, 2004.

Deutsch M. Equity, equality, and need: what determines which value will be used as basis of distributive justice // *Journal of Social Issues*. 1975, vol. 31(3), p. 137–149.

Gilliland S. W., Paddock L. Organizational justice across human resource management decisions // G. P., Hodgkinson, J. K. Ford. (Eds.) *International Review of Industrial and Organizational Psychology*. John West Sussex, UK: John Wiley & Sons. 2005 vol. 20, p. 149–177.

Greenberg J. Stealing in the name of justice: Informational and interpersonal moderators of theft reactions to underpayment inequity // *Organizational Behavior and Human Decision Processes*. 1993, vol. 54, p. 81–103.

Hayes A. F., Matthes J. Computational procedures for probing interactions in OLS and logistic regression: SPSS and SAS implementations // *Behavior Research Methods*. 2009, vol. 41 (3), p. 924–936.

Hollensbe E. C., Khazanchi S., Masterson S. S. How do I assess if my supervisor and organization are fair? Identifying the rules underlying entity-based justice perceptions // *Academy of Management Journal*. 2008, vol. 51, p. 1099–1116.

Holtz B. C., Harold C. M. Fair today, fair tomorrow? A longitudinal investigation of overall justice perceptions // *Journal of Applied Psychology*. 2009, vol. 94 (5), p. 1185–1199.

Kuvaas B. An exploration of how the employee-organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes // *Journal of Management Studies*. 2008, vol. 45, p. 1–25.

Leventhal G. S. The distribution of rewards and resources in groups and organizations // Berkowitz L., Walster W. (Eds), *Advances in experimental social psychology*. New York: Academic Press. 1976, vol. 9, p. 91–131.

Leventhal, G. S. What should be done with equity theory? // Gergen K. J., Greenberg M. S., Willis R. H. (Eds.), *Social exchange: Advances in theory and research*. New York: Plenum. 1980, p. 27–55.

Lind E. A. Fairness Heuristic Theory: Justice judgments as pivotal cognitions in organizational relations // Greenberg J., Cropanzano R. *Advances in organizational justice*. Stanford, CA: Stanford University Press. 2001, p. 56–88.

Mowday R. T., Steers R. M., Porter L. W. The measurement of organizational commitment // *Journal of Vocational Behavior*. 1979, vol. 14, p. 224–247.

Preacher K. J., Hayes A. F. SPSS and SAS procedures for estimating indirect effects in simple mediation models // *Behavior Research Methods, Instruments, and Computers*. 2004, vol. 36, p. 717–731.

Rupp D. E., Cropanzano R. The mediating effects of social exchange relationships in predicting workplace outcomes from multifoci organizational justice // *Organizational Behavior and Human Decision Processes*. 2002, vol. 89, p. 925–946.

Scott D. The causal relationship between trust and the assessed value of management by objectives // *Journal of Management*, 1980, vol.6, no.2, p. 157–173.

Sheppard B. H., Lewicki R. J., Minton J. W. *Organizational justice: the search for fairness in the workplace*. New York: Lexington Books/Macmillan. 1992.

Williams L. J., Anderson S. E. Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors // *Journal of Management*. 1991, vol. 17, p. 601–617.

DOCTORAL STUDENT RESUMÉ

Jurgita Lazauskaitė-Zabielskė has studied Psychology at Vilnius University since 1999. She was awarded a Bachelor's degree in Psychology in 2003 and a Master's degree in Psychology in 2005. From 2005 to 2011 she was a doctoral student at Department of Clinical and Organizational Vilnius University, at Vilnius University.

Since 2005 she has been working as a lecturer at Vilnius University, giving lectures and seminars, supervising students and carried other academic activities.

From 2005 to 2006 Jurgita Lazauskaitė-Zabielskė worked as psychologist at Vilnius University Career Centre where she was responsible for career counselling, conducted seminars on career planning, preparing and conducting national and international projects.

From 2006 to 2007 worked as expert-lecturer in project supported by EU structural funds "The Development and Implementation of a Joint Career Centre Model at Vilnius, Kaunas, Klaipėda, Marijampolė, Utena, Žemaitija, and Šiauliai Colleges of Higher Education".

From 2007 to 2008 Jurgita Lazauskaitė-Zabielskė worked as lecturer in project "Adaptation of non-degree studies for rural development professionals at Vilnius University" which was supported by EU structural funds.

From 2007 to 2008 Jurgita Lazauskaitė-Zabielskė was a scientific editor of Lithuanian edition D. G. Myers "Psychology"(Kaunas: Poligrafija ir Informatika, 2008).

During the period of doctoral studies Jurgita Lazauskaitė-Zabielskė was actively involved in scientific and academic activities. She published her studies on organizational justice, presented the main findings of her doctoral research at national and international conferences.

