

Organizational Behaviour

Elixir Org. Behaviour 161(2021) 55845-55850

Elixir
ISSN: 2229-712X

Studying the Influence of Organizational Justice on Human Capital Development (Evidence from Iran)

Nahid Mohammadi

M.Sc. in Public management, Faculty of management, Islamic Azad University, Central Tehran branch, Tehran, Iran.

ARTICLE INFO

Article history:

Received: 2 May 2021;

Received in revised form:

1 December 2021;

Accepted: 16 December 2021;

Keywords

Organizational Justice,
Distributive Justice,
Procedural Justice,
Interactional Justice,
Human Capital.

ABSTRACT

The current paper presents the findings of a study, which investigated how organizational justice played an important role in human resource development. The sample consisted of 2883 employees and managers from Melli Bank in Iran from which 340 were selected by Cochran sampling formula in limited societies. The results of utilizing structural equation model in LISREL software environment illustrated that organizational justice and its three dimensions (include distributive, procedural and interactional justice) affect significantly and positively on human capital. Also by applying fuzzy TOPSIS technique in LISREL software environment illustrated that “employees’ skills and expertise “employees’ abilities to associate in decision makings” and “leaving rate” were selected as the most important indices of human capital.

© 2021 Elixir All rights reserved.

Introduction

Issues of justice or fairness are a key concern to all individuals virtually. In work settings, people often gauge whether the rewards they receive match their contributions to the organization or the rewards received by their colleagues. People also judge the fairness of the decision-making procedures used by organizational representatives, to see whether those procedures are consistent, unbiased, accurate, correctable, and representative of worker concerns and opinions. Finally, people consider the interpersonal treatment they receive as procedures are implemented by authority figures (Judge & Colquitt, 2004).

As firms struggle to apply their human resources more effectively in gaining their competitive advantage, the employee-organization relationship always become the main topic of interest for organizational researchers. The levels of organizational justice present in management decisions about employees is directly related to the quality of resulting social exchange relationship between the individual and their employing organizations as well as between employees and organization agents (Tekleab et al, 2005).

Social exchange theory is an important economic model of human behavior; employees’ needs to maximize rewards and minimize losses support the interactions between them and the organization or its managers/supervisor. There have been a lot of studies about the link between justice perceptions to a variety of organizational outcomes, including job satisfaction, organizational commitment, organizational citizenship behaviors, and trust. Organizational justice has the potential to create powerful benefits for organizations and employees alike include greater trust and commitment. Commitment has been conceptualized and measured in various ways like many constructs in organizational psychology. If employees perceive that they are being treated fairly by their supervisors/ managers, they will be more likely

to reciprocate by holding positive attitudes about their work, their work outcomes and their supervisors/ managers.

People were more satisfied to their organization when felt they were rewarded fairly for the work that they have done by making sure rewards were for genuine contributions to the organization and consistent with the reward policies. The reward included a variety of benefits and perquisites other than monetary gains. People with higher job satisfaction was important as they believed that the organization would be tremendous future in the long run and care about their work quality; hence they were more committed to their organization, have higher retention rates and tend to have higher productivity (Fatt, Khin & Heng, 2010).

As Melli bank is one of the most powerful banks in Iran, attending to employees’ skills, experience, empowerment, expertise and totally their competencies is absolutely vital for the organization. Therefore identifying affecting factors on improving human capita can help the managers to get more success. The managers believe that justice and fairness in all dimension can improve human capital and lead the organizational to get the determine goals and objectives. therefore, the current study tries to look at the influence of organizational justice towards the development of human capital among Melli Bank.

Conceptual framework

The first focus on organizational justice was based upon the equity theory, which holds that workers bring inputs to an organization, such as education, effort, experience, willingness, etc. So for the mentioned inputs, employees expect their supervisors/ managers fair outcomes, such as pay, treatment, promotions, special awards, organizational recognition, honest feedback, and fair and accurate performance evaluations (Lambert, 2003).

