

Organizational Justice enhances Subjective Well-being

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ABSTRACT

Organizational Justice has the potential to create major impact on organizations and employees alike. These include greater commitment, trust, enhanced job performance, more citizenship behaviors and less number of conflicts. It has been reported that employees seem to have a universal concern for Justice that transcends the self and that many are subject to biases at various points of time in their work life. Sometimes these biases lead to adverse outcomes including decreased level of subjective well-being. Subjective well-being is a broad category that includes life satisfaction, positive affect, and low negative affect, such as anger, sadness and fear. Thus to study the relationship between Organizational justice and subjective well-being, a sample of 88 employees working in Private Universities of NCR region were examined. For this purpose, the Organizational Justice scales consisting of Measure of Procedural & Interactional Justice and Distributive Justice Index scale by Moorman, Blakely & Niehoff (1998) and Subjective Wellbeing Scales inclusive of the Satisfaction with Life Scale (SWLS), Scale of Positive and Negative Experience (SPANE) and Flourishing Scale (FS) by Ed Diener (2004) were used. Results indicate significant relationship between the three types of Organizational justice and subjective well-being of employees.

Keywords: *Organizational Justice; Procedural Justice; interactional Justice; Distributive Justice; Subjective wellbeing; Positive affect; Negative affect.*

Today's global scenario calls for optimal quality of life for employees along with fairness. For a society to function effectively it must keep its members engaged in efficient and effective production in order to enhance their well-being. Organization's effectiveness is attributed to many factors like Job satisfaction; commitment; sense of belongingness; Personality characteristics of employees, appraisal system; to name a few. Apart from these many, Organizational justice is considered a dominant factor for the success of an organization.

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Organizational Justice enhances Subjective Well-being

The term 'organizational justice' refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature. It serves as the "glue" that allows people to work together effectively. Justice defines the very essence of "individuals" relationship to employers.

In contrast, injustice is like a corrosive solvent that can dissolve bonds between group members. It is hurtful to individuals and harmful to the organizations. It can be perceived by employees within the organization in the following ways like: unequal pay for the same job; arbitrary dismissals by authorities; discrimination on the basis of gender, caste and state.

Organizational justice represents individual's perceptions and reactions to fairness towards the organization. Some scholars have referred Justice as a decision or an action that is morally and ethically correct.

According to Hoy and Tarter, (2004) there are seven principles of Organizational justice.

First is the principle of equality which assumes that the contributions made to the organization by individuals are in proportion to their incomes. Second is the principle of perception which takes into account the effect of the general perception of justice on the individual. Third is the principle of polyphony which presupposes that participation in decision making will increase the incidence of fair decisions. Fourth is the principle of interpersonal justice which assumes that respectful, kind and mature behaviors displayed on the part of both employer and employee will ensure justice. Fifth is the principle of consistency which is of view that consistency in leaders' behaviors is essential to create a perception of justice among those working with them.

Sixth is the principle of political and social equality which presupposes that it is essential to share a collective Organizational mission in decision-making and to take decisions according to personal interests independently. Seventh and last is the principle of correction that refers reworking of wrong or bad decisions to maintain faith and fairness.

Organizational justice has its roots in the Equity Theory of work motivation given by Adams in the year 1965. Equity theory describes why pay and conditions of work alone does not determine the level of motivation in an individual. Equity does not depend on one's input-to-output ratio alone. It depends on our comparison between our ratio and the ratio of others. Thus, the trace of organizational justice can be seen from this theory.

According to Cohen-Charash and Spector (2001), employees' perception of justice in their work place results in job satisfaction, pay satisfaction, organizational commitment and turnover intentions.

Inception of Organizational Justice

The term Organizational Justice was coined by Greenberg in 1987 in his Academy of Management of Review Paper. Years before 1975, organizational justice was seen primarily in

Organizational Justice enhances Subjective Well-being

terms of distributive justice. It has been validated that Adam in 1965 with his equity theory did the groundwork for most distributive justice research but also contributed immensely in the area of Organizational Justice. With his theory Stacy Adams wanted to emphasize the impact of employer-employee exchange in terms of labor offered to the work place.