Jurgita Lazauskaitė-Zabielskė is a member of International Society for Justice Research, European Association of Work and Organizational Psychology, Lithuanian Society of Young Researchers, and Baltic Area Alliance Board for Organizational Psychology. Since 2008 she is a head of Organizational Psychology Division at Lithuanian Psychological Association.

Research interests: work and organizational psychology, justice in organizations, social psychology.

Contact e-mail jurgita.zabielske@gmail.com

Publications:

Lazauskaitė-Zabielskė Jurgita. Suvokto atlygio už darbą teisingumo prielaidos viešajame ir privačiajame sektoriuje. // Organizacijų vadyba: sisteminiai tyrimai. Kaunas: Vytauto Didžiojo universiteto leidykla. 2010, nr. 55, p. 103–117.

Lazauskaitė-Zabielskė Jurgita. Suvokto atlygio už darbą teisingumo ypatumai viešajame ir privačiajame sektoriuje. // Psichologijos tyrimai: menas ar amatas? VII Jaunųjų mokslininkų psichologų konferencijos medžiaga. 2010, p. 101–110.

Lazauskaitė-Zabielskė Jurgita, Bagdžiūnienė Dalia. Organizacinio teisingumo vaidmuo priimant sprendimus paaukštinti. // Psichologija. 2008, t.38, p. 48–62.

Lazauskaitė Jurgita. Organizacinis teisingumas kaip įsitraukimo į profsajungų veiklą prielaida. // Tarp kryptų ir disciplinų: V Jaunųjų mokslininkų psichologų konferencijos medžiaga. 2008, p. 88–94.

Lazauskaitė Jurgita. Teisingumo paradoksas: ar formalios procedūros užtikrina teisingumą organizacijoje? // Psichologijos tyrimai Lietuvoje: vieta pasaulyje ir ateities vizija. Vilnius, 2007, p. 28–34.

Lazauskaitė Jurgita. Organizacinio teisingumo vaidmuo paaukštinimo sprendimuose. // Psichologijos mokslo taikymas Lietuvoje: iššūkiai ir galimybės: III Jaunųjų mokslininkų psichologų konferencijos medžiaga. 2006, p. 54–59.

Conference presentations:

Lazauskaitė-Zabielskė Jurgita, Bagdžiūnienė Dalia. Justice rules as antecedents of perceived compensation fairness in public and private sector. Presented at XVth European Congress of Work and Organizational Psychology, 2011 05 25–28, Maastrich, the Netherlands.

Lazauskaitė-Zabielskė Jurgita, Bagdžiūnienė Dalia. The role of organizational justice in promotion decisions. Presented at XVth European Congress of Work and Organizational Psychology, 2009 06 13–16, Santiago de Compostela, Spain.

REZIUMĖ

IVADAS

Darbo aktualumas

Kelis dešimtmečius trunkantys teisingumo organizacijoje tyrimai rodo didelę teisingo elgesio su darbuotojais svarbą. Darbuotojų suvokiamas teisingumas skatina teigiamas nuostatas ir elgesį organizacijos, vadovų ir paties darbo atžvilgiu, ir apima pasitenkinimą darbu, įsipareigojimą organizacijai, darbo atlikimo efektyvumą ir pilietišką elgesį, pasitikėjimą vadovais. Ir priešingai, jei su darbuotojais elgiamasi neteisingai, jie ne tik pasižymi mažiau teigiamomis nuostatomis, bet ir yra labiau linkę elgtis destruktiviai organizacijoje bei ją palikti (Cohen-Charash, Spector, 2001; Colquitt et al., 2001). Darbuotojai mieliau renkasi dirbti organizacijose, kurios yra vertinamos kaip teisingos (Rupp, Cropanzano, 2002), o neteisingos organizacijos ilgainiui tampa pasmerktos žlugti (Sheppard et al., 1992). Nepaisant to, kad organizacijos suvokiamos kaip savarankiški socialiniai veikėjai, galintys elgtis su darbuotojais teisingai arba neteisingai (Cropanzano et al., 2004), beveik nesama tyrimų, kurie nagrinėtų organizacijos kaip visumos teisingumą. Tuo tarpu vienas esminių klausimų teisingumo organizacijoje srityje yra būtent teisingumo prielaidų tyrimas (Hollensbe et al., 2008).

Organizacijos teisingumas yra apibrėžiamas kaip darbuotojo suvokiamas organizacijos elgesio su juo teisingumas (Ambrose, Schminke, 2009). Jį formuoja skirstymo, procedūros ir sąveikos teisingumo vertinimai (Lind, 2001a). Skirstymo teisingumas – tai darbuotojo atžvilgiu priimamų sprendimų suvokiamas teisingumas, procedūros teisingumas – sprendimams priimti taikomų procedūrų suvoktas teisingumas, sąveikos teisingumas apima tarpasmeninio elgesio priimant sprendimus suvokiamą teisingumą (Colquitt, Greenberg, 2004). Tyrimai paprastai nagrinėja kiekvieno jų santykinę svarbą organizacijos teisingumui (pavyzdžiui, Holtz, Harold, 2009), siekdami nustatyti, kas turi didesnę įtaką darbuotojo suvokiamam organizacijos elgesio su juo teisingumui – teisingi sprendimai, teisingos procedūros ar teisingas tarpasmeninis elgesys. Tačiau kadangi darbuotojas kasdien susiduria su daugeliu jo atžvilgiu priimamų sprendimų, kyla klausimas, ar skirstymo, procedūros ir sąveikos teisingumo indėlis į

