

## Study of Organizational Justice in SMEs and Positive Consequences: Systematic Review

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### Abstract

**Purpose** – The purpose of this paper is to explore how the configuration and conceptual framework of organizational justice (OJ) and SMEs' positive organizational behavior (POB). **Design/methodology/approach** – A systematic search of empirical studies within the following databases was conducted: ScienceDirect, Proquest, EBSCOhost, JSTOR, Springer. Empirical studies examining the influence of OJ and SMEs' POB in varied outcomes were eligible to be included in this review. **Findings** – Only 17 of the 2.633 screened met the study eligibility criteria. In total, 2 of the screened studies explored how OJ and pay satisfaction, Job satisfaction 3 studies, Ethical decision 4 studies, Trust 3 studies, commitment 2 studies, Communication affective 1 studies, and Intention to join 2 studies. The findings showed that SMEs must improve distributive justice, procedural, and interactional justice during the process of determining policy and after the policy is implemented because it has positive consequences on Pay satisfaction, Ethical decision, Job satisfaction, Affective communication, Intention to join and keep working, and Commitment. **Research limitations/implications** – This study is based on some of the latest findings to have a brief review of the most recent work done in this area. So far there are very few extensive review papers published to highlight research work in OJ and SMEs' POB. This study will help for new ones research in this area and to identify areas where work might be possible. **Originality/value** – This is the first paper that reviews empirical studies on the influence of OJ and SMEs' POB

**Keywords:** Organizational justice, Small and medium sized enterprises (SMEs), Positive organizational behavior, Systematic review

### 1. Introduction

To understand the organizational justice, effective and appropriate SMEs positive organizational behavior, researchers have proposed different organizational justice models, so they are often complicated and confusing in understanding the relationship. It makes researchers who want to conduct research in the area of organizational justice such as entering the scientific wilderness and for practitioners it will be very difficult to determine business strategy. Akram et al. [1] make an organizational justice model that contains five dimensions; spatial justice, temporal justice, distributive justice, procedural justice, and interactional justice. Chen & Jin [2] make a organizational justice model that contained four dimensions; leadership justice, interpersonal justice, procedural justice, and distributive justice. Zhang et al. [3] and Marzucco et al. [4] make a organizational justice model that contains three dimensions; procedural, interpersonal, and informational justice. Suliman & Al Kathairi [5] make a organizational justice model that contains two dimensions; Procedural and interactional justice. Lara & Ting-Ding [6] make a organizational justice model that contains one dimension: procedural justice.

The consequences of organizational justice on SMEs such as trust [7], turnover [8], commitments [9], satisfaction, loyalty, job performance, commitment [10], job satisfaction, motivation, commitment, reduce of costs, reduce of counter productive behavior [11], reduce wildcat strike [12], performance [13], pay satisfaction [14], [15],

intention to join [16], and intention to keep working [17]. From the consequences of organizational justice above, explain that the variations are very large, there is also no mediation and moderation in the relationship between organizational justice and SMEs' positive organizational behavior.

Various inconsistencies in the dimensions of organizational justice and their consequences for SMEs' positive organizational behavior make researchers hesitant in determining the relationship, especially for practitioners. The relation of organizational justice and SMEs' positive organizational behavior has not been conclusive. Meaning that there are still many different articles, so systematic review of meta-synthesis becomes the right method of synthesizing articles about the relationship, and is an option that can expand the unifying paradigm (catalog) in conceptual fields that have not been mapped effectively and precisely [18].

## **2. Methodology**

Systematic review is a research method for identifying, evaluating and interpreting all relevant research results related to research questions, specific topics, or phenomena of concern [19]. An individual research is a primary study, while a systematic review is a secondary study. Systematic reviews will be very useful for synthesizing various relevant research results, so the fact presented to policy makers become more comprehensive and balanced [20]. Many research networks, especially in the field of health and social research in the world, conduct systematic reviews. At least there are two networks that conduct systematic reviews. Firstly, The Cochrane Collaboration, The Cochrane Collaboration is a network that conducts systematic reviews in the field of medical research, by opening the Cochrane Collaboration website, [www.cochrane.org/](http://www.cochrane.org/) Temporary resources. Secondly, The Campbell Collaboration, The Campbell Collaboration, conducts many systematic reviews in the field of policy research (socio-economic research) by opening the The Campbell Collaboration website, [www.campbellcollaboration.org/resources](http://www.campbellcollaboration.org/resources).

