

# Research on the Effect of Organizational Justice on Human Resource Management

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**Abstract.** This paper systematically introduces the meaning of organizational fairness research and the meaning, structure and function of organizational justice, and analyzes in detail the reaction of organizational justice to organizational fair and objective situation and the three factors of organizational justice, the collective consciousness and the personal value of the goal of the positive impact; Finally, improve the sense of fairness of the human resources management proposed specific recommendations.

## Introduction

Fairness has always been a matter of great concern to people. From an individual point of view, fairness involves everyone's current, long-term material and spiritual interests; from the perspective of interpersonal interaction, fairness involves human dignity, status and interrelationship; from the point of view of organizational management, fairness involves upper and lower Level relationship, group atmosphere, team cohesion and organizational performance, sustainable development and other issues; from the perspective of social development, fair and social stability and progress are closely linked.

Fairness is the goal that mankind pursues for thousands of years, and absolute fairness is only an ideal. This is because fairness is affected by many factors. Some people think that everyone is more equitable; some people think it is more equitable; some people feel that the distribution of social status is more equitable; some people feel that the distribution of the ability to be more fair; others feel that the distribution of more equitable; Second, the resources used to allocate and the use of more forms, it is difficult to achieve absolute fairness. There are tangible forms of distribution such as salaries, bonuses, benefits, housing subsidies and old-age insurance, as well as forms of intangible distribution such as promotion, training, academic education, honor and social status. Moreover, different cultural traditions will also affect people's understanding of fairness. For example, Americans agree with personal struggle and achievements, as long as the source of compensation is legitimate, and then a large income gap can agree; the Chinese people stressed that personal achievement is not only the result of personal ability and effort and cannot do without others support and pay, collectively created. Therefore, a person's income can be more than others, but if more than a certain percentage is considered unfair. Although our ideas are changing with the establishment of the market economy and the influence of Western values, traditional ideas and customary thinking still affect our view of fairness. In addition, there are differences in the sense of fairness and injustice. In general, people are more sensitive to unfairness, and are less sensitive to fairness.

It is precisely because fairness is very important, and fairness is quite complex, so the study of fairness is always the focus of attention. China is in a period of transition from a planned economy to a market economy. People often feel the contradictions of old and new ideas, faced with the old and new norms of conflict, coupled with the existence of a small number of people in the community to get rich, to exploit and other bad phenomena, so that the issue of equity becomes more complex and sensitive. Therefore, this paper focuses on the issue of organizational justice, and in order to improve the sense of organizational justice, put forward the specific recommendations of

human resources management.

### **The Definition of Organizational Fairness Sense**

Organizational justice is the fair feeling of the organizational system, policies and measures related to personal interests in the organization or unit; and the sense of social fairness is the sense of fairness of the people divided by different classes, industries and occupations. The fairness in the organization can also be divided into two levels: the first level is the objective state of the organization's fairness. At this level, people can continue to improve and develop a variety of organizational systems, the establishment of appropriate procedures and measures to achieve organizational justice, but the absolute, the ultimate organizational justice is difficult to achieve. The second level is a sense of organizational justice, that is, members of the organization in the organization of the subjective feelings of fairness. The two are linked, but there are also differences. If a fair system is not recognized and accepted by employees, its influence on employee behavior cannot be fully exploited. Therefore, from the perspective of organizational behavior, organizational justice is more important, and its discussion of fairness is, in fact, a discussion of organizational justice.

Of course, there are differences between the different members of the organization to understand the sense of organizational justice, such as the general staff to understand, to understand the organizational fair and managers understand the understanding of organizational fairness may be a gap. To have a consensus on fairness in the organization, there must be some prerequisites, such as a fair idea of a common recognition. In accordance with the principle of efficiency first, under the guidance of social ideas, people will gradually adapt and accept some so-called fair values, such as in the same working hours, according to the number and quality of labor to allocate; or by the contribution of production Amount to allocate. In general, the doctor's contribution than the master's degree, assigned to the doctor's more; managers than the average staff, assigned to the managers are more. In order to ensure the effective implementation of these fair ideas, there must be corresponding procedural safeguards. Of course, these fair values also change with the times, China is currently in the planned economy to the market economy transition of the special period, a variety of fair ideas coexist, and because of the differences in ideas and often conflict. For example, before the reform and opening up, people accept the idea of an average distribution; the early days of reform and opening up, people accept the concept of labor (quantity, quality) distribution; now, people also accept the capital, knowledge and ability to allocate the concept. In addition, in order to improve the organization of the organization's sense of fairness, there must be necessary cooperation and compromise. For example, the use of only the distribution according to work, investors are unprofitable, they may be reluctant to invest, and ultimately lead to workers, unemployed and disabled persons because of the lack of labor opportunities or the loss of labor capacity and difficult to survive. Therefore, for the common interests of all, we must make appropriate compromise between each other. At present, China is mainly in ensuring the efficiency of the premise, as far as possible to take into account the fair. In order to ensure efficiency, the value or importance of various resources is different, this value method is mainly based on the characteristics of the times and market rules to adjust.