Organizational justice examines the role of fairness, and particularly perceptions of fairness, in the workplace. Early researchers were interested in fairness in a variety of social

interactions and didn't focus on organizations specifically. However, the possible implications of fairness perceptions for organizations became clear, and a considerable amount of research has focused on the organizational setting, leading to the label of organizational justice for this line of research. The topic continues to be important because research has provided evidence of connections between organizational justice perceptions with job performance and job satisfaction, organizational commitment (Mahony et al, 2009).

Justice can be defined as one of the goals which was considered by human beings in ethical, political and social dimensions over the years. Justice is among the most important conceptions which is explained in political and social subjects. No social organization will exist without justice. Certainly, justice causes integrity and organizational justice makes individuals be together in order to work more effectively. Justice is the center of attention of all humanistic affairs, because people are sensitive to how it is behaved towards justice, deeply. In management, observing and making justice is one of the most important tasks of each manager and each human in every condition. Justice is among the most valuable criteria of social life. It is also basis of all suitable behaviors. When justice exists, all the works are done correctly, but people have to get their rights illegally if the justice doesn't exist (Goudarzvan Chegini, 2009).

Researches on organizational justice explain that utilizing justice and fairly decision making will affect on employees' attitude and behaviors drastically (Colquitt & Greenberg, 2003; Greenberg & Baron, 2003).

Organizational justice can be defined in terms of three distinct dimensions: distributive justice, procedural justice and interactional justice (Adams, 1965; Leventhal, 1976). The mentioned dimensions are explained at below:

Distributive justice is concerned with the reality that not all people are treated alike; the allocation of outcome is almost differentiated in workplace. Employees may rationalize their desires to quit by finding 'evidence' that illustrates how unfairly rewards are distributed. Distributive justice seems to play an important role for people in evaluating their employing organization. Employee would be more attached to their organization if they can't obtain the same benefits in another one. It is generally agreed that continuance commitment develops when an employee makes investments, that would be lost if he or she were to discontinue the activity (Jamaludin, 2008).

Procedural justice is leaders and managers' fairness in decision making process (Leventhal, 1980; Thibaut & Walker, 1975). It refers to the perceived fairness of the means applied to determine the amount of benefits. Fair processes lead to intellectual and emotional recognition, so in turn, creates the commitment and trust that make voluntary cooperation in strategy execution. Procedural justice perspective focuses on the fairness of the evaluation procedures applied to determine ratings. Employees can expand a sense of obligation to their organizations for some reasons other than socialization, including the receipt of benefits which invoke a need for reciprocity (Jamaludin, 2008).

Interactional justice is the third dimension of organizational justice which focuses on individuals' perceptions of the quality of interpersonal treatment received during the enactment of organizational procedures (Jawahar, 2002). Justice research began to focus on interactional justice which focuses on the fairness of the interpersonal treatment the individual receives from the decision makers (Ambrose et

al, 2002). An employee is interactionally just if he or she shares information appropriately and avoids cruel remarks and since interactional justice emphasizes one-on-one transactions, employees often seek it from their managers and supervisors (Cropanzano et al, 2007).

From the other side, Human capital is the basic component for the intellectual capital process which acts as a driving force for the other two components of the intellectual capital (Li and Chang, 2010). Kavida and Sivakoumar (2009) view human capital as a summation of employees' skills, capabilities, experience, education and attitude about life and business.

Cabrera and Bontis (2008) consider human capital as the summation of the individual's education, skills, values and experiences, these elements cannot be permanently housed in an organization. According to Roos and Roos (1997) employees generate intellectual capital through their competence, attitude and their intellectual agility. Intellectual agility enables an employee to change practice and to have innovative solutions to the problems.