After ten years of Adams' (1965) study, Thibaut and Walker (1975) discovered a new type of organizational justice, viz., and Procedural justice. It focuses on the processes which are used to determine the outcomes. It is said to prevail only when employees feel that the process followed is ethical, consistent, and precise and indiscriminant.

Although there is one finding by Leventhal, Karuza, Fry ,et al.,(1980) that organizational justice goes way before equity theory and further confirms that individuals definition of Justice is not only limited to Distributive Justice but also to Procedural Justice.

Later Bies & Moag (1986) came up with the third type of Organizational Justice. i.e., interactional justice, which refers to the treatment that an employee receives in terms of explanations for decisions and the information with compassion and respect.

According to Colquitt (2001) Interactional justice is further broken down into two constituents: interpersonal and informational justice. Perceptions of respect, politeness, dignity in one's treatment or when taking decisions are a part of interpersonal justice while the sufficiency of the explanations given in terms of their specificity, timeliness, and truthfulness comes under informational justice.

Another study done by Cropanzano, Rupp, Mohler and Schminke (2001), recognized the relevance of socioemotional value in the life of working individuals. The socioemotional value focuses on the quality of the relationships among people, consists of elements of status and dignity .Thus asserting indirectly on relevance of interactional justice.

Some of the above mentioned researches gave thrust to the area of Organizational Justice and promoted its applicability and it's far reaching effect.

Forms of Organizational Justice

There are three forms of Organizational Justice: Distributive; procedural and interactional Justice. The chronology of its development is although different. It has been reported that first being distributive justice followed by Procedural and then interactional Justice.

Distributive justice refers to perception of equity in terms of resource distribution so that justice in terms of fair outcomes can be maintained. Fair allocation may include the total amount of goods to be distributed, the distributing procedure, and the pattern of distribution that results. It has been identified that there are three principles that determine of how goods are distributed. They are equality, equity, and need.

Organizational Justice enhances Subjective Well-being

For instance, in most cases, employees feel treated fairly as long as they receive rewards with respect to how much they contribute. An individual who earns less than another may feel justly treated, as long as that individual also contributes less to the organization. Likewise, a person who is paid equally to another may feel unjustly treated if he or she contributes substantially more.

Procedural Justice deals with the processes by which allocations are determined. A just procedure is one that is applied consistently to all. It should be free of bias, representative, accurate and consistent.

For instance, employees awaiting promotion tend to show greater company loyalty if they perceive the process as just. However, if the same promotion goes to someone unqualified in a closed process that blocks anyone else from applying, then disappointed employees may perceive injustice.

Interactional justice deals with how one person treats another. It has been reported that even if an organization fails in the areas of distributional and procedural justice, many of the negative effects of injustice can be bridged if employer treat their employees with dignity and provide adequate information to which he or she is entitled. Basically, treating with fairness to whosoever's subject to their authority, decisions, and actions with social sensitivity, consideration and empathy.

For instance, if an organization takes the opinion of the employees towards designing, knowledge sharing, planning and implementation of any project of due importance to the organization or for the welfare of employees working. These can be various activities towards interactional justice

Recent findings states that the factors of interpersonal treatment and informational justice are positively correlated with ethical perception of an individual and therefore influences attitude of a manager towards his employee. In has been reported that in order to sustain competitive advantage and ensure success of any organization, managing and retaining employees are very important. Thus, in order to retain an employee in the competitive world, employer has to be very informative as well as respectful towards their employee.

Positive impact of Organizational Justice:

According to Elanain, (2009), employees of an organization will reflect positivity, commitment and goal directed behavior if they perceive their organization to be fair and just in its procedures, policies, interactions and distribution mechanism. It has also been reported that enhancing organizational justice results in improved outcomes from employees. For this Managers should take actions to improve employees' job satisfaction and organizational commitment so to decrease employees' turnover intension with the help of distributive and procedural justice.