organizacijos teisingumą visuomet yra vienodas, ar priklauso nuo žmogiškųjų išteklių valdymo sprendimų, kuriuose yra suformuojami. Ar, pavyzdžiui, neteisingas darbo užmokestis ar neteisinga asmeninė dovana vienodai mažina suvokiamą organizacijos elgesio su darbuotoju teisingumą, o teisingos veiklos vertinimo ir paaukštinimo pareigose procedūros vienodai jį didina?

Įvertinus skirstymo, procedūros ir sąveikos teisingumo vaidmenį formuojant organizacijos teisingumą, kyla klausimas, kaip yra suformuojamas skirtingų žmogiškųjų išteklių valdymo sprendimų skirstymo, procedūros ir sąveikos teisingumas. Paprastai manoma, kad jeigu sprendimas, procedūros ar tarpasmeninis elgesys atitinka tam tikras teisingumo taisykles, jie yra suvokiami kaip teisingi (Cropanzano et al., 2001b). Organizacijos skiria laiką ir lėšas teisingumo taisyklėms žmogiškųjų išteklių valdymo sprendimuose įgyvendinti, tikėdamosi, kad tai užtikrins darbuotojų pasitenkinimą bei padidins jų motyvaciją. Tačiau net ir laikantis teisingumo taisyklių teisingumas ne visuomet yra pasiekiamas. Taip nutinka pamiršus tai, apie ką kalbėjo jau pirmieji teoretikai – kad teisingumas visuomet yra bent iš dalies situacinis. Taigi tai, kas yra teisinga vienoje situacijoje, vienoje organizacijoje gali būti neteisinga kitose. Be to, darbuotojų teisingumo vertinimai priklauso nuo to, kiek palankus ar nepalankus jų atžvilgiu sprendimas yra priimamas. Neatsitiktinai tyrėjai ir pačios organizacijos skirtingus žmogiškųjų išteklių valdymo sprendimus grindžia skirtingomis teisingumo taisyklėmis. Pavyzdžiui, nors darbuotojams yra atlyginama už darbą priklausomai nuo rezultatų, tačiau išmokos ar dovanos asmeninių švenčių progomis yra teikiamos visiems vienodai arba atsižvelgiant į individualius poreikius. Visgi nesama tyrimų, kurie sistemiškai įvertintų atskirų teisingumo taisyklių svarbą skirtingose situacijose ir padėtų nustatyti, į kurių teisingumo taisyklių nesilaikymą visuomet reaguojama suvoktu neteisingumu ir kurių laikymasis vertinamas kaip teisingas ar ne priklausomai nuo situacijos. Tai leistų teoretikams bei praktikams pasirinkti ir įgyvendinti tas teisingumo taisykles, nuo kurių priklauso konkrečių žmogiškųjų išteklių valdymo sprendimų skirstymo, procedūros ir sąveikos suvokiamas teisingumas.

Galiausiai, teisingumo vaidmuo organizacijoje paprastai grindžiamas jo sąsajomis su darbuotojų nuostatomis ir elgesiu darbo, vadovų, organizacijos atžvilgiu. Deja, tyrimų, nagrinėjančių darbuotojų reakcijas į suvokiamą organizacijos teisingumą, trūksta (Ambrose, Schminke, 2009). Be to, neaišku, ar darbuotojai reaguoja į atskirų sprendimų

skirstymo, procedūros ir sąveikos (ne)teisingumą, ar į suvokiamą visos organizacijos (ne)teisingumą? Ar, pavyzdžiui, neteisingas sprendimas dėl darbo užmokesčio gali paskatinti darbuotoją palikti organizaciją, ar ketinimas išeiti priklausys nuo suvokto visos organizacijos neteisingumo? Jei darbuotojai reaguoja į organizacijos kaip visumos teisingumą, tuomet galima būtų vieną mažiau teisingą sprendimą bent iš dalies kompensuoti teisingu kitu.

Tyrimo tikslas – nustatyti suvokto organizacijos teisingumo prielaidas ir sąsajas su darbuotojų nuostatomis ir elgesiu darbo, vadovų ir organizacijos atžvilgiu.

