



POOR ORGANISATIONAL JUSTICE

EXAMPLES OF POOR ORGANISATIONAL JUSTICE

Some of examples of what poor organisational justice can look like in the workplace include:

- excluding people who will be affected by decisions from consultation and decision-making processes, including health and safety and union representatives
- failing to take appropriate action to address inappropriate behaviour, poor performance or misconduct
- lack of communication and transparency regarding organisational direction, strategy, objectives and decisions
- bias, impartiality, favouritism and nepotism
- discrimination, harassment and inequitable treatment of workers.
- neglecting the sensitive treatment and privacy of workers' information.
- implementing unfair, biased, or inconsistently applied policies or procedures.
- punishing workers for factors beyond their control.
- neglecting to acknowledge or accommodate reasonable needs of workers.
- engaging in discrimination against specific groups or applying policies unfairly.
- insufficiently addressing underperformance, inappropriate behaviour, or misconduct.
- allocating work, shifts, and opportunities in a discriminatory or unfair manner.
- lacking or having inadequate processes for making decisions that affect workers.
- unfair resource allocation, such as unequal distribution of rewards, promotions, salary increases
- Inconsistent application of organisational policies, rules, or procedures across individuals or departments
- retaliation for speaking up. If employees raise concerns or voice grievances regarding unfair treatment or organizational injustices, they may face retaliation or backlash. This can create a culture of fear where employees are discouraged from speaking out, further perpetuating victimisation.
- targeting of whistle-blowers. Employees who expose wrongdoing, unethical behaviour, or organisational injustices may become targets of victimisation.
- toxic work environment where bullying and harassment thrive.
- exclusion and isolation. Individuals who are treated unfairly or perceive injustices may be excluded or marginalised within the organisation. They may be denied opportunities, excluded from decision-making processes, or isolated from important networks and resources. This exclusion can contribute to feelings of victimisation and undermine their sense of belonging.
- performance evaluations and feedback that is skewed or biased.
- unequal opportunities and rewards.

PRODECURAL FAIRNESS / PROCEDURAL JUSTICE



Procedural fairness, also known as procedural justice, includes

1. **Consistency:** Consistency refers to the application of procedures and rules in a consistent and standardized manner across all individuals and situations. Treating similar cases or individuals similarly helps establish a perception of fairness.
2. **Impartiality:** Impartiality means making decisions based on objective and unbiased criteria, without favouritism or personal biases. Decisions should be free from discrimination or any unfair considerations.
3. **Accuracy and correctness:** Accuracy refers to ensuring that decisions are based on accurate and reliable information. The procedures should be designed to collect relevant data and assess information accurately. Correctness involves making decisions that are accurate, logical, and aligned with relevant policies and guidelines.
4. **Participation and voice:** Providing opportunities for employee participation and giving them a voice in decision-making processes contributes to procedural fairness. Allowing employees to express their views, concerns, and perspectives helps them feel included and respected in the decision-making process.
5. **Transparency:** Transparency involves openness and clear communication about the decision-making process. Employees should be informed about the procedures, criteria, and timelines involved. Transparent processes help build trust and understanding among employees.
6. **Appeals and grievance mechanisms:** Providing avenues for employees to appeal decisions or lodge grievances when they perceive unfair treatment is an important aspect of procedural fairness. It allows employees to seek review or redress if they believe that a decision was unjust or violated the established procedures.

INFORMATIONAL FAIRNESS

Examples of informational fairness include:

1. **Open and transparent communication:** Ensuring that information is shared openly and transparently across the organisation, including updates on organisational changes, performance expectations, and important decisions.
2. **Timely and clear communication:** Providing information to employees in a timely manner and ensuring that it is clear and understandable, avoiding ambiguity or withholding crucial information.
3. **Justification for decisions:** When decisions are made, providing clear explanations or justifications for those decisions, helping employees understand the reasoning and underlying factors involved.
4. **Access to information:** Ensuring that employees have access to the necessary information and resources required to perform their job effectively. This can involve providing training, tools, and access to relevant data and reports.



RELATIONAL FAIRNESS / INTERACTIONAL JUSTICE

Poor interactional justice occurs when employees experience disrespectful treatment, lack of transparency, or exclusion from important communication channels.

Also known as Relational fairness or relational justice, it includes:

1. **Respectful treatment:** Relational fairness emphasizes treating individuals with respect, dignity, and politeness. It involves valuing employees' perspectives, listening to their ideas, and showing consideration for their feelings and opinions.
2. **Trust and openness:** Building trust and fostering open communication are essential components of relational fairness. Employees should feel comfortable expressing their thoughts, concerns, and feedback without fear of retaliation or judgment.
3. **Consistency and transparency:** Consistency and transparency in decision-making and actions are important for relational fairness. Employees should understand the rationale behind decisions and perceive them as fair and just. Transparent processes and clear communication help establish trust and confidence in the organization.
4. **Empathy and empathy:** Relational fairness involves demonstrating empathy and understanding towards employees. It means recognizing and considering their needs, concerns, and work-life balance. Empathetic leaders and colleagues show care and support, creating a positive and supportive work environment.
5. **Conflict resolution:** Resolving conflicts in a fair and constructive manner is crucial for relational fairness. Providing opportunities for open dialogue, mediating conflicts, and finding mutually beneficial resolutions contribute to a fair and respectful workplace.
6. **Fairness in performance evaluations:** Relational fairness also extends to performance evaluations and feedback. Providing constructive feedback, setting clear expectations, and assessing performance fairly help employees perceive the process as just and unbiased.

INTERPERSONAL FAIRNESS

Examples of informational fairness include:

1. **Respectful treatment:** Treating all employees with respect, dignity, and courtesy, irrespective of their position or background. This includes being polite, listening to others' opinions, and valuing their input.
2. **Consistency and impartiality:** Applying rules, policies, and procedures consistently and fairly across all individuals, without favouritism or bias.
3. **Ethical behaviour:** Demonstrating ethical conduct and integrity in interactions with employees, colleagues, and stakeholders. This includes being honest, maintaining confidentiality when necessary, and adhering to ethical standards.
4. **Empathy and empathy:** Showing empathy and understanding towards employees' concerns, needs, and work-life balance. Being responsive to their feedback, providing support, and addressing their issues or grievances.