Organizational Justice enhances Subjective Well-being

It has also been recently found that equitable pay improves individual motivation and performance; equal treatment raises sense of belongingness commitment and loyalty towards the work place one belongs to.

Subjective wellbeing

Earlier wellbeing had been related with a single objective dimension that was material progress measured by income or GDP. However various researches have validated with their respective findings that the concept of wellbeing cannot be explained solely by GDP.

Wellbeing is a multidimensional term encompassing all aspects of human life. Though Wellbeing is difficult to define but it is even harder to measure that accurately.

According to McGillivray and Clarke (2006); Hoorn (2007), wellbeing measures can be classified into two basic categories, i.e., objective and subjective measures. The first category measures wellbeing through certain observable facts such as economic, social and environmental statistics. It can be indirectly assessed using cardinal measures. The second category is subjective measures of wellbeing that does assessment by taking into account people's feelings or real experience in a direct way through ordinal measure

Subjective Well Being (SWB) involves a multidimensional evaluation of life, including cognitive judgments of life satisfaction and affective evaluations of emotions and moods. Some economists use "subjective wellbeing" interchangeably for "happiness" but in psychology, happiness is a part or at times an outcome of SWB.

Whenever there is a question that what constitutes good and happy life answers like loving others, pleasure, self-insight comes up. People around still lack clarity in terms of their understanding of happiness and subjective wellbeing.

Subjective wellbeing is people's cognitive and affective evaluations of their lives. In general we experience abundant SWB when we face pleasant and unpleasant emotions. It is a known fact that interesting activities lead to more of pleasant feelings and emotions.

SWB researchers tried to answer questions like who is happy? Is it the married, the wealthy, spiritual individuals, or other demographic groups? Although no conclusive evidence were found in this regard.

Factors impacting Subjective wellbeing

Personality is said to be the powerful factor that influences person's subjective wellbeing. Apart from this, cultural and societal factors influence SWB. It has been reported that some countries are better able to meet people's basic needs, such as for food, clean water, and health, and these nations' thus, higher levels of SWB.

Organizational Justice enhances Subjective Well-being

According to one classification six factors impact SWB. They are personality factors; contextual and situational factors; demographic factors; institutional factors; environmental factors; and economic factors.

Personality factor influences one's level of subjective wellbeing; a pioneer study has been done by Tellegen et al. (1988) which compared levels of SWB for monozygotic and dizygotic twins raised together and raised separately. Their study resulted in 40% of the variance in positive emotionality and 55% of the variance in negative emotionality is attributable to genetic factors, whereas shared familial circumstances account for only 22% and 2% of observed variance respectively.

Contextual and situational factors are also important determinant of SWB. Notably, a consistent finding across samples of individuals reporting on, amongst others. Better health is associated with higher SWB, and that married people report higher SWB than single people or divorced people.

Demography is strongly associated with SWB. Gender and age in particular are strong determinants of SWB. Recent findings have emphasized that women report higher SWB scores than men do, and that SWB is U-shaped with age that is SWB is higher among young people, declines in middle age cohorts and increases again at older age.

Institutional and Environmental conditions are also related to Subjective wellbeing. This was validated through study done by Rehdanz and Maddison (2005), using data on 67 countries between 1972 and 2000. They found that climate variables have a highly significant effect on SWB and that climate changes due to global warming might reduce SWB around the world in the next decade.

But one analysis done by Becchetti et al. (2007) confirms the link between climate and SWB and also indicates that global warming might lead to higher SWB worldwide which was contrary to the findings by Rehdanz and Maddison (2005)

Organizational Justice and Subjective wellbeing

Fairness and wellness are found to be significantly related to each other. It has been reported that Well-being in the workplace is considered as an outcome of the interaction between individual characteristics and organizational environment. Studies have confirmed that employees who perceived justice at their work place experienced more of positive emotions than those who felt that injustice is meted out to them, be it on the basis of distribution of resources or in terms of process followed to allocate resources.