Tyrimo uždaviniai

- Įvertinti suvokto organizacijos teisingumo sąsajas su darbuotojų nuostatomis ir elgesiu darbo, vadovų ir organizacijos atžvilgiu.
- Įvertinti, kokią reikšmę suvoktam organizacijos teisingumui turi skirtingų žmogiškųjų išteklių valdymo sprendimų suvoktas skirstymo, procedūros ir sąveikos teisingumas.
- Išanalizuoti suvokto organizacijos ir skirstymo, procedūros bei sąveikos teisingumo skirtinguose žmogiškųjų išteklių valdymo sprendimuose sąsajas su darbuotojų nuostatomis ir elgesiu darbo, vadovų ir organizacijos atžvilgiu.
- Išnagrinėti taisykles, formuojančias suvoktą skirstymo, procedūros ir sąveikos teisingumą skirtinguose žmogiškųjų išteklių valdymo sprendimuose.

Mokslinis naujumas

Šis tyrimas – vienas pirmųjų teisingumo organizacijoje tyrimų Lietuvoje. Jame nagrinėjamas suvoktas organizacijos teisingumas, remiantis tiek seniausia, tiek naujausia individualios teisingumo patirties organizacijoje samprata. Teisingumo prielaidos vertinamos remiantis pirmaisiais ir seniaisiais teisingumą aprašančiais modeliais – G. S. Leventhalio, R. J. Bieso ir J. S. Moago bei E. A. Lindo. Tuo tarpu darbuotojų nuostatų ir elgesio reakcijų į suvoktą teisingumą vertinimas grindžiamas naujausia teisingumo organizacijoje samprata, pagrįsta teisingumo euristikos teorija ir teigiančia, kad darbuotojai formuoja ir reaguoja į apibendrintą organizacijos, o ne atskirų įvykių,

teisingumo vertinimą. Be to, vertinant organizacijos teisingumą kaip tarpininką tarp žmogiškųjų išteklių valdymo sprendimų skirstymo, procedūrų ir sąveikos teisingumo ir darbuotojų nuostatų bei elgesio, pirmą kartą buvo susietos įvykio ir visumos paradigos.

Atliktas tyrimas yra ir proaktyvus – analizuojamos atskirų žmogiškųjų išteklių valdymo sprendimų ir organizacijos teisingumo prielaidos, ir reaktyvus – vertinamos darbuotojų nuostatų ir elgesio reakcijos į suvoktą teisingumą. Analizuojant atskirų žmogiškųjų išteklių valdymo sprendimų skirstymo, procedūros ir sąveikos teisingumo prielaidas, buvo nagrinėjamos *visos* teisingumo taisyklės visuose žmogiškųjų išteklių valdymo sprendimuose. Tam tikslui buvo sudaryta skirstymo, procedūros ir sąveikos teisingumo taisyklių vertinimo metodika, atitinkanti psichometrinėms charakteristikoms keliamus reikalavimus skirtinguose žmogiškųjų išteklių valdymo sprendimuose.

Praktinė vertė

Darbe atskleidžiamos rezultatų, procedūrų ir tarpasmeninio elgesio teisingumo prielaidos žmogiškųjų išteklių valdymo sprendimuose praktikoje leistų užtikrinti vadovams jų priimamų sprendimų teisingumą. Be to, atskirų žmogiškųjų išteklių valdymo sprendimų teisingumo vaidmuo formuojant organizacijos teisingumą atkreipia dėmesį į tų sprendimų teisingumą, kurie turi didžiausią įtaką organizacijos teisingumo vertinimams. Galiausiai, pateikiama tiek atskirų žmogiškųjų išteklių valdymo sprendimų teisingumo, tiek organizacijos teisingumo svarbos organizacijoje įrodymų, rodančių teisingo elgesio su darbuotojais svarbą.

Ginamieji teiginiai

- Organizacijos teisingumas yra susijęs su darbuotojų nuostatomis ir elgesiu darbo, vadovų ir organizacijos atžvilgiu.
- Organizacijos teisingumą sudaro žmogiškųjų išteklių valdymo sprendimų skirstymo, procedūros ir sąveikos teisingumas, tačiau jų svarba organizacijos teisingumui skiriasi priklausomai nuo žmogiškųjų išteklių valdymo sprendimo.
- Skirstymo, procedūros ir sąveikos teisingumas žmogiškųjų išteklių valdymo sprendimuose yra susijęs su darbuotojų nuostatomis ir elgesiu darbo, organizacijos ir vadovų atžvilgiu per organizacijos teisingumą.

- Teisingumo taisyklių vaidmuo formuojant skirstymo, procedūros ir sąveikos teisingumą skirtinguose žmogiškųjų išteklių valdymo sprendimuose skiriasi ir priklauso nuo sprendimo palankumo darbuotojui.

METODIKA

Tyrimo dalyviai

Tyrimė dalyvavo 474 darbuotojai iš 73 Lietuvos organizacijų. 143 (30,2 %) tyrimo dalyviai buvo vyrai, 331 (69,8 %) – moterys. Vidutinis tyrimo dalyvių amžius – 39,8 metų (SD = 12,52). Tyrimė dalyvavo 120 (25,3 %) vadovaujančių darbuotojų ir 354 (74,7 %) nevadovaujantys darbuotojai. 400 (84,4 %) tyrimo dalyvių turėjo aukštąjį išsilavinimą. Vidutinė darbo organizacijoje trukmė – 8,6 metų (SD = 8,51), vidutinė pareigų ėjimo trukmė – 6,1 metų (SD = 6,46).

