

## **The Role of Fairness Heuristic Theory in Justice Perception and Trust of Employees**

**<sup>1</sup>Sheetal Dhingra, <sup>2</sup>Dr. Vivekanand G**

<sup>1</sup>Research Scholar, Alliance University, Bangalore

<sup>2</sup>Professor, OB & HR, School of Business, Alliance University, Bangalore

### **ABSTRACT**

The purpose of this paper/ work is to develop a conceptual model that addresses the role of fairness heuristic theory in Justice Perception leading to Trust of Employees. Organizational justice research has focused on fairness nearly completely at one point in time. This perspective drastically hinders our understanding because fairness views might evolve continuously as people meet with new information. In order to capture the mechanisms through which perceptions of fairness evolve, we propose to develop a dynamic organizational justice model in which we look at workplace practices, employee engagement, and trust due to justice practices in an organization. The concept explains a cyclical process through which the cognitive treatment and judgements of an event are directed by their perceptions of the entity concerned. In turn, event judgements modify the structure of knowledge underlying perceptions of entities that have implications for change in perception.

The Fairness heuristic theory (Lind, 2001) proposes that individuals care about fairness because it helps them deal with uncertainty. Organizational researchers know very little about what makes employees trust organizations (Searle et al., 2011). Employee perceptions of organizational trustworthiness buffer the relationship between managerial behaviour and trust. As a result of this interaction, organizational fairness is a stronger predictor of trust in organizations (Farndale et al., 2011; Thornhill and Saunders, 2003).

**Key words:** Trust, Perception, trustworthiness, Organizational Justice, Fairness, Job Satisfaction, employee Engagement

### **I. INTRODUCTION**

Among the numerous concerns organizations is the employee view of corporate justice, considering the impact it has on the employee attitudes and behaviour (Greenberg, 1987). The notion of employee trust and fairness has been investigated over 25 years, and scholars have identified that as one of the most important topics of organizational research addressing human behaviour (Cohen-Charash and Spector, 2001). With a framework for organizational justice, the results of the proposed study may lead to a better understanding of employees' perceptions of trust, fairness and Justice perception. The researchers have investigated the perceived organization's justice by employees extensively to demonstrate the good and negative effects of organizational fairness on different outcomes. The framework of organizational justice is to the extent that decisions (distributive justice), the decision-making process (proceeding judiciary) and the treatment of employees by their leaders in organizational processes (interactional

justice) are perceived equitable. Management confidence is mostly driven by the way employees see justice and change management in an organization (Saunders and Thornhill, 2004). Employees see organizational change more favorably when they are fairly treated and when characteristics of equity are easily visible in the decision-making process.

## **II. PURPOSE**

For both Practitioners and academicians, Fairness Heuristic Theory in Justice Perception and Trust of employees has become a phenomenon; therefore, previous research explored variables that influence employee behaviour due to employee behaviour. Since the Fairness Heuristic Theory in Justice Perception and Trust of employees would not diminish throughout the coming years, understanding its relevance and influence on employees is critical for every organization (e.g. Greenberg, 1987). As a result, the aim of this work is to gain a better understanding of Fairness Heuristic Theory in Justice Perception and Trust of employees, with the following goal in mind: Examine the work done in the area of Fairness Heuristic Theory, Justice Perception and Trust of employees and its long-term benefits in terms of employee experience. In analyzing the literature, the researcher attempted to identify research shortcomings and requirements, as well as to discuss a research strategy that stimulates research to progress (Colquitt and Greenberg, 2003).

Further, the review aims to incorporate all of these theoretical lenses in order to examine three issues. First, why do employees think about justice issues – what drives them to consider equity, precision, respect, truthfulness and the like? Second, how can employees generate fairness—how do they combine multiple views of justice into one? Thirdly, how do employees react to fairness—what behaviours result and why? Our review examines how these insights might be applied to manage justice and fairness within enterprises, particularly given new technological developments in people's working practices. A theoretical framework will be developed and put to test.

## **III. DESIGN OF THE STUDY**

The present study explores the work undertaken in the area of Fairness Theory, Justice Perception and how that leads to Trust of employees in the organization. The content analysis of work is adopted.