METHODOLOGY

Aim:

This study aims to understand how Organizational Justice correlates with Subjective wellbeing. It was done to analyze and understand ways in which employees subjective wellbeing is affected

Organizational Justice enhances Subjective Well-being

by their perception of fairness i.e. Organizational Justice. It also tries to identify ways through which enhancement of Organizational Justice can contribute to higher Subjective wellbeing among employees working in private sector.

Objectives:

- To study the relationship between Procedural Justice and Subjective Wellbeing.
- To study the relationship between Distributive Justice and Subjective Wellbeing.
- To study the relationship between Interactional Justice and Subjective Wellbeing.
- To study the relationship between Organizational Justice & Subjective wellbeing.

Hypotheses:

1. Procedural Justice will be significantly related to Subjective Wellbeing.
2. Distributive Justice will be significantly related to Subjective Wellbeing.
3. Interactional Justice will be significantly related to Subjective Wellbeing.
4. Organizational Justice will be significantly related to Subjective Wellbeing.

Sample:

The Purposive- cum -incidental sampling is done. The sample consists of both males (N= 44), and females (N=44) working in private educational sector.

Inclusion criteria: Those Academicians of Private Universities in NCR area and between the age group of 30-40 years were taken.

Exclusion criteria: Academicians of Government or Semi Government were excluded.

Procedure:

1. Male and female were selected from Private Universities of NCR region who wanted to voluntarily share their experience by filling up the response sheet.
2. They were explained the purpose of the study, and asked if they would be willing to participate to assess the impact of Organizational Justice on Subjective Wellbeing.
3. It was further explained that full confidentiality shall be maintained.

Tools used:

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

S.no.	Name of Tool	Author	No. of items
1.	Organizational Justice Scales: <ul style="list-style-type: none">• Measure of Procedural & Interactional Justice• Distributive Justice Index scale	Moorman, Blakely & Niehoff (1998)	Procedural & Interactional Justice -12 items Distributive Justice Index scale-6 items

Organizational Justice enhances Subjective Well-being

2.	Subjective Wellbeing Scales: <ul style="list-style-type: none"> • The Satisfaction with Life Scale (SWLS) • Scale of Positive and Negative Experience (SPANE) • Flourishing Scale (FS) 	Ed.Diener(2004)	SWLS-5 items SPANE-12 items FS- 8 items
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Description of tools used:

Organizational Justice is measured by using two sub scales developed by Moorman, Blakely & Niehoff (1998). First one is Measure of Procedural & Interactional Justice. Respondents indicated the extent of their agreement or disagreement with each item on a scale from 1 (strongly disagree) to 7 (strongly agree) on this 12-item scale with reliability as 0.90.

Second is Distributive Justice Index scale is a 6-item scale where extent of agreement or disagreement is indicated by 1 (Very unfairly) to 5 (Very fairly) with reliability as 0.98.