Vertinimo priemonės

Tyrimo dalyviams buvo pateiktas klausimynas, kuriuo vertinti:

- A. Socialiniai demografiniai kintamieji:** amžius, lytis, išsilavinimas, pareigų pobūdis ir ėjimo laikas, darbo organizacijoje laikas, darbo užmokesčio dydis.
- B. Organizacijos ypatumai:** organizacijos sektorius (viešasis / privatusis), organizacijos dydis (darbuotojų skaičius), pavaldinių skaičius (vadovaujantiems darbuotojams), vadovo pavaldinių skaičius (nevadovaujantiems darbuotojams).
- C. Teisingumas organizacijoje** buvo vertintas trimis aspektais: 1) organizacijos teisingumas; 2) skirstymo, procedūros ir sąveikos teisingumas; 3) skirstymo, procedūros ir sąveikos teisingumo taisyklės.
 - a) *Organizacijos teisingumas* vertintas 3 teiginių skale, sudaryta M. L. Ambrose ir M. Schminke (2001), vertinančia darbuotojo suvokiamą organizacijos elgesio su juo teisingumą ($\alpha = 0.95$). Teiginiai buvo vertinami 7 balų skale nuo 1 – visiškai nesutinku, 7 – visiškai sutinku.

- b) *Skirstymo, procedūros ir sąveikos teisingumas* buvo vertinami prašant nurodyti, kiek konkretus žmogiškųjų išteklių valdymo sprendimas, jam priimti taikytos procedūros ir sprendimą priėmusio asmens tarpasmeninis elgesys buvo teisingi. Visi teiginiai buvo vertinti 7 balų skale (1 – „labai neteisingas“, 7 – „labai teisingas“).
- c) *Skirstymo, procedūros ir sąveikos teisingumo taisyklės* buvo vertintos šiam tyrimui sudarytomis skalėmis. Skirstymo teisingumo *įnašo, lygybės ir poreikių taisyklėms* (Leventhal, 1980; Adams, 1965) vertinti buvo sudaryta po vieną teiginį. Tiriamųjų buvo prašoma nurodyti, kiek tam tikras žmogiškųjų išteklių valdymo sprendimas atitiko jų indėlį į veiklą, poreikius ar buvo vienodas visiems darbuotojams. Tyrime buvo vertintos trys procedūros teisingumo taisyklės: *nuoseklumo, tikslumo ir balso teisės* (Leventhal, 1976, 1980). Nuoseklumo taisyklė vertinta 4 teiginiais, apimančiais nuoseklų procedūrų taikymą darbuotojų ir laiko atžvilgiu. Tikslumo taisyklė apima 11 teiginių, vertinančių procedūrų nešališkumą, pagrįstumą tikslia informacija, atitiktį etiniams ir moraliniams standartams. Balso teisės taisyklė vertinta 7 teiginiais, susijusiais su galimybe keisti sprendimą ir lygį, kuriuo sprendimas ir jo priėmimo procedūros atitinka darbuotojo interesus. Tyrime vertintos dvi sąveikos teisingumo taisyklės: *informacinė ir tarpasmeninė* (Bies, Moag, 1986). Informacinei teisingumo taisyklei vertinti sudaryti 7 teiginiai, susiję su atviru ir nuoširdžiu sprendimą priimančio asmens elgesiu bei racionalių, konkrečių ir savalaikiu priimto sprendimo paaiškinimu. Tarpasmeninė teisingumo taisyklė vertinta 5 teiginiais, apimančiais pagarbų ir mandagų sprendimą priimančio asmens elgesį. Visi teiginiai buvo vertinami 7 balų skale (1 – „visiškai nesutinku“, 7 – „visiškai sutinku“).

Skirstymo, procedūros ir sąveikos teisingumo bei skirstymo, procedūros ir sąveikos teisingumo taisyklėms skirtinguose žmogiškųjų išteklių valdymo sprendimuose įvertinti, tyrimo dalyviams buvo pateikti

žmogiškųjų išteklių valdymo sprendimų apibrėžimai ir prašoma prisiminti paskutinį kartą, kuomet buvo vertinama veikla, priimami sprendimai dėl darbo užmokesčio, papildomo atlygio, tobulėjimo galimybių, ir nurodyti, kiek jie sutinka su pateiktais teiginiais. Tyrimui buvo pasirinktas darbuotojų reakcijos į konkretų sprendimą vertinimas, kadangi siekta įvertinti ir palyginti teisingumo taisyklių vaidmenį formuojant suvoktą teisingumą skirtingose situacijose, atsižvelgiant į sprendimo palankumą pačiam darbuotojui. Be to, žmogiškųjų išteklių valdymo sričių išskyrimas pagal funkcijas, o ne konkrečias praktikas leidžia gauti ir palyginti įvairių organizacijų, kurios taiko skirtingas praktikas atlikdamos tas pačias žmogiškųjų išteklių valdymo funkcijas, duomenis (Kuvaas, 2008). Galiausiai, kaip rodo tyrimai (pavyzdžiui, Ambrose et al., 2007), nuostatos tam tikrų įvykių atžvilgiu leidžia numatyti nuostatas visos sistemos atžvilgiu.