In numerous studies, human capital is considered a critical factor for organizational performance (Colombo and Grilli, 2005). The relevant characteristics of human capital are education, experience and knowledge, allowing access to a broader range of opportunities (Davidsson and Honig, 2003). A higher level of education is positively related to performance. Work experience, management experience and prior entrepreneurial experience are related to firm activity (Dimov and Shepherd, 2005). Hatch and Zweig (2000) consider that there is no clear pattern of cognitive orientation and behavior that ensures business success. The years of previous work experience have no significant impact on growth (Bruderl and Preisendorfer, 2000). However, previous management experience and entrepreneurial experience positively influence the economic performance of new firms. Human capital theory considers that knowledge brings greater cognitive skills to individuals, thus impelling their productivity and efficiency potential to develop activities (Felicio et al, 2014).

Chen et al (2004) believes that human capital has 3 main dimensions in include employees' "competencies", "creativity and innovation" and "attitude". The sub criteria of human capital have been presented in table 1:

Table 1. Human capital indices (Chen et al, 2004)

Employees' competency	Management strategic leadership, employees' characteristics, employees learning ability, employees' learning efficiency, employees' abilities to associate in decision makings, employees abilities for management, employees' skills and expertise, learning technical employees
Employees' creativity	Employees' creativity ability, creative thinking income, employees' innovation
Employees' attitude	Acquiring identity from organization's values, employees satisfaction, leaving rate, useful working lives' average

Employee perception of fairness of the organization's actions translates into various favorable employee outcomes and predicts a number of attitude and behavior at work (Irving et al., 2005). On the other hand, human capital arises from evaluation of several features of job such as the pay, the promotion opportunities, the supervisors and the co-worker (Ivancevich and Matteson, 2005). We believe that varying degrees of fairness can have differing outcomes for individual employees (e.g. Skarlicki and Folger, 2003). Moreover, justice is a critical component in the study of organizations and is found to impact several other outcomes, either directly

or through mediating variables (Irving et al., 2005; Rego et al, 2009). We argue that the OJ as a discipline is the most researched area of knowledge and the past studies suggest OJ as consistent and strong predictor of human capital (Colquitt et al., 2001). At the same time, Colquitt et al. (2001) in a meta-analytic study observed that employees' favorable perception about OJ results in improved human capital. Furthermore, DeConinck and Stilwell (2004) in a study found procedural justice to directly influence human capital whereas distributive justice was strong predictors of pay competencies. Therefore, we posit that the favorable perceptions of justice at workplace to positively influence human capital (Singh and Singh, 2018) as the various forms of organizational justice have been found to enhance different facets of human capital (Irving et al., 2005; Ouyang et al., 2015).

Conceptual framework and hypotheses

The chart below shows the influence of organizational justice on human capital development. In this model, organizational justice and its dimensions (distributive justice, procedural justice and interactional justice) are considered as independent variable and human capital development is dependent variables.

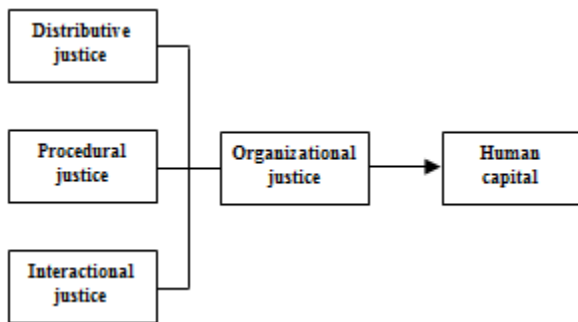


Figure 1. Conceptual framework of research

- 1.Organizational justice has positive and meaningful influence on human capital development.
- 1.1. Distributive justice has positive and meaningful influence on human capital development.
- 1.2. Procedural justice has positive and meaningful influence on human capital development.
- 1.3. Organizational justice has positive and meaningful influence on human capital development.

Methodology

Samples for this research were chosen from managers in different levels: 2883 employees of central bureaus of Melli Bank in Iran and whereas this number seems to be very much, the sampling strategy was done through simple random sampling method.

$$n = \frac{2883 \times (1.96)^2 \times (0.5)^2}{2882 \times (0.05)^2 + (1.96)^2(0.5)^2} \cong 340$$

So the statistical sampling includes 340 people.