## **IV. STUDY OBJECTIVES**

The study marches further with Three Objectives, viz:

1. To Review the work undertaken, in the area of Fairness Heuristic Theory, Justice Perception and Development of employee Trust;
2. To Identify the main themes and patterns;
3. To explore further areas of work in Fairness Heuristic Theory, Perception of Justice and Trust of employees based on the gaps or opportunity.
- 4.

## V. METHODOLOGY

The papers and work published in the area of Fairness Heuristic Theory, Perception of Justice and Trust of employees, will be included as literature review while referring from various journals. A list of journal was undertaken and papers published in these journals were reviewed in this area, and based on the limitations and further opportunity, a proposed Theoretical Model is developed.

## VI. ORGANIZATIONAL JUSTICE AND TRUST

Justice and fairness reverberate in many spheres of existence. Decades of study on organizational justice have established that people place a high premium on workplace fairness. Justice scholars have long observed that employees are more likely to engage in beneficial work-related behaviors when they believe they have been treated fairly by their supervisors (Colquitt, 2001). As defined by each author, Organizational trust is the belief that another person's word, promise, speech or written statement can be depended upon (Bromiley and Cummings, 1995); the belief or confidence in someone's integrity, fairness, and reliability (Dizgah). Organizational trust theorists think that trust benefits both employers and employees in equal (Six, 2007). A variety of 'targets' within the organizational environment have been identified by organizational justice research. For example, an employee who is treated fairly by a supervisor but not by coworkers will perceive justice differently. Multiple organizational foci have been found to differentiate perceptions of justice and outcomes (Liao and Rupp, 2005).

Organizational justice can influence trust and support (Ambrose and Schminke, 2009). Individuals respond to their general justice experiences and consequently influence organizational outcomes (Shapiro, 2010). Perceptions of organizational fairness are an essential antecedent of organizational trust, job satisfaction, and loyalty to the organization. Employees react positively to work settings they believe are fair and negatively to work situations they believe are unjust. As a result, workplace fairness, or its absence, predicts a wide variety of employee attitudes and actions (see: Greenberg and Colquitt, 2005). Perceiving one's organization to be just and fair has been shown to result in a variety of beneficial outcomes, including increased job satisfaction (Greenberg, 1982; McFarlin and Sweeney, 1992), increased organizational commitment (Cohen-Charash and Spector (2001). Employees who believe their workplace is fair engage in more organizational citizenship behaviours (OCBs) (Karriker and Williams, 2009; Podsako & McKenzie, 1993), perform better on the job (Lind, Kanfer and Early, 1990), and are less likely to quit (Simons and Roberson, 2003). On the other hand, perceptions of organizational injustice or unfairness have been linked to a variety of negative outcomes, including decreased cooperation and less obedience to authority figures (Huo *et al.*, 1996), increased absenteeism and turnover (De Boer *et al.*, 2002), and a lack of organizational commitment (Nieho and Moorman, 1993).

Additionally, employees who believe their treatment in the workplace is unjust are more likely to engage in counterproductive work behaviours (Cohen-Charash and Spector, 2001), steal from their employers (Greenberg, 1990; 1993), commit workplace violence, and sue their employer (Lind, Greenberg, Scott, and Welchans, 2000), while justice and equity have tended to be seen as interchangeable labels. Thus, Colquitt and Rodell (2015) defines Justice as perceived

respect for rules that indicate suitability in decision-making contexts. Distributive justice norms reflect suitability in decision-making, including equity, equality and need (Adams, 1965). Rules on procedural justice show suitability for decision-making, including voice, consistency, correctness, bias abolition, and correction (Thibaut and Walker 1975). Rules on interpersonal justice represent the adequacy of procedures and encompass respect and property (Bies and Moag 1986, Greenberg 1993). Information justice rules consider the truthfulness and rationality of procedural explanations (Bies and Moag 1986, Greenberg 1993).