D. Sprendimo palankumas buvo vertinamas prašant nurodyti:

- a) kaip buvo įvertinta veikla: *labai gerai, gerai, vidutiniškai, blogai, labai blogai, kita*. Palankiam sprendimui buvo priskirtas labai geras ir geras veiklos vertinimo rezultatas, nepalankiam – vidutiniškas, blogas ir labai blogas;
- b) koks sprendimas priimtas dėl darbo užmokesčio: *sumažintas, padidintas, išliko toks pat*. Palankiam sprendimui buvo priskirtas padidintas darbo užmokestis, nepalankiam – nepakitęs ir sumažintas;
- c) koks sprendimas priimtas dėl papildomo atlygio: *buvo suteiktas, nebuvo suteiktas*. Palankiam sprendimui buvo priskirtas papildomo atlygio suteikimas, nepalankiam – nesuteikimas;
- d) koks sprendimas priimtas dėl galimybės tobulėti: *buvo suteikta, nebuvo suteikta*. Palankiam sprendimui buvo priskirtas galimybė tobulėti suteikimas, nepalankiam – nesuteikimas.

E. Nuostatos ir elgesys darbo, vadovų ir organizacijos atžvilgiu:

- a) *Įsipareigojimas organizacijai* vertintas T. R. Mowday ir kt. (1979) įsipareigojimo organizacijai klausimyno trumpąja skalės versija, kurią

sudaro 9 teiginiai, vertinamas balais nuo 1 (visiškai nesutinku) iki 7 (visiškai sutinku) ($\alpha = 0,83$).

- b) *Ketinimas išeiti* vertintas dviem teiginiais (Cammann et al., 1979, cit. pg. Cook et al., 1981) ($\alpha = 0.83$).
- c) *Pasitikėjimas vadovu ir vadovybe* vertinti atitinkamai 5 ($\alpha = 0,95$) ir 4 teiginių ($\alpha = 0,67$) skalėmis, sudarytomis D. Scotto (1980).
- d) *Darbo atlikimas* vertintas L. J. Williamso ir S. E. Andersono (1991) 7 teiginių skale ($\alpha = 0,88$).
- e) *Pilietiškas elgesys organizacijos atžvilgiu* vertintas L. J. Williamso ir S. E. Andersono (1991) 7 teiginių skale ($\alpha = 0.86$).
- f) *Pasitenkinimui darbu* vertinti taikyta 5 teiginių R. P. Quinno ir G. L. Staineso (1979, cit. pg. Cook et al., 1981) bendro pasitenkinimo darbu vertinimo skalė, kurią sudaro 5 teiginiai ($\alpha = 0.82$).

Tyrimo eiga. Tyrimas buvo atliekamas 2009–2010 metais anketinės apklausos būdu. Tyrimui buvo atrinkti darbuotojai, kurių atžvilgiu per pastaruosius metus buvo priimti sprendimai dėl veiklos vertinimo, darbo užmokesčio, papildomo atlygio ir galimybės tobulėti. Tyrimo anketos dalyviams buvo pateikiamos tiesiogiai arba el. paštu, gavus darbuotojo sutikimą dalyvauti tyrime. Tiriant organizacijos darbuotojų grupę, tyrimas buvo atliekamas gavus vadovo sutikimą. Vidutinė klausimyno pildymo trukmė – apie 40 minučių.

Duomenų analizė. Duomenys analizuoti statistiniu programiniu paketu SPSS 17.0. Tyrimo kintamųjų aprašomoji statistika pateikta nurodant vidurkių (M) ir standartinių nuokrypių (SD) reikšmes bei procentines išraiškas. Kintamųjų tarpusavio sąsajoms vertinti taikomas Pearsono koreliacijos koeficientas. Kintamųjų įverčiams tarp dviejų grupių palyginti taikytas Studento t testas nepriklausomoms imtims. Siekiant įvertinti kintamųjų priklausomybę, sudaryti daugialypės tiesinės regresijos modeliai. Kintamųjų sąveikai įvertinti taikyta funkcinė statistinio paketo SPSS programa MODPROBE 1.3 (Hayes, Matthes, 2009). Tarpinei kintamųjų priklausomybei įvertinti naudotas Sobelio testas, taikant SPSS funkcinę programą SOBEL 2.0 (Preacher, Hayes, 2004).