### **2.1. Population**

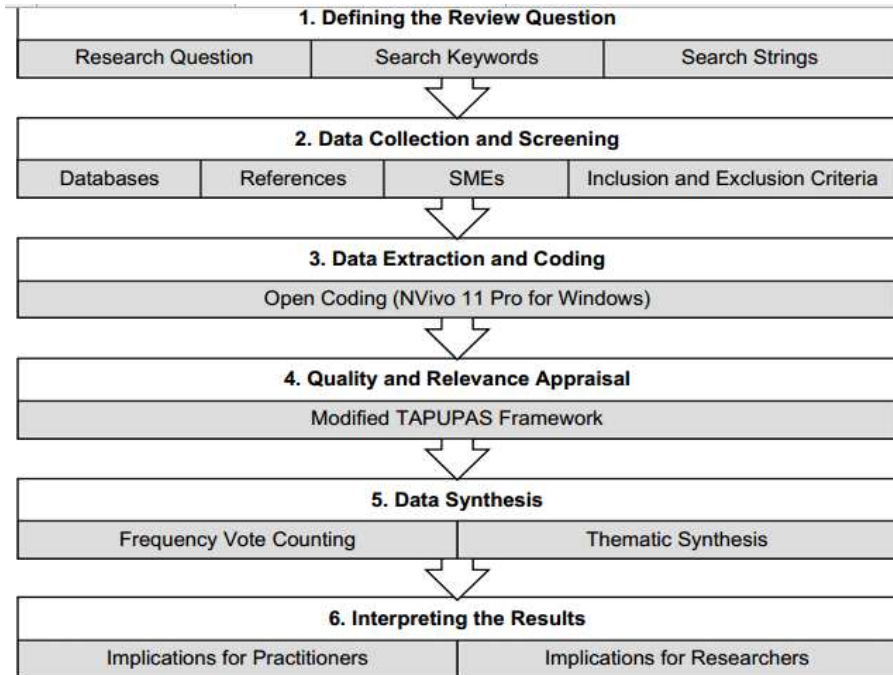
Observation of the article about relationship between organizational justice and SMEs' positive organizational behavior, was conducted by researchers in Digital libraries Science Direct found 615 articles, ProQuest found 752 articles, JSTOR found 687 articles, Springer found 561 articles, and EBSCOhost found 18 articles. Total found 2.633 articles which were the population of this study. It's accessed from PERPUNAS RI (Indonesian Republic National Library). Digital library has a wealth of articles in this research cluster. There is no agreement on how many digital libraries should be used in systematic reviews [21].

### **2.2. Sample**

Determination of the number of samples in this study through the screening process, and the Quality and Relevance assessment procedure of 2,633 articles using the Preferred Reporting Items for Systematic Reviews and Meta Analyzes (PRISMA) developed by Moher, Liberati, Tetzlaff, Altman, and The PRISMA Group [22]. The results of research selected in a systematic review are truly research with a focus only on the relation of organizational justice and SMEs' positive organizational behavior. There will be sample articles that have high quality and relevance to organizational justice relations and SMEs' positive organizational behavior and will be synthesized according to systematic review procedures.

### **2.3. Research Design**

Systematic review, which is a very rigorously method of identifying, assessing, and synthesizing all relevant research results related to research questions, specific topics, or phenomena of concern by using strategies to limit bias [19], and being a "gold standard" for assimilating and digesting research [23]–[25]. Humphrey [23] also emphasizes the importance of developing literature through review. So that the facts presented to policy makers become more comprehensive and balanced [20]. The systematic review research design through several stages that be explained Figure 1 below.



**Figure 1. General Stages Systematic Review [18]**

Systematic search of published literature was carried out in the following databases: ScienceDirect, Proquest, EBSCOhost, JSTOR, Springer. The search ends at december 11, 2019. The keyword "variation of organizational justice AND variation of SMEs" is used to search through the literature. The titles and abstracts of the returned papers are read to determine whether they are checked the influence of OJ and the positive behavior of SMEs. Papers are screened to determine eligibility for inclusion in this review. Empirical studies examining the influence of OJ and SMEs' POB in varied outcomes were eligible to be included in this review.