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

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

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

RESULTS AND ANALYSES

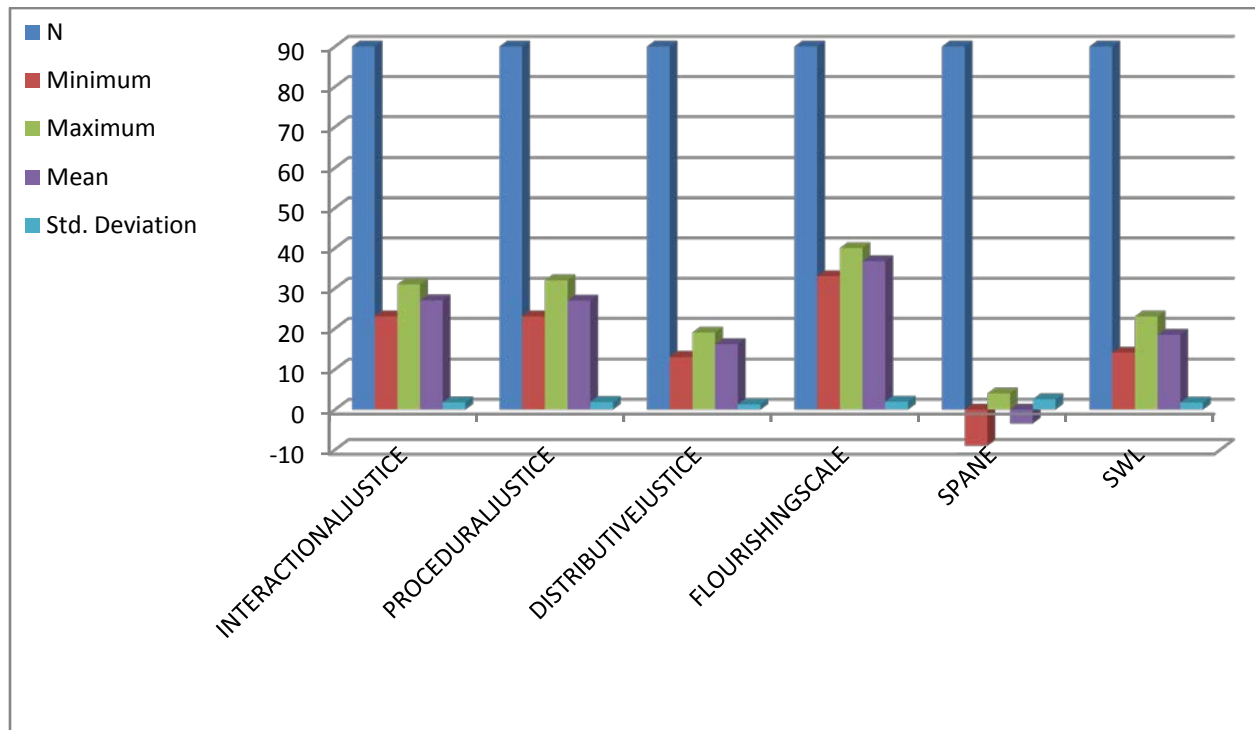
The following Table-1 is the descriptive statistics showing the mean and standard deviation of variables under study.

Table-1

Variables	N	Mean	Std. Deviation
INTERACTIONALJUSTICE	88	27.0114	1.77786
PROCEDURALJUSTICE	88	26.9545	1.88099
DISTRIBUTIVEJUSTICE	88	16.1023	1.28689
FLOURISHINGSCALE(FS)	88	36.75	1.96668
SPANE	88	-3.4432	2.56348
SWL	88	18.4545	1.74796

Table 1. Shows the comparison among Mean and Standard Deviation scores of Organizational Justice (i.e. Interactional Justice; Procedural Justice and Distributive Justice) and Subjective wellbeing (FS; SPANE&SWL) .There exists difference among the Mean scores of these variables.

Figure: 1, The Mean and Standard Deviation of subscales of Organizational Justice & subscales of Subjective wellbeing is depicted in the form of the following graph:



Organizational Justice enhances Subjective Well-being

Table -2: Correlations

		Interactional Justice	Procedural Justice	Distributive Justice	Flourishing Scale	SPANNE	SWL
Interactional justice	Pearson Correlation	1	0.158	0.175	0.001	.226*	0.191
	Sig. (2-tailed)		0.141	0.102	0.994	0.035	0.075
	N	88	88	88	88	88	88
Procedural justice	Pearson Correlation	0.158	1	0.087	-0.037	0.155	-0.036
	Sig. (2-tailed)	0.141		0.418	0.73	0.148	0.742
	N	88	88	88	88	88	88
Distributive justice	Pearson Correlation	0.175	0.087	1	.355**	0.139	-0.205
	Sig. (2-tailed)	0.102	0.418		0.001	0.195	0.056
	N	88	88	88	88	88	88
Flourishing scale	Pearson Correlation	0.001	-0.037	.355**	1	0.01	0.05
	Sig. (2-tailed)	0.994	0.73	0.001		0.929	0.643
	N	88	88	88	88	88	88
SPANNE	Pearson Correlation	.226*	0.155	0.139	0.01	1	-0.039
	Sig. (2-tailed)	0.035	0.148	0.195	0.929		0.717
	N	88	88	88	88	88	88
SWL	Pearson Correlation	0.191	-0.036	-0.205	0.05	-0.039	1
	Sig. (2-tailed)	0.075	0.742	0.056	0.643	0.717	
	N	88	88	88	88	88	88