The present paper is considered as a descriptive survey if to view from data gathering aspect and as an applied research if to investigate the goals of the research. For gathering the data library method (to refer to books, articles, libraries, etc...) and fieldworks (questionnaire) were applied. Two questionnaires were designed: 37 questions for organizational justice and 15 ones for human capital development and then distributed within the samples. For analyzing the data SPSS 19 and LISREL 8.53 were utilized. The management experts were being asked to evaluate the validity of questionnaires. For this mean, the questionnaires were given to some professors and experts in management, and after their modifications were being used and they confirmed it, the

questionnaires were given to the participants. For assessing questionnaire validity we asked for experts' opinions and to determine the questionnaires' reliability, the 'Cronbach Alpha technique' was used. For this purpose, 35 people were chosen by random from the samples and the questionnaires were given to them. The 'Cronbach Alpha' values for organizational justice and human capital strategies were calculated 0.739 and 0.718. As the reliability results calculated more than reasonable threshold (0.7), reliability of questionnaires was confirmed.

Fuzzy TOPSIS technique

Decision making process steps by fuzzy TOPSIS technique are shown below (Hwang and Yoon, 1981):

Step 1: calculating weights vector w~j

$$\tilde{R} = \left[\tilde{r}_{ij} \right]_{m \times n} \tag{1}$$

Normalizing the calculated matrix

$B \subseteq \{1, \dots, n\}$ is related to benefit-based indices and

$C \subseteq \{1, \dots, n\}$ is related to cost-based indices.

$$\tilde{r}_{ij} = \left(\frac{a_{ij}}{d_j^*}, \frac{b_{ij}}{d_j^*}, \frac{c_{ij}}{d_j^*}, \frac{d_{ij}}{d_j^*} \right), \quad j \in B \tag{2}$$

$$\tilde{r}_{ij} = \left(\frac{a_j^-}{d_{ij}^-}, \frac{a_j^-}{c_{ij}^-}, \frac{a_j^-}{b_{ij}^-}, \frac{a_j^-}{a_{ij}^-} \right), \quad j \in C \tag{3}$$

Step 2: so normalized weighted matrix is calculated as formula 4:

$$\tilde{V} = \left[\tilde{v}_{ij} \right]_{m \times n}, \quad i = 1, 2, \dots, m, \quad j = 1, 2, \dots, n$$

$$\tilde{v}_{ij} = \tilde{r}_{ij} \otimes \tilde{w}_j \tag{4}$$

Step 3: determining the fuzzy positive ideal solution

\tilde{v}_j^* (FPIS) and fuzzy negative ideal solution \tilde{v}_j^- (FNIS) (formulas 5, 6):

$$\tilde{v}_j^- = \begin{cases} \min_{i=1, \dots, m} \tilde{v}_{ij} & ; j \in B \\ \max_{i=1, \dots, m} \tilde{v}_{ij} & ; j \in C \end{cases}$$

$$\tilde{v}_j^* = \begin{cases} \max_{i=1, \dots, m} \tilde{v}_{ij} & ; j \in B \\ \min_{i=1, \dots, m} \tilde{v}_{ij} & ; j \in C \end{cases}$$

$$FNIS = \{ \tilde{v}_j^- \mid j = 1, \dots, n \} \tag{5}$$

$$FPIS = \{ \tilde{v}_j^* \mid j = 1, \dots, n \} \tag{6}$$

Step 4: calculating the alternatives from positive and negative ideal by applying formulas 7, 8 and 9:

$$D(\tilde{a}, \tilde{b}) = \sqrt{\frac{1}{4} \left[(a_1 - b_1)^2 + (a_2 - b_2)^2 + (a_3 - b_3)^2 + (a_4 - b_4)^2 \right]} \tag{7}$$

$$d_i^* = \sum_{j=1}^n d(\tilde{v}_{ij}, \tilde{v}_j^*), \quad i = 1, \dots, m \tag{8}$$

$$d_i^- = \sum_{j=1}^n d(\tilde{v}_{ij}, \tilde{v}_j^-), \quad i = 1, \dots, m \tag{9}$$

Step 5: Calculating the relative closeness to the ideal solution:

$$Cc_i = \frac{d_i^-}{d_i^- + d_i^+} \tag{10}$$

Data analyzing

Kolmogorov-Smirnov test

This test was applied to survey normality of statistical society. The results are shown in tables 2:

Table 2. The results of applying Kolmogorov-Smirnov test

Variables	Sig	Results
Organizational justice	0.089	Abnormal
Human capital	0.097	Abnormal

Table 2 shows that the sig amount for both variables are less than standard error (0.05), so normality of statistical society was rejected.

Bartlett test

To survey adequacy of statistical sample, Bartlett test was applied:

Table 3. The results of applying Bartlett test

Chi Square statistic	d.f	Sig	KMO statistic
375.833	121	0.000	0.781

As table 3 illustrated statistical sample is adequate for statistical analysis. Therefore, the conditions to utilized structural equation model were supported.

To measure the influence of organizational justice on human capital, structural equation model in LISREL software environment was utilized:

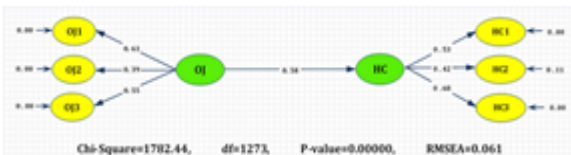


Figure 2. Measuring model in standard approximation.

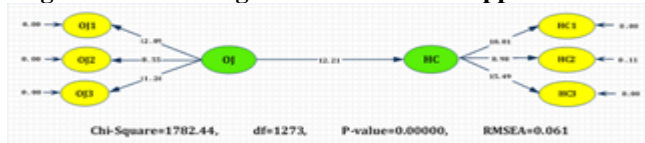


Figure 3. Measuring model in Significance coefficients

It can be claimed that organizational justice affects significantly and positively on human capital development.

Fuzzy TOPSIS technique

To rank human capital sub criteria fuzzy TOPSIS technique was utilized. Linguistic variables for the important weight of each criterion are shown in table 4:

Table 4. Linguistic variables for the importance weight (Chen, 2000)

Linguistic Variable	Symbol	Triangular Fuzzy Number
Very Low	VL	(0, 0, 1, 2)
Low	L	(1, 2, 2, 3)
Medium Low	ML	(2, 3, 4, 5)
Medium	M	(4, 5, 5, 6)
Medium High	MH	(5, 6, 7, 8)
High	H	(7, 8, 8, 9)
Very High	VH	(8, 9, 10, 10)

Decision matrix and fuzzy weights are shown in table 5:

Table 5. Decision matrix and fuzzy weights

Indices	Employees' competency			Employees' creativity			Employees' attitude					
	8	9	10	10	7	8	8	9	5	6	7	8
P1	7	8	8	9	2	3	4	5	1	2	2	3
P2	8	9	10	10	5	6	7	8	2	3	4	5
P3	8	9	10	10	2	3	4	5	5	6	7	8
P4	7	8	8	9	7	8	8	9	4	5	5	6
P5	8	9	10	10	7	8	8	9	7	8	8	9
P6	4	5	5	6	7	8	8	9	5	6	7	8
P7	8	9	10	10	8	9	10	10	7	8	8	9
P8	4	5	5	6	4	5	5	6	7	8	8	9
P9	5	6	7	8	7	8	8	9	5	6	7	8
P10	8	9	10	10	1	2	2	3	2	3	4	5
P11	8	9	10	10	7	8	8	9	2	3	4	5
P12	1	2	2	3	1	2	2	3	5	6	7	8
P13	2	3	4	5	4	5	5	6	4	5	5	6
P14	7	8	8	9	7	8	8	9	8	9	10	10
P15	7	8	8	9	8	9	10	10	4	5	5	6