### 3. Results

#### 3.1. Research Design

Articles identified through digital library ScienceDirect: 615 articles, ProQuest: 752 articles, JSOTR: 687 articles, Springer: 561 articles, EBSCOhost: 18 articles and total 2.633 articles that can see in PRISMA diagram Figure 2. After deleting duplicate articles using ZOTERO there are 1.379 articles. Then exclusion based on Non English found 8 articles, Review Paper 52 articles, incompatible titles found 1.219 articles.

After exclusion based on the 3 criteria above, there are 100 articles left, then the next stage is exclusion based on abstract found 64 articles issued because they are irrelevant, filtered 42 articles, to determine the decision, which article will be reviewed, researcher using assessment of the quality and relevance of each articles. Then there are only 17 articles left to be included in the analysis.

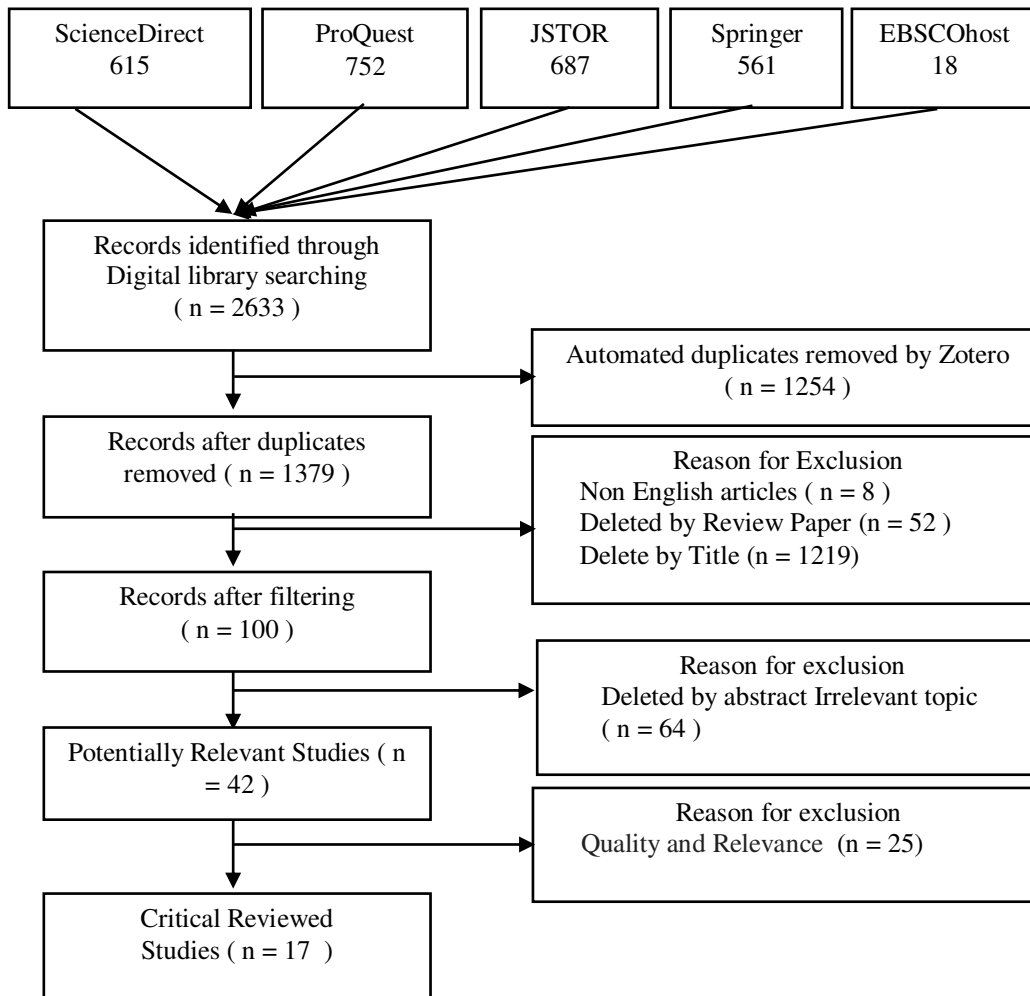


Figure 2. Preferred Reporting Items for Reporting Items for Systematic Reviews and Meta Analyzes (PRISMA)

17 articles that have high quality and relevance will be further processed. The following data are shown in the table 1. The article details included in the systematic review.