## VII. ORGANIZATIONAL JUSTICE AND TRUST

Despite the centrality of trust in organizational study, scientists still have a limited understanding of what motivates employees to trust their organizations (Searle *et al.*, 2011). Employee views of an organization's trustworthiness play a role in mediating the relationship between managerial practices and procedural justice and trust. Additionally, it has been discovered that organizational justice and managerial practices interact, with justice serving as a better predictor of organizational trust (Farndale *et al.*, 2011; Thornhill and Saunders, 2003). Trust is defined differently by many authors. According to seminal writers (Bromiley and Cummings, 1995), organizational trust refers to an individual's or group's expectation that another individual's or group's work, promise, speech, or written statement may be depended upon. Trust is the conviction or faith in the integrity, fairness, and dependability of another person or organization (Dizgah *et al.*, 2011). Organizational trust experts have long believed that trust benefits both organizations and their members. (Six, 2007; Wilmot and Galford, 2007). Trust inside an organization is critical for the organization's day-to-day functioning to be effective (Gilstrap and Collins, 2012). Organizational justice enables employees to retain trust in their employer even when things do not go as planned, such as when an unexpected or unpopular strategic change occurs. The negative consequences of such a transformation process are mitigated to a greater extent if an organization can retain procedural and interactional justice. Furthermore, the author determined that organizational justice is inextricably tied to trust and commitment, civic engagement, customer satisfaction, and dispute resolution.

## VIII. ORGANIZATIONAL FAIRNESS

When one person is able to hold another accountable for a situation in which their well-being (psychological or material, or both) is threatened. Fairness in organizations is crucial because it influences workplace behaviour and performance. Cohen-Charash and Spector (2001) assert that organizational practises, outcomes, and perceiver traits influence employees' perceptions of justice. Job satisfaction, job performance, citizenship behaviours, and dedication to an organization have all been linked to perceived justice and fairness (Cohen-Charash and Spector, 2001; Colquitt *et al.*, 2001).

Fairness theory has been promoted in management literature as a way to integrate much of the important justice studies. Fairness judgements are most influenced by supervisory or managerial activity (Lind, 2001). As a result, a manager's activities supporting fair treatment are more likely to be absorbed into employees' overall fairness impressions than in more stable times

(Williamson and Williams, 2011). Employees examine the activities of organizational representatives as well as the outcomes before engaging in meaningful activity (Bernerth, Armenakis, Feild and Walker, 2007). Other research has demonstrated that people notice and react to disparities in judicial treatment (Colquitt, Greenberg and Zapata-Phelan, 2005) argue that employees acquire opinions about fair and unfair treatment by comparing their own treatment and outcomes to others'.

Employees' opinions of workplace fairness are said to be more dynamic when they obtain knowledge and encounter justice occurrences during their employment tenure (Bernerth *et al.*, 2007). Researchers showed that within person variance accounted for around 24% and 29% of the overall variance in organizational and supervisory justice, respectively (Holtz and Harold, 2009). To characterize the processes through which perceptions of fairness in the workplace shift, researcher suggested a model of organizational justice (Jones and Skarlicki, 2012). In order to handle uncertainty and comprehend events, employees form expectations about higher-level organizational leaders (Lind and van den Bos, 2002).

### **IX. THE FAIRNESS HEURISTIC THEORY**

The FHT (Lind, 2001; Van den Bos, Lind and Wilke, 2001) aims to provide a consistent account of how and when people make and apply fairness judgments. Fairness heuristic theory helps explain why justice matters in organizational contexts (Lind, 2001). Fairness as a worldwide impression of appropriateness—a perception potentially below the law. According to the fairness heuristic theory, individuals value fairness because it enables them to cope with uncertainty. Contributing to a work group might expose individuals to exploitation, both economically and in terms of self-identity issues (Lind, 2001). As a result, individuals are encouraged to assess the trustworthiness of authority, yet this can use an excessive amount of cognitive resources. Thus, humans employ information about fairness as cognitive shortcuts, or fairness heuristics, in order to resolve general uncertainty and decide whether to trust authorities. Additionally, the theory illustrates how people's opinions about the fairness of a specific situation are psychologically built in this manner. A fundamental premise of justice Heuristic theory conceptualizes fairness in terms of cognitions, with a particular emphasis on how subjective views about organizational fairness that influence critical workplace attitudes and behaviours. Lind, 2001; Van den Bos, Lind and Wilke, 2001 tested and said - Three major aspects of fairness heuristic theory concerning the generation and use of perceptions of general fairness were tested. To begin, the theory states that individuals develop general conceptions of justice based on any relevant information available to them, such as information about the many forms of justice (Lind, 2001; Lind and Van den Bos., Wilke., 2002). Thus, the diverse forms of justice (e.g., distributive, procedural, interpersonal, and informational justice are prerequisites to total fairness, which is a unique idea. Second, Lind (2001) believes that views of overall fairness are frequently the most immediate cause of people's responses to justice. A third pillar of fairness heuristic theory concerns another way in which humans utilize overall fairness: overall fairness can be used as a decision heuristic by individuals to infer trust, particularly when they are doubtful about their ability to trust organizational authority (Lind, 2001). These basic concepts of fairness heuristic theory emphasize the critical role of general fairness in how individ-

uals evaluate and respond to justice concerns. Additionally, experts have advocated for research on general views of fairness (e.g. Tornblom and Vermunt, 1999); yet, this topic has received scant attention. According to this theory, employees form early, relatively rapid judgments about the fairness of a given work context and incorporate these judgments into an overall assessment of the fairness of their work situation, which they then use as a heuristic or cognitive shortcut to guide their behaviour and interpretation of subsequent fairness-related information in that context.

The heuristic of fairness is also employed to manage their emotional involvement at work. One significant result is that, rather than scanning their environment constantly for new information about fairness, people heavily rely on their early job experiences to establish an overall view of how fair their organization is. The newly hired employees, or those recently transferred to a new team or department, are likely to make a stable global fairness judgement about their new work environment based on information gleaned from early contacts with coworkers and authority figures. By identifying the stages at which people are most likely to establish ideas about whether an environment is fair or not, the Fairness Heuristic theory posits a multiphase process in which people construct, then use, and finally re-construct their fairness judgments. The “judgement phase” of the fairness cognition process is comprised of early workplace experiences (or, an experiences following an extraordinary incident that prompts re-evaluation of the fairness heuristic). The construct of organizational justice has evolved over time to include four components: distributive, procedural, interactional, and informational justice (Colquitt *et al.*, 2007; Farndale *et al.*, 2011). Organizational justice also encompasses the fairness of the evaluation process and the outcomes achieved inside the organization. According to Saunders and Thornhill (2004), distributive justice is the most widely accepted form of justice, and it refers to the fairness of the outcomes. Kursad and Murat (2009) argue that distributive justice provides a lens through which to analyze employees' perspectives on salary, promotion, and other such outcomes. The greater the degree of fairness in the outcomes, the more the effort made by employees to achieve the intended objectives (Saunders and Thornhill). Thus, Elovainio *et al.*, (2009) define organizational justice Employee impressions of an organization's fairness and honesty in dealing with them.

## **X. OVERALL FAIRNESS STUDY**

Researchers have discovered two methodologies for examining overall fairness: shared variance and direct assessment. Colquitt and Shaw (2005) examined data from around 16 independent samples using Colquitt's (2001) scale and discovered evidence for a second-order factor accounting for shared variance among the justice types. A second strategy for examining overall fairness is to quantify it directly (Lind, 2001). Respondents are asked to judge the fairness of a social institution, such as an immediate supervisor or the organization itself, using this approach (see Colquitt and Shaw, 2005). To investigate the organization as a social organism, Tansky (1993) used direct measurement to find a link between general fairness and organizational citizenship behaviour. Colquitt *et al.*, (2003) evaluated hypotheses drawn from fairness heuristic theory by measuring overall fairness with an emphasis on employees' direct supervisors (e.g., "My supervisor is a fair person"). They discovered a correlation between overall fairness and employee outcomes, such as organizational dedication. Ambrose and

Schminke (2006) examined general fairness in relation to the organization (e.g., "Overall, my organization treats me fairly") and discovered a correlation between it and employee views.

Once an initial assessment of fairness is made, individuals frequently utilize it as a heuristic to govern their subsequent workplace reactions and judgments, more or less uncritically. Employees analyze procedures such as promotions, performance assessments, incentives, and the sharing of various chances within the organization when considering procedural justice fairness (Cathleen *et al.*, 2010). When procedural justice is upheld, employees develop a higher sense of trust and involvement in strategic decisions, qualities that contribute to the acceptance of change processes (Rutherford and Holt, 2007; Zainalipour *et al.*, 2010). Greenberg and Baron (2008, p.48) define informational justice as "the degree to which the information employed in decision-making is fair." Employees often believe judgments, even if they are unfavourable, if the reasons for the decision are presented effectively. Thus, informational justice plays a critical role in deciding the trust factor, particularly when an organization is undergoing strategic transformation (Saunders and Thornhill, 2003). The Fairness Heuristic theory refers to this second time period as the "usage phase." If the global fairness assessment is good during this period, it promotes trust, involvement, and acceptance of authority in daily professional life. Fairness enables an individual to cooperate and identify with their team or organization, whereas unfairness inhibits this form of psychological engagement and instead encourages a rigorous quid-pro-quo approach in responding to demands.