Fuzzy weighed normalized matrix is also shown in table 6:

Table 6. Fuzzy weighed normalized matrix

indices	Employees' competency			Employees' creativity			Employees' attitude					
	0.56	0.72	0.8	0.9	0.14	0.24	0.32	0.45	0.05	0.12	0.14	0.24
P1	0.56	0.72	0.8	0.9	0.14	0.24	0.32	0.45	0.05	0.12	0.14	0.24
P2	0.64	0.81	1	1	0.35	0.48	0.56	0.72	0.1	0.18	0.28	0.4
P3	0.64	0.81	1	1	0.14	0.24	0.32	0.45	0.25	0.36	0.49	0.64
P4	0.56	0.72	0.8	0.9	0.49	0.64	0.64	0.81	0.2	0.3	0.35	0.48
P5	0.64	0.81	1	1	0.49	0.64	0.64	0.81	0.35	0.48	0.56	0.72
P6	0.32	0.45	0.5	0.6	0.49	0.64	0.64	0.81	0.25	0.36	0.49	0.64
P7	0.64	0.81	1	1	0.56	0.72	0.8	0.9	0.35	0.48	0.56	0.72
P8	0.32	0.45	0.5	0.6	0.28	0.4	0.4	0.54	0.35	0.48	0.56	0.72
P9	0.4	0.54	0.7	0.8	0.49	0.64	0.64	0.81	0.25	0.36	0.49	0.64
P10	0.64	0.81	1	1	0.07	0.16	0.16	0.27	0.1	0.18	0.28	0.4
P11	0.64	0.81	1	1	0.49	0.64	0.64	0.81	0.1	0.18	0.28	0.4
P12	0.08	0.18	0.2	0.3	0.07	0.16	0.16	0.27	0.25	0.36	0.49	0.64
P13	0.16	0.27	0.4	0.5	0.28	0.4	0.4	0.54	0.2	0.3	0.35	0.48
P14	0.56	0.72	0.8	0.9	0.49	0.64	0.64	0.81	0.4	0.54	0.7	0.8
P15	0.56	0.72	0.8	0.9	0.56	0.72	0.8	0.9	0.2	0.3	0.35	0.48

Table 7. Positive and negative ideal solution, closeness index and final ranks

Variables	Di+	Di-	Cci	Rank
Management strategic leadership	1.870372797	1.21776431	0.394336219	13
Employees' characteristics	1.462922695	1.68467541	0.535225703	8
Employees learning ability	1.508486443	1.64327651	0.521383281	9
Employees' learning efficiency	1.331425107	1.757635936	0.568987117	6
Employees' abilities to associate in decision makings	1.06730376	2.074588982	0.66029911	2
Employees abilities for management	1.498070772	1.591866721	0.515177645	10
Employees' skills and expertise	0.978403161	2.175037088	0.689734676	1
learning technical employees	1.635190368	1.437848779	0.467891462	11
Employees' creativity ability	1.374914583	1.742423092	0.558945893	7
Creative thinking income	1.809779657	1.319992699	0.421753581	12
Employees' innovation	1.344401895	1.795276248	0.571802639	5
Acquiring identity from organization's values	2.235241234	0.843757533	0.274036333	15
Employees satisfaction	1.956951563	1.119332156	0.363858557	14
Leaving rate	1.075158869	2.0389893	0.654750253	3
Useful working lives' average	1.242524508	1.858084041	0.599264309	4

By applying formulas 8, 9 and 10, positive and negative ideal solutions, closeness index and final ranks of variables were calculated. The results are shown in table 7:

Table 7 shows that among human capital indices “employees’ skills and expertise”, “employees’ abilities to associate in decision makings” and “leaving rate” were selected as the most important ones.

Conclusion and Discussion

The purpose of writing the current paper is to study the effect of organizational justice on human capital. The study was done in a society includes 340 employees of Melli Bank. For gathering data, a question in 2 parts (to measure organizational justice and human capital) was designed.

The results of applying structural equation model in indicates that organizational justice and its dimensions affect on human capital and its three dimensions. Meanwhile “employees’ skills and expertise” along with “Acquiring identity from organization’s values” were chosen as the most important and the least one.

Attending to the results, managers are advised to:

- Establishing salary system in terms of employees’ accurate appraisal
- Utilizing 360 degree performance appraisal
- Formulating job description for employees in based on employees’ education, skills and expertise
- Participating employees in related conferences
- Friendly behavior to employees and attracting their confidence to describe their problems
- Encouraging employees to represent creative approaches
- Making autonomous work teams to sole organizational problems

References

[1]Ambrose, M. L., Seabright, M.A. dan Schminke, M. 2002. Sabotage in the workplace: The role of organizational injustice. *Organizational Behavior and Human Decision Process*. 89:947-965.

[2]Bruderl, J. and Preisendorfer, P. (2000), “Fast growing businesses: empirical evidence from a German study”, *International Journal of Sociology*, Vol. 30, pp. 45-70.

[3]Cabrita, M.R and Bontis, N. (2008) ‘Intellectual capital and business performance in the Portuguese banking industry’, *International Journal of Technology Management*, Vol. 43, Nos. 1/3, pp.212–237.

[4]Chen, C.T., 2000, Extension of the TOPSIS for Group Decision-making under Fuzzy Environment, *Fuzzy Sets and Systems*, No. 114, P. 1-9.

[5]Chen, J., Zhu, Z. and Xie, H.Y., 2004, "Measuring intellectual capital: a new model and empirical Study". *Journal of Intellectual Capital*, Vol.5, No.1, pp.195-212.

[6]Colombo, M. and Grilli, L. (2005), “Founder’s human capital and the growth of new technology-based firms: a competence-based view”, *Research Policy*, Vol. 34, pp. 795-816.

[7]Colquitt, J. A., & Greenberg, J., 2003, Organizational justice: A fair assessment of the state of the literature. In J. Greenberg (Ed.), *Organizational behavior: The state of the science* (pp. 165–210). Mahwah, NJ: Erlbaum.

[8]Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C. and Ng, K.Y. (2001), “Justice at the millennium: a meta-analytic review of 25 years of organizational justice research”, *Journal of Applied Psychology*, Vol. 86 No. 3, pp. 425-445.

[9]Cropanzano, R., Bowen, D.E. and Gilliland, S.W. 2007. The management of Organizational Justice. *Academy of Management Perspectives*. November: 34- 48.

[10]Davidsson, P. and Honig, B. (2003), “The role of social and human capital among nascent entrepreneurs”, *Journal of Business Venturing*, Vol. 18, pp. 301-331.

[11]DeConinck, J.B. and Stilwell, C.D. (2004), “Incorporating organizational justice, role stress, pay satisfaction and supervisor satisfaction in a model of turnover intentions”, *Journal of Business Research*, Vol. 57 No. 3, pp. 225-231.

[12]Dimov, D. and Shepherd, D. (2005), “Human capital theory and venture capital firms: exploring “home runs” and “strike outs”, *Journal of Business Venturing*, Vol. 20, pp. 1-21.

[13]Fatt, Choong Kwai, Edward Wong Sek and Tioh Ngee, 2010, The Impact of Organizational Justice on Employee’s Job Satisfaction: The Malaysian Companies Perspectives, *American Journal of Economics and Business Administration* 2 (1): 56-63

[14]Felício, J., Couto, E. and Caiado, J. (2014), "Human capital, social capital and organizational performance", *Management Decision*, Vol. 52 No. 2, pp. 350-364.

[15]Goudarzvan Chegini, Mehrdad, 2009, The Relationship between Organizational Justice and Organizational Citizenship Behavior, *American Journal of Economics and Business Administration* 1 (2): 171-174

[16]Greenberg, J. dan Baron, R. A. 2003. *Behavior in Organization: Understanding and managing the human side of work*. edisi 8. New Jersey: Prentice Hall.

[17]Hatch, J. and Zweig, J. (2000), “What is the stuff of an entrepreneur”, *Ivey Business Journal*, Vol. 65 No. 2, pp. 68-72.

[18]Hwang, C. L. and Yoon, k., 1981, *Multiple Attribute Decision Making: Methods and Applications*, Berlin, Springer.

[19]Irving, P.G., Coleman, D.F. and Bobocel, D.R.(2005), “The moderating effect of negative affectivity in the procedural justice-job satisfaction relation”, *Canadian Journal of Behavioural Science*, Vol. 37 No. 1, pp. 20-32.

[20]Ivancevich, J.M. and Matteson, M.T. (2005), “The measurement of experienced evidence”, *Journal of Occupational Behavior*, Vol. 10 No. 2, pp. 99-113.

[21]Jamaludin, Zaini, Perceived organizational justice and its Impact to the development of commitments: a regression analysis”, 10th International Business Research Conference, Dubai, UAE, available at: http://www.michaelwmorris.com/R671/documents/Session_07/Greenberg90.pdf

[22]Jawahar, I. M., 2002, A Model of Organizational Justice and Workplace Aggression, *Journal of Management*, 28(6), 811–834

[23]Judge, Timothy, A. and Colquitt, Jason, A., 2004, Organizational Justice and Stress: The Mediating Role of Work–Family Conflict, *Journal of Applied Psychology*, Vol. 89, No. 3, 395–404

[24]Kavida, V. and Sivakumar (2009) ‘Intellectual capital: a strategic management perspective’, *The IUP Journal of Knowledge Management*, Vol. 7, No. 6, pp.55–69.

[25]Lambert, Eric, 2003, The impact of organizational justice on correctional staff, *Journal of Criminal Justice* 31, 155– 168

[26]Li, Q. and Chang, C. (2010) ‘The customer lifetime value in Taiwanese credit card market’, *African Journal of Business Management*, Vol. 4, No. 5, pp.702–710.

[27]Mahony, Daniel, F., Hums, Mary, A., Andrew, Damon, P.S. and Dittmore, Stephen, W., 2009, Organizational justice in sport, *Sport Management Review*, SMR-52; No of Pages 15

- [28] Ouyang, Z., Sang, J., Li, P. and Peng, L. (2015), "Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: a study from China", *Personality and Individual Differences*, Vol. 76 No. 2, pp. 147-152.
- [29] Rego, A., Lopes, M.P. and Cunha, M.P. (2009), "Justice", in Lopez, S.J. (Ed.), *Encyclopedia of Positive Psychology*, Wiley-Blackwell.
- [30] Roos, G. and Roos, J. (1997) 'Measuring your company's intellectual performance', *International Journal of Strategic Management*, Vol. 30, No. 3, pp.413–426.
- [31] Singh, S.K. and Singh, A.P. (2019), "Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy", *Management Decision*, Vol. 57 No. 4, pp. 937-952.
- [32] Skarlicki, D.P. and Folger, R. (2003), "Human resource management review special issue: fairness and human resources management", *Human Resource Management Review*, Vol. 13 No. 1, pp. 1-5.
- [33] Tekleab, A. G., Takeuchi, R. and Taylor, M.S. 2005. Extending the Chain of Relationships Among organizational Justice, Social Exchange, and Employee Reaction: The Role of Contract Violations. *Academy of Management Journal*. 48(1): 146-157.
- [34] Thibaut, J.W. and L. Walker, 1975. *Procedural Justice: A Psychology Analysis*. Erlbaum, Hillsdale, New Jersey, ISBN: 10: 0470858699, pp: 160.
- [35] Walumbwa, Fred O., Wu, Cindy and Orwa, Bani, 2008, Contingent rewards transactional leadership, work attitudes, and organizational citizenship behavior: The role of procedural justice climate perceptions and strength, *The Leadership Quarterly* 19, 251–26.