Table 1. Articles details included in the systematic review organizational justice and SMEs' positive organizational behavior

No	Author	Sam ple	Valid / Rel	Research instrument	Measurement Domain
1	Welbourne et al. (1995)	221	V/R	Hierarchical multiple regression LISREL	Share distribution, alignment of incentives, supervision - procedural and distributive justice.
2	Powell (2004)	197	V/R	plots of mean group rating	Contributions, awards, needs, cognitive - Distributive Justice
3	Tremblay et al. (1998)	285	V/R	regression	Satisfaction - distributive and procedural justice

4	Kwun et al. (2010)	200	V/R	Partial Least Squares (PLS)	Procedural, Interactional and Distributive Justice - Government Grants Satisfaction, and Agency
5	Mustafa et al. (2018)	16	a/n	A multi-phased approach using thematic analysis	High HR Engagement - Term tenure (moderation) - satisfaction (distributive, procedural, interpersonal, informational)
6	Wenzel (2006)	199	V/R	regression	Behavior compliance - information justice and interpersonal justice
7	Verboon & Goslinga (2009)	2098	V/R	regression model	Procedural justice, distributive justice, intention to obey, attitudes, personal norms
8	Kidwell et al. (2012)	147	V/R	structural equation modeling (SEM)	Harmony, distributive justice, ambiguous role, - Relationship Conflict between Family Members in SMEs
9	Goksoy & Alayoglu (2013)	107	V/R	Regression Analysis	Distributive Justice, Equality of Performance Assessment Systems - Ethical Decisions of Employees
10	Kay & Hagan (2003)	360	V/R	Standardized regression	Trust: Social Capital, Distributive Justice, and Loyalty to the Company
11	Mishra et al. (2015)	239	V/R	Regression analysis	procedural, distributive and interactional justice - trust, empowerment, promotion - ongoing commitment, normative, affective - turnover
12	Yanik & Gursoy (2015)	77	V/R	Correlation and regression	Interactional justice - trust in leaders, trust in organizations (moderators) - Affective Commitments
13	Giauque et al. (2010)	198	V/R	multiple linear regression	Procedures for justice - HRM development - employee knowledge commitment
14	Swalhi et al. (2017)	343	V/R	exploratory factor analysis (EFA), confirmatory factor analysis (CFA), SEM and LISREL	Distributive, procedural, and interactional justice - affective commitment (mediation) - performance
15	Hulland et al. (2012)	241	V/R	hierarchical linear modeling	Distributive, Procedural, Interactional – Inter-functional

				(HLM)	Communication - effective Interdepartmental Relations
16	Zhao (2013)	279	V/R	Single and multi-group group SEM	Procedural and distributive justice - Involvement, job seeker - justice received (moderation) - Intention to Join
17	Gosser et al. (2018)	821	V/R	Ordinary least squares (OLS) regression	Distributive, procedural, interactional justice, organizational socialization, - intention to keep working

### 3.2. Content Analysis

The majority of the articles studied focused on five dimensions of organizational justice such as distributive justice, procedural, interactional, informational, and interpersonal justice but the usage in each article varies. the salient outcome or consequences of organizational justice are: (a) Pay satisfaction, (b) Job satisfaction, (c) Ethical decision, (d) Trust, (e) commitments, (f) Communication affective, (g) intention to join and keep working.

The content of the articles analysis were obtained as follows: Two articles on pay satisfaction with total samples studied 418 [14], [15]. Three articles are about Job satisfaction with total samples studied 501 [11], [26], [27]. Four articles are about the norms of ethical behavior with a total sample of 2551 [13], [28]–[30]. Three articles are about trust with a total sample of 676 [7], [8], [31]. Two articles are about commitment with a total sample of 541 [9], [32]. One articles is on interfacial communication affective with a total sample of 241 [33]. Two articles are about the intention to join and keep working with a total sample of 1100 [16], [17]. more clearly can be seen in the following Figure 3.