IŠVADOS

1. Tyrimas atskleidė suvokto organizacijos teisingumo svarbą darbuotojų nuostatomis ir elgesiui. Kuo darbuotojai suvokia organizacijos elgesį su jais kaip teisingesnį, tuo geriau vertina savo darbą ir yra labiau juo patenkinti, labiau pasitiki tiesioginiu vadovu ir organizacijos vadovybe, yra labiau įsipareigoję organizacijai, pasižymi mažesniu ketinimu ją palikti ir pilietiškesniu elgesiu jos atžvilgiu.
2. Skirstymo, procedūros ir sąveikos teisingumo svarba organizacijos teisingumui priklauso nuo žmogiškųjų išteklių valdymo sprendimo, kuriame jie suformuojami: organizacijos teisingumą geriausiai prognozuoja tobulėjimo galimybės ir papildomo atlygio skirstymo, procedūros ir sąveikos teisingumas, mažiau – veiklos vertinimo ir darbo užmokesčio skirstymo, procedūros ir sąveikos teisingumas.
3. Skirstymo, procedūros ir sąveikos teisingumas žmogiškųjų išteklių valdymo sprendimuose yra susiję su darbuotojų nuostatomis ir elgesiu organizacijos ir vadovybės atžvilgiu bei darbo atlikimu per organizacijos teisingumą, todėl pastarasis geriau nusako darbuotojų reakcijas į teisingumą. Tuo tarpu darbuotojų pasitenkinimas darbu ir pasitikėjimas vadovu priklauso ne tik nuo organizacijos, bet ir nuo žmogiškųjų išteklių valdymo sprendimų skirstymo, procedūros ir sąveikos teisingumo.
4. Skirstymo teisingumas žmogiškųjų išteklių valdymo sprendimuose yra numatomas tų pačių teisingumo taisyklių, tačiau jų vaidmuo formuojant skirstymo teisingumą skiriasi priklausomai nuo žmogiškųjų išteklių valdymo sprendimo. Veiklos vertinimo ir darbo užmokesčio sprendimų teisingumas labiausiai susijęs su jų atitiktimi darbuotojo įnašui, šiek tiek mažiau – su atitiktimi darbuotojo poreikiams. Papildomo atlygio ir tobulėjimo galimybių sprendimai vertinami kaip teisingesni, kai atitinka darbuotojų poreikius, o tobulėjimo galimybės sprendimai – ir darbuotojo įnašą į veiklą. Sprendimo vienodumas darbuotojų atžvilgiu nėra susijęs su nė vieno sprendimo suvokiamu teisingumu.

5. Procedūrų ir tarpasmeninio elgesio teisingumą formuojančių teisingumo taisyklių svarba nesiskiria skirtinguose žmogiškųjų išteklių valdymo sprendimuose. Veiklos vertinimo, darbo užmokesčio, papildomo atlygio ir galimybės tobulėti procedūros suvokiamos kaip teisingesnės, kuomet yra nešališkos, tikslios ir etiškos, šiek tiek mažiau jų teisingumas yra susijęs su teikiamomis galimybėmis daryti įtaką sprendimo priėmimo procesui ir rezultatui, ir nėra susijęs su procedūrų vienodumu. Veiklos vertinimo, darbo užmokesčio, papildomo atlygio ir tobulėjimo galimybės sprendimus priimančių asmenų elgesys vertinamas kaip teisingesnis, kai jie yra atviri ir paaiškina priimtus sprendimus. Darbo užmokesčio ir tobulėjimo galimybių sprendimus priimančių asmenų tarpasmeninio elgesio suvoktas teisingumas taip pat priklauso nuo jų elgesio pagarbumo ir tinkamumo.
6. Jei yra priimamas darbuotojui palankus veiklos vertinimo, darbo užmokesčio, papildomo atlygio ir galimybės tobulėti sprendimas, jis, jam priimti taikomos procedūros ir tarpasmeninis sprendimą priimančio asmens elgesys darbuotojo yra vertinami kaip teisingesni.
7. Teisingumo taisyklių vaidmuo formuojant skirstymo, procedūros ir sąveikos teisingumą priklauso nuo sprendimo palankumo darbuotojui, tačiau tik darbo užmokesčio sprendimuose. Palankus sprendimas dėl darbo užmokesčio, lyginant su nepalankiu, yra vertinamas kaip teisingesnis, jei atitinka darbuotojo įnašą į veiklą ir poreikius bei nėra vienodas kitiems darbuotojams, jam priimti taikomos procedūros yra tikslios ir suteikia galimybes daryti įtaką sprendimo priėmimo procesui ir rezultatui, o sprendimą priimantis asmuo elgiasi pagarbiai ir tinkamai bei paaiškina priimtą sprendimą.