### **The Content of Organizational Justice Theory**

The concept of organizational justice is based on Adams' theory of fairness, which focuses on the perception of the fairness of the employment relationship in the organization. The theory of fairness argues that when a person makes a difference and gets paid, he is not only concerned with the absolute amount of his own reward, but also the relative amount of his own reward. Therefore, he will be through a variety of comparison to determine whether they have a reasonable and fair return. If not, this result will seriously combat his future work enthusiasm, and even produce negative behavior. Equity theory is the sense of subjective comparison of staff Adams believes that people in the work will consciously or unconsciously put their input and output with others input and output

comparison, once the results of the two equal, that is, the above equation is established, employees You will feel fair and satisfied; and once the two are not equal, especially when the output of others is far greater than the input, the staff will feel unfair and dissatisfied, and thus try to change their behavior, reduce their investment or change the object of comparison, compare standards, and even completely end the relationship with the organization and other methods to regain a sense of fairness and make their own psychological balance. In addition, employees are often compared in a horizontal comparison and they are often compared vertically, according to contemporary motivation theory, especially the theory of expectation and fairness, we can see that individual efforts are to accomplish individual goals, and the goal leads the behavior of employees. Thus, personal performance and the incentives that are gained will strengthen or change the behavior of the employee, the most critical of which is the organizational fairness. Objective and impartial performance evaluation standards and a higher sense of organizational justice will have a positive effect on the efforts of the staff, strengthen the efforts of employees, and thus encourage employees to work harder to achieve personal goals.

### **The Study of Organizational Justice**

The so-called sense of organizational justice, refers to the unit or organization, people are closely related with their own, and related to personal interests of the organizational policies, systems and the corresponding measures produced by a fair feeling. Organizational justice has two meanings: (1) the performance of the objective state. In this sense, people in order to achieve organizational justice, so through the improvement of the system, the implementation of the organization to achieve fair goals, but in fact, the perfect organizational fair is almost impossible. (2) for the organization of a sense of fairness, the meaning of the organization referred to here is a sense of fairness of the members of the organization. Although there are differences in the above two aspects, but also complement each other, for example, a so-called fair system appears, no way to get the recognition of employees, then the system cannot fully play a role. Therefore, it can be said that the sense of organizational justice is actually more important.

However, even within the same organization, because of the different members of the organization to understand the sense of fairness is different, and to make different employees on the organization of the sense of fairness have the same feelings, you need to have a prerequisite, such as the concept of fairness Understand the same. With the change in social values, there will be some changes to the concept of fairness, which will be gradually accepted for ordinary fair values, such as: consistent working hours, then equitable distribution based on the quality and quantity of labor, In production, the greater the contribution, the greater the harvest. And the so-called fair concept can be implemented smoothly, but also need to have the appropriate procedures to protect.

The study of the sense of organizational justice, mainly from two aspects: First, its structural research, that is, how to organize the main sense of fairness which aspects of the composition of these aspects of how the relationship between the two; the study of its effect, that is, the sense of organizational justice and organizational behavior on the relationship.

### **The Human Resources Management Measures to Improve the Sense of Organization**

**Establish A Scientific Performance Appraisal System and Pay System.** According to the theory of fair distribution, there are two aspects that affect the distribution of employees' fair feelings: one is investment and the other is return. Staff input indicators are mainly reflected in Germany, ground, performance several aspects, how to make the contribution of employees to make scientific and accurate assessment, is the basis for the distribution of employees fair. At present, Chinese enterprises and institutions in the performance evaluation there are many problems, mainly in: (1) the lack of a stable, and market convergence, the system performance evaluation system; (2) not strictly, scientifically implemented Performance evaluation; (3) did not combine the results of performance appraisal with promotion, training and pay. We must do a good job in the construction of the compensation system. The construction of the pay system mainly considers two aspects:

internal fairness and external fairness. Internal equity is to follow the staff positions, performance, the staff of the salary category, the formation of an internal remuneration system, so that employees compare each other, feel the distribution of fairness; external fair is mainly to comply with the laws of the market economy, as far as possible so that the same social, comparable positions have a similar salary, if the gap is too large, it is easy to make employees have the idea of leaving.

**Improve the Staff Participation System.** According to the study of Sauer and Volcker, regardless of whether the final distribution results are fair, as long as employees have the right to participate, and the actual participation, the sense of fairness will be significantly improved. Democratic participation has many advantages: (1) can represent the interests of employees in various departments, so that the distribution process is fair; (2) can monitor the implementation of the distribution system, even if the system is temporarily unreasonable, as long as the strict implementation of the system, employees Will also have a sense of fairness; (3) can improve the relationship between the upper and lower. Although the power between our superiors and subordinates is relatively large, but if the channels to provide staff participation, the upper and lower levels have the opportunity to express their views, is conducive to enhancing mutual understanding. There is a lot of content that requires staff participation in democracy, such as the development and implementation of the organization's development strategy, distribution system, reward system, promotion system and evaluation system. Employees understand the principles of the system in the participation, the pros and cons can be well with the implementation of organizational policies to reduce the resistance to reform and improve the enthusiasm of the staff. In addition, the democratic participation of employees may be difficult to point of view, the dispute is too long, the impact of decision-making speed and other issues. Therefore, the democratic appraisal process needs to set a timetable, given the deadline to ensure the timeliness of decision-making.

**Establish Complaints System.** According to the study of the case, the complaint is an important factor in the sense of fairness. And the system in the implementation process if the lack of complaints, the system will be difficult to strictly enforce. So, how to ensure the gradual improvement of the system, how to make a reasonable system can be effectively implemented and the implementation of the complaint system is very important. There are many forms of complaint, the normal channels of complaint is through the organization and management to escalate the relevant departments; if employees have concerns, you can also set up anonymous mailbox, complaints telephone, website and so on. Management should have someone in charge of these complaints to encourage employees to complain.

## Conclusion

In real life, the problems involved in fairness are complicated and fairness plays an important role in people's minds. Therefore, it is no doubt that the study of fairness problem has become an object of concern. Social development, people's ideas will also change, with the emergence of the disparity between the rich and the poor, the study of fair issues become sensitive and complex. To this end, this article here on the sense of organizational justice, and how to improve the organization of a sense of human resources management aspects of the corresponding measures.

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