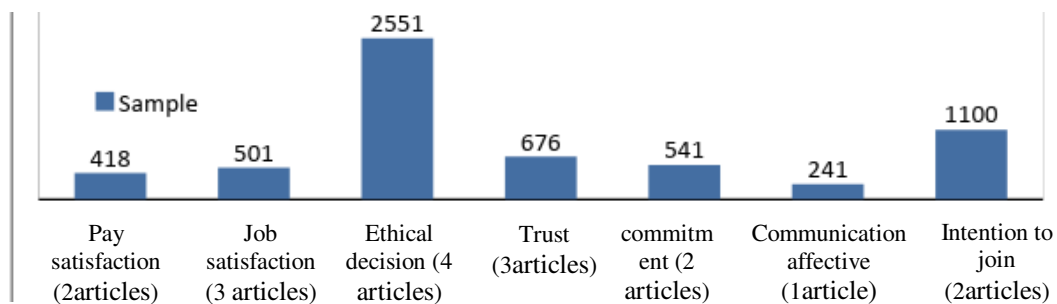


Figure 3.The consequences of organizational justice and SMEs' positive organizational behavior

We identified from 17 selected articles in a systematic review, only one articles or 5.8% who reported comprehensively explicitly the impact of four dimensions of organizational justice at the same time [27]. Perhaps Colquitt et al. [34] said that there was a little agreement on the difference between interactional justice and procedural justice, informational justice and interactional justice because relationship correlation is very high. From 17 articles that only deal with interactional justice 5.8%, procedural justice 5.8%, distributive justice 23.5%, informational and interpersonal justice 5.8%,

procedural and distributive justice 23.5%, and the most uses three justice factors namely Procedural, distributive and interactional justice 29.4%. For more details, it can be seen in the figure 4. Thus, we recommend that further research can use four organizational justice to gain a comprehensive and balanced understanding, because there is still very little research that uses 4 models at the same time in SMEs research, especially on interpersonal and informational justice [35], which is very rarely combined with distributive and procedural justice.

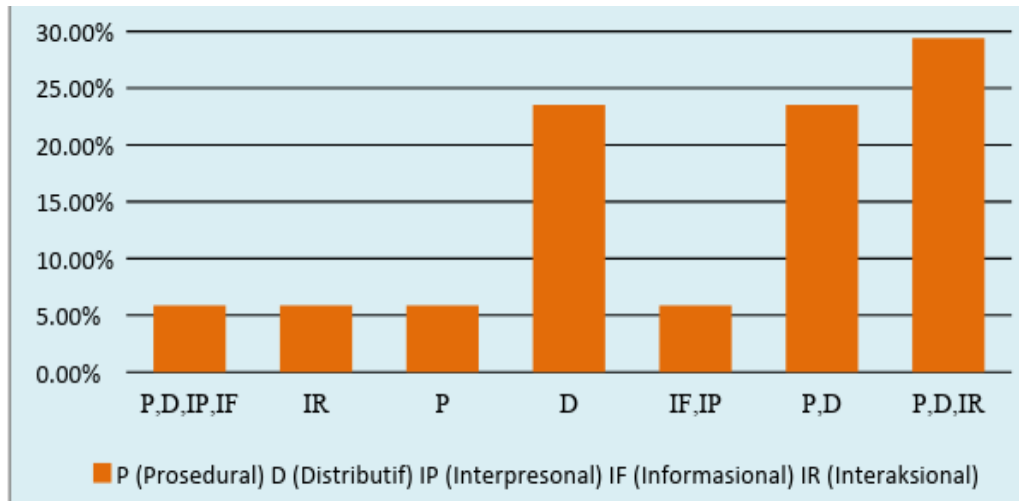


Figure 4. Variations organizational justice dimensions

## 4. Discussion and Conclusion

### 4.1. Discussion

The purpose of this systematic review was to map and identify those justice organizational that can impact on SMEs' positive organizational behavior. Synthesis thematic results show that only 3 dimensions of organizational justice have a relationship with positive organizational behavior in SMEs Context, namely Distributive, procedural, interactional justice.