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

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

The Table -2 represents correlation between organizational justice and subjective wellbeing. The correlation is found to be significant at the 0.05 level and at 0.01 levels.

Thus establishing the significant relationship between Organizational Justice and Subjective wellbeing.

DISCUSSION & CONCLUSION

Organizations are the social systems where human beings are considered an asset. Organizations need effective and efficient managers and employees to attain their vision and mission. Apart from competency and ability of an employee, justice system contributes significantly to reach the goal. Organizational Justice positively influences the motivation, morale; commitment and satisfaction level of employees. These are profound variables affecting the performance of an organization as well as subjective wellbeing.

Few people have ever doubted that happiness is very important in one's life. The current study intends to measure not only happiness but people's evaluation of their life which includes their level of happiness. This research aims to measure the relationship between organizational justice and subjective wellbeing. The results showed that significant relationship exists between types of organizational Justice, i.e., distributive justice, procedural justice and interactional justice and Subjective wellbeing.

Table 1 indicates difference is significant among the mean scores of variables under study and is represented through graph in figure 1.

Table 2 of Correlations gives a clear picture of some significant findings.

Firstly, one of the measure of SWB ,i.e., SPANE (Scale of Positive and Negative Experience) significantly correlate with interactional Justice which refers that the treatment of individuals by decision-makers in terms of showing respect and sensitivity influences the way one feels in terms of Positive and negative feelings. In this study those respondents who faced injustice in this area had negative score reflecting negative feeling towards themselves as well as towards interpretation of their environment.

Secondly, Distributive justice which is concerned with perceptions of the distribution of rewards is found to be significantly correlated with the score of Flourishing scale (i.e. one of the scale of SWB).The Flourishing Scale measures respondent's self-perceived success in important areas such as relationships, self-esteem, purpose, and optimism. According to this study those respondents who experienced distributive justice were high in terms of their self-esteem, optimism and relationship.

Recent finding has suggested that fairness is essential for the fulfillment of the cognitive needs, i.e., thinking, growth and decision-making. Fairness at workplace results in a life that has sense of direction and purpose. It also leads to self-acceptance and more favorable attitude towards the workplace. On the basis of results and findings, the Hypothesis is supported that Organizational Justice shares a direct and positive correlation with subjective wellbeing.

IMPLICATIONS AND FUTURE DIRECTIONS:

This study will help in the area of Employee retention, employee engagement and motivation as it has been found that motivated employees are extremely important to any organization. They

Organizational Justice enhances Subjective Well-being

propel the organization forward by positive influence on the working climate, attitudes, customer orientation and ultimately organizational performance. As prevention is better than cure, similarly, Organizational Justice Research will also assist in finding factors responsible for workplace incivility, absences and Counterproductive work behavior which impact organizational effectiveness.

Further it will promote the culture of Virtuous organization which values happiness and optimism and focuses on employee wellness. It will help in generating awareness amongst employers regarding development of a new model of job which can emphasize on human relationships based on mutual trust and respect.

Thus, this study can prove to be a milestone in the area of Organizational Justice where emphasis is on promoting positive behaviors leading to higher subjective wellbeing which will eventually lead to satisfaction of psychological needs of employees, improving interpersonal relationships, perception of work as meaningful and overall growth and development.

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Organizational Justice enhances Subjective Well-being

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