TRUMPOS ŽINIOS APIE DOKTORANTĘ

Jurgita Lazauskaitė-Zabielskė studijavo psichologiją Vilniaus universitete nuo 1999 metų. 2003-iaisiais jai buvo suteiktas psichologijos bakalauro laipsnis, 2005-iaisiais – psichologijos magistro laipsnis. 2005–2011 metais buvo Klinikinės ir organizacinės psichologijos katedros doktorantė.

Nuo 2005-ųjų dirba lektore Vilniaus universitete, skaito paskaitas ir veda seminarus, vadovauja studentų kursiniams ir bakalauro darbams, skaito pranešimus nacionalinėse ir tarptautinėse konferencijose bei dalyvauja kitoje akademinėje veikloje.

2005–2006 metais ėjo psychologės pareigas Vilniaus universiteto Karjeros centre. Buvo atsakinga už studentų karjeros konsultavimą, vedė seminarus karjeros planavimo ir įgyvendinimo temomis, rengė ir įgyvendino nacionalinius ir tarptautinius projektus.

2006–2007 metais dirbo lektore-eksperte ESF finansuojamame projekte „Vieningo karjeros centro veiklos modelio sukūrimas ir įgyvendinimas Vilniaus, Kauno, Klaipėdos, Marijampolės, Utenos, Žemaitijos ir Šiaulių kolegijose“.

2007–2008 metais dirbo lektore ESF finansuojamame projekte „Vilniaus universiteto nenuosekliųjų studijų sistemos pritaikymas ir išplėtimas kaimo plėtros specialistų rengimui“.

2007–2008 m. atliko D. G. Myerso „Psichologijos“ (Kaunas: Poligrafija ir informatika, 2008) mokslinę redakciją.

Doktorantūros studijų metu Jurgita Lazauskaitė-Zabielskė vykdė mokslinę ir pedagoginę veiklą. Doktorantė rengė mokslines publikacijas teisingumo organizacijoje tema, pristatinėjo disertacijos tyrimo rezultatus Lietuvos ir užsienio mokslinėse konferencijose.

Jurgita Lazauskaitė-Zabielskė yra Tarptautinės teisingumo tyrimų asociacijos, ir Europos darbo ir organizacijų psichologijos asociacijos bei Lietuvos jaunųjų mokslininkų sąjungos narė, Baltijos regiono organizacijų psichologijos valdybos narė. Nuo 2008 metų vadovauja Lietuvos psichologų sąjungos Organizacinės psichologijos komitetui.

Mokslinių interesų sritys: darbo ir organizacijų psichologija, teisingumas organizacijoje, socialinė psichologija.

Kontaktinis el.paštas jurgita.zabielske@gmail.com

Publikacijos:

Lazauskaitė-Zabielskė Jurgita. Suvokto atlygio už darbą teisingumo prielaidos viešajame ir privačiam sektoriuje. // Organizacijų vadyba: sisteminiai tyrimai. Kaunas: Vytauto Didžiojo universiteto leidykla. 2010, nr. 55, p. 103–117.

Lazauskaitė-Zabielskė Jurgita. Suvokto atlygio už darbą teisingumo ypatumai viešajame ir privačiam sektoriuje. // Psichologijos tyrimai: menas ar amatas? VII Jaunųjų mokslininkų psichologų konferencijos medžiaga. 2010, p. 101–110.

Lazauskaitė-Zabielskė Jurgita, Bagdžiūnienė Dalia. Organizacinio teisingumo vaidmuo priimant sprendimus paaukštinti. // Psichologija. 2008, t.38, p. 48–62.

Lazauskaitė Jurgita. Organizacinis teisingumas kaip įsitraukimo į profsajungų veiklą prielaida. // Tarp krypčių ir disciplinų: V Jaunųjų mokslininkų psichologų konferencijos medžiaga. 2008, p. 88–94.

Lazauskaitė Jurgita. Teisingumo paradoksas: ar formalios procedūros užtikrina teisingumą organizacijoje? // Psichologijos tyrimai Lietuvoje: vieta pasaulyje ir ateities vizija. Vilnius, 2007, p. 28–34.

Lazauskaitė Jurgita. Organizacinio teisingumo vaidmuo paaukštinimo sprendimuose. // Psichologijos mokslo taikymas Lietuvoje: iššūkiai ir galimybės: III Jaunųjų mokslininkų psichologų konferencijos medžiaga. 2006, p. 54–59.

Pranešimai užsienio mokslinėse konferencijose:

Lazauskaitė-Zabielskė Jurgita, Bagdžiūnienė Dalia. Justice rules as antecedents of perceived compensation fairness in public and private sector. Pristatyta 15-ajame Europos darbo ir organizacijų psichologijos kongrese, 2011 05 25–28, Maastrichtas, Nyderlandų karalystė.

Lazauskaitė-Zabielskė Jurgita, Bagdžiūnienė Dalia. The role of organizational justice in promotion decisions. Pristatyta 14-ajame Europos darbo ir organizacijų psichologijos kongrese, 2009 06 13–16, Santjago de Compostela, Ispanija.