While to overcome the weaknesses of vote counting frequency that does not see the magnitude of the findings of each articles, this study added a standardized coefficients assessment. The result can be called a conceptual framework prediction because it is yet unknown whether the support of the framework is sufficient or not. To assess support used the weight of evidence using the formula; Total relationship between organizational justice and positive organizational behavior x quality rating / 100. According to Priola [36] the support of 2 articles on conceptual framework was considered sufficient, after an assessment of weight of evidence is carried out, the results are referred to as revised conceptual framework, in order to facilitate understanding and application by management practitioners and researchers. Revised conceptual framework is briefly discussed below.

The most striking finding from our study is SMEs have dominant positive dispositional characteristics [37]. Positive dispositionals have many positive consequences such as increasing creativity, commitment, stronger goals, and challenging. But disposition also has certain weaknesses such as the tendency to make cognitive errors, dependence on heuristic thinking, reduce attention to negative information, and be more impulsive and reduce attention to its own limitations [38]. It can be seen that SMEs in Indonesia, United States, Japan which have been submitted in the introduction. Unfortunately, this phenomenon may be overlooked in various studies on governance organizational,

especially the theme of organizational justice, even though this is important to reveal to see the uniqueness of SMEs' governance in handling the external and internal environment both consequences that have positive and negative impacts in order to survive in recession [37].

From several studies, the researchers made their own space in defining indicators that are used in organizational justice, the both of which use 2 (two) model factors to 4 (four) model factors. The two-factor model is the most commonly used model for analyzing organizational justice [39], but any attempt to combine or modify existing instruments can be adapted to different specializations and practical conditions that will be useful for the development of future research [27]. From the meta-analysis data, Colquitt et al. [40] represented 493 independent samples which were the highest numbers of meta-analysis studies, such as Cohen-Charash & Spector [41] 190 studies, Colquitt et al. [34] 183 studies, Fassina et al. [42] 34 studies, Karam et al. [43] 145 studios, each using 4 (four) dimensions of organizational justice. The four dimensions of justice have significant influence that directly influences outcomes, or through both mediations namely; moderation and mediation [40]. The majority of studies consider that informational and interpersonal justice to be regarded as interactional justice as proposed by Greenberg [35] that dividing interactional dimensions into two justices above.

The researcher saw a promising relationship between organizational justice and SMEs' positive organizational behavior, in figure 5 summarizes many of these pathways. This relationship supported by theories such as equity and social exchange theory that support positive relations. By involving distributive justice and procedural justice is the most vital antecedent to organizational justice, followed by interactional, informational and interactional justice. McFarlin & Sweeney [44] stated that distributive justice tends to be a stronger predictor of personal consequences while procedural justice tends to be a stronger predictor of organizational consequences. Procedural justice has greater consequences for organizations such as organizational commitment than personal consequences, because procedures in organizations have the capacity to treat employees, if employees see procedures in fair organizations, employees perceive the organization positively, even though personal consequences such as salary are low. Conversely, salary deductions can financially disable an employee, regardless of whether the procedure is fair or not. It's supported by laboratory research in [35], [45].