According to the theory's first statement, the usage phase continues until a significant change or inconsistency indicates that "all bets are off." Certain environmental changes (phase shifting events) may prompt a reassessment of the cognitive shortcut provided by the fairness heuristic, prompting the individual to recalibrate by seeking out new information about fairness and developing a new fairness heuristic to use in subsequent decisions about how much to cooperate or engage. Rather than delineating the distinct effects of various types of justice on organizational outcomes, as is customary in justice research (see, for example, Bies, 1986), Fairness Heuristic theory postulates that, from the psychological perspective of employees, various types of justice experiences are cognitively integrated to form an overall global judgement of organizational fairness (also see Ambrose & Schminke, 2009). This global assessment is referred to as a fairness heuristic in theory. Second, in contrast to many justice analyzes, which assume that individuals are continually watchful for information about fairness, the Fairness Heuristic theory postulates that people's attention to fairness is, in fact, episodic. Specifically, the theory promotes the notion that employees use early clues about the fairness of their workplace to create an opinion about the fairness of their organization. Once established, this judgement of fairness serves as a cognitive heuristic—a generally stable lens through which subsequent organizational events are perceived. Interpersonal justice, on the other hand, is more concerned with the treatment of employees (Greenberg, 2006). This dimension of justice is concerned with how persons in positions of authority or decision-making engage with those affected by the decision or change, regardless of the conclusion or mechanism utilized in the process (Frazier *et al.*, 2010). In compared to procedural justice, it is hypothesized that interactional justice has a greater impact on individual-level outcomes, whereas procedural justice has a greater impact on organizational level outcomes. Interpersonal justice has an effect on

employees' trust in management and also on how they are treated as individuals during the strategic organizational change process (Kernan and Hanges, 2002; Nabatchi *et al.*, 2007).

## **XI. ORGANIZATIONAL JUSTICE AND FAIRNESS**

Organizational justice is primarily concerned with employee perceptions of fairness in the workplace, but also with other elements such as employee commitment to the organization, trust, and job performance (Bakhshi *et al.*, 2009; Lambert *et al.*, 2007). Employees' behaviour and attitudes toward their work and the organization are greatly influenced by their views of fairness, as several organizational justice studies have demonstrated (Aurier and Siadou-Martin, 2007). On the other hand, some authors suggest that a critical component of trust is the expectation that one side will be treated justly or fairly by the other, particularly during times of strategic shift (Adler, 2007; Chory and Hubbell, 2008). Additionally, the change literature indicates that perceived injustice is a significant cause of opposition to strategic change in organizations. However, research indicates that organizational justice and views of fairness can be created regarding a variety of goals within an organization (Frazier *et al.*, 2010). For instance, an employee who is treated fairly by his or her boss but treated unfairly by coworkers may have varying judgments of the fairness accorded to each party. According to the multi-foci approach, disparate treatment by various sources within an organization result in the establishment of separate conceptions of justice for each source. People frequently make heuristic judgments about fairness based on their views of change-related outcomes, procedures, and interactions (Colquitt *et al.*, 2006). According to the fairness heuristic theory, when an organizational relationship is in flux, experiences related to fairness become highly influential in shaping attitudes and behaviour. Employees form judgments about organizations based on observable elements of fairness (e.g., distributive, procedural, and interactional), and scholars of justice have identified all three organizational justice constructs as moderators of employees' perceptions of fairness in relation to organizational change (Colquitt and Rodell, 2011).

## **XII. WHAT ARE THE CONSEQUENCES OF FAIRNESS HEURISTIC PROCESSES?**

The idea that the cognitive formulation of fairness judgments is episodic is a central component of Fairness Heuristic theory. As such, the theory views the process of determining fairness as essentially changing over time. Individuals who are placed in a novel situation (e.g., those who join a team, those who are suddenly assigned a new boss) will be motivated to gather any available information about fairness in order to form a fairness judgement that can guide their behaviour. However, after they have created a judgement of fairness, people will continue to assimilate subsequent experiences to this initial perception of fairness. A critical concept here is that in order for a person's fairness assessment to be valuable as a decision heuristic, assisting him or her in deciding whether to engage and collaborate with his or her team or organization, the judgement must be generated fast and remain reasonably stable (and, therefore, not open to radical revision at each small variation in treatment, process, or outcome). This collection of premises results in several innovative predictions concerning the effect of time and context on the fairness evaluation process.



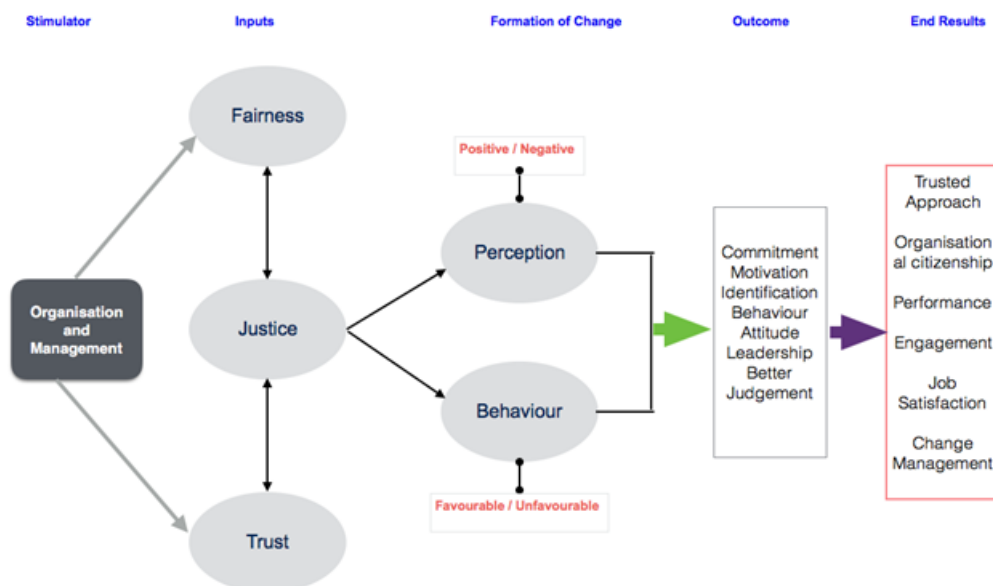
There are a lot of intriguing implications of the Fairness Heuristic theory, as well as the research on primacy and substitutability effects that it has fostered. To begin, the theory predicts that organizational leaders would be wise to focus early on impressing those they lead with fairness-related actions. At least one empirical study has revealed evidence of a fairness heuristic in leadership evaluations of Janson, Levy, Sitkin, and Lind (2008). According to their study, which analyzed data from a leadership survey performed in various different nations and businesses, positive early judgements about fairness appeared to outweigh later knowledge about other positive or negative leadership practices. Additionally, the Fairness Heuristic theory argues that extra attention should be paid to fairness at times when organizational changes may cause people to shift from the "usage phase" of fairness judgements to a new judgement phase. If prior unjust treatment (actual or perceived) contributed to the view of an unjust leader or organization, it may be prudent to "induce" feelings of change in the circumstance in order to develop a new, more positive, heuristic. At the same time, the line of reasoning previously described indicates that changes intended to induce new fairness perceptions must be both visible and close to the individuals whose fairness judgments need to be altered. On the other hand, Fairness Heuristic theory implies that there are times when organizational leaders can rely on the collaboration generated by employees' positive fairness heuristics without being overly concerned with the fairness of their every action. When team members are deep in the usage phase, as suggested by the theory, they may be relatively insensitive to unfair treatment; this is comparable to the experimental participants (Lind *et al.*, 2001). Additionally, the Fairness Heuristic theory's premise that global fairness judgments are most influential in determining people's attitudes and behaviours toward cooperation and group identification has significant workplace consequences. While specific types of fairness (distributive, procedural) may have a stronger or weaker influence on certain organizational attitudes or behaviours, the Fairness Heuristic theory notes that it is the rapidly formed global fairness judgement that has the greatest influence on those attitudes and behaviours that are specifically related to one's proclivity to engage with and contribute. Ambrose and Schminke (2009) elucidate this pattern of impacts. Their findings show that managers' first concern should be fairness in all its manifestations; the Fairness Heuristic theory suggests that this is especially true early in employees' organizational interactions. When members are likely to be in this phase, organizational leaders would be wise to immediately bring information and experiences on fairness to the forefront.

### **XIII. HYPOTHESIS**

1. Procedural justice, Interpersonal justice, and Distributive justice is positively related to affect- and cognition-based trust and behaviour.
2. The relationship between justice and job performance is mediated by trust.
3. Performance and Employee Engagement is mediated by Fairness practices adopted/followed by Management.
4. Interactional justice has a greater impact on individual-level outcomes, whereas procedural justice has a greater impact on organizational level outcomes.

### **XIV. THEORETICAL FRAMEWORK**

**Fig: 1- Theoretical Framework**  
The role of Fairness Heuristic Theory, Justice Perception and Trust of Employees



## XV. IMPLICATIONS OF THE STUDY

### A. Theoretical Implications

The study contributes to the literature on justice with a time-dynamic viewpoint focused on the impact of trajectories of interpersonal justice on perceived legitimacy. While earlier research focused on the impact of individual perceptions of justice on their perceptions of legitimacy by measuring or manipulating the judiciary at one point (e.g., Tankebe *et al.*, 2016), the present study used a dynamic approach in time to examine the role of justice trends in the legitimacy trust building process.

### B. Practical Implications

Organizations could assist individuals in better developing trust and reducing the negative influence on their lives by increasing their employees' sentiments of being supported by their employer. Management could, for example, communicate the nature of favourable actions and demonstrate sincerity through continuity of discourse and actions; create a positive work environment, respectfully, and courteously; provide constructive training and development programs that promote personal growth, knowledge, and career goals; and promote fairness in administrating policies and allocating remuneration. Support groups comprised of peers could also be offered for the purpose of analyzing challenging job situations together, expressing issues, and reducing feelings of loneliness. It is essential that workplace policies and strategies are fair and well-established. This includes, among other things, taking into consideration employees' opinions, applying policies and strategies in an appropriate manner based on accurate or unbiased information, and matching employees' contributions. Employees must be provided

with accurate and timely information, as well as be treated with decency and respect, during the administration of these policy directives.

## **XVI. ORIGINALITY**

While a Review of work done is undertaken, the present work stands in its originality in presenting different dimensions in the area of the role of Fairness Heuristic Theory in justice Perception and Trust of employees. The theoretical model developed brings the relation between the input- factors leading to Justice perception and the Output-Trust of employees, thus, reflecting on job satisfaction, and productivity.

## **XVII. LIMITATIONS AND FURTHER RESEARCH**

There are certain limitations to this study, and the conclusions should be evaluated with caution given the nature of the data that is reported. The present study is conceptual in nature, which makes it little difficult to draw any conclusions about the relationship between the variables. Consequently, future research should seek to replicate the findings of the current study by employing longitudinal designs with repeated measures to corroborate the direction of causation in our model, as demonstrated in this work. Because the present study relied on reported data, it is possible that common-method variance influenced our findings. Since the data were obtained from studies reported, so it is difficult to extrapolate our findings to other professional sectors given the nature of our data. As a result, we advise future research to replicate this study using different samples.

While the focus has been mainly on the role of Fairness Heuristic Theory in justice Perception and Trust of employees, future research could study the functions of contextual moderators. For macro-level social environment variables, it is crucial for future studies to study if and how the interpersonal justice trajectory impacts group justice conditions (Naumann and Bennett, 2000) and cultural variations (Blader, and Tyler, 2005). Future researchers could study leadership (e.g., ethical leadership) (Koopman et al., 2019) and individual authority relationship (e.g. trust) (Colquitt et al., 2012) as moderators for micro level context factors.

## **XVIII. CONCLUSION**

According to the basic assumption, organizational leaders should place a premium on fairness in situations when their employees are likely to feel uncertain, as these scenarios are likely to amplify the psychological impact of fair and unfair encounters. For instance, performance assessments and promotions are two instances in which employees may experience an extremely high level of uncertainty. According to the Fairness Heuristic theory, people at work sometimes think differently about fairness than they do at other times. The theories and research discussed in this work hint to a number of circumstances that are likely to elicit unique responses to justice and justice-related information. While it is still up to us researchers and theorists to settle the specifics of when and which episodic reactions prevail, we have clearly begun to investigate when, how, and why justice matters more or less in organizational contexts.

## **AUTHOR STATEMENT**

We declare that there are no conflicts of interest associated with this research paper. The paper is not under consideration for any other publication and it has not appeared in print in this or any form.

## DECLARATION OF COMPETING INTEREST

None.

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