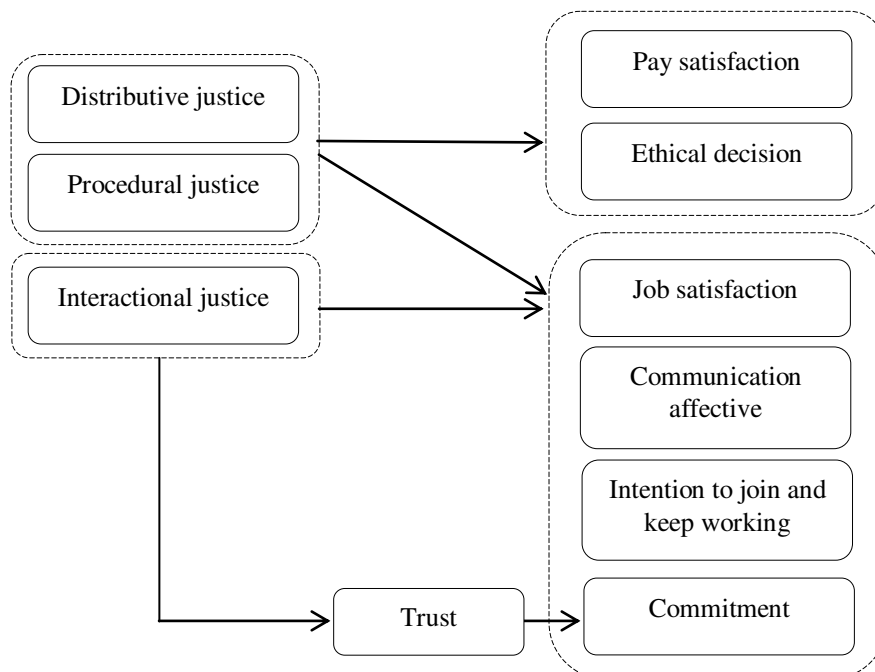




Figure 5. Conceptual model of organizational justice and SMEs' positive organizational behavior

Distributive justice is fairness in allocating resources to the distribution process (results) and awards to individuals in the organization such as: fairness of compensation, promotion, rewards, assignments, evaluations, and approvals, have advantages or positive results for the development of individuals or organizations. This finding shows that the first outcome is pay satisfaction that satisfied what they received with positive feelings from the current amount, compilation of changes in wage levels, and the method of remuneration to the employee.

Individual also satisfied with his work, pleasant work environment, assessing their positive experiences at work and career in the organization. Distributive justice also has outcome directly on Job satisfaction as attitudes / feelings (positive / negative), pleasant, and satisfied for evaluating their work / career experience. And also has outcome directly to commitment that means Employee's emotional attachment to the organization, in exerting extra and consistent efforts in the interests of the organization and a strong belief in maintaining membership in the organization, and organizational justice has direct outcome to ethical decision, communication affective, intention to join and keep working.

Procedural justice is policy procedures and fairly processes established by the company in allocating resources to achieve (outcomes) and rewards (employees) in employees in the organization, it has organizational consequences. This result is no different from distributive justice such as outcome pay satisfaction that satisfied what they received with positive feelings from the current amount, compilation of changes in wage levels, and the method of remuneration to the employee. Individual also satisfied with his work, pleasant work environment, assessing their positive experiences at work and career in the organization. Distributive justice also has outcome directly on Job satisfaction as attitudes / feelings (positive / negative), pleasant, and satisfied for evaluating their work / career experience. And also has outcome directly to commitment that means Employee's emotional attachment to the organization, in exerting extra and consistent efforts in the interests of the organization and a strong belief in maintaining membership in the organization, and organizational justice has direct outcome to ethical decision, communication affective, intention to join and keep working.

Interactional justice has consequences on commitment with moderation of trust. Indeed if it's viewed from the philosophy that interactional justice emerged in the 1980s refers to how authority figures treat individuals during and after the implementation of procedures and concerns voiced by individuals regarding the quality of interpersonal relationships received during the implementation of certain procedures [46].

Interactional justice is where a person treated respectfully, politely, given honest and correct information and provides an explanation of the results received after the decision-making process [47]. Interactional justice perceptions will depend on the interpersonal treatment employees receive and the information provided to them during and after resource allocation [35]. Greenberg (1993) in his article entitled "*stealing in the name of justice: informational and interpersonal moderation of theft reactions to equity*" suggests two aspects of interactional justice namely Informational and interpersonal.

The majority of these studies focused on the interaction of organizational justice and SMEs positive organizational behavior. Attitudes of behaviors have an important role and must be reciprocity from employees towards the company [29], because this rhythm has an impact on employees' ethical perceptions [13], and also minimize conflict because harmony and perceptions of justice are negatively related to company barriers [30]. Palupi & Tjahjono [48]–[51] emphasize that a justice cannot move alone, considering justice,

considering individual, subjective perspectives. We suggest that ethical norms are very necessary in the process of implementing organizational justice because it has a positive consequences for the company.

Simplification of procedures in business processes is a mainstay and serious concern of SMEs, entrepreneur must build a trusting relationship with employees through open communication and strong interpersonal relationships because it will reduce turnover undesirable in business [8], and have a greater intention to continue working [17]. We suggest the simple and practical procedures, mutual trust, openness in communication, relationships between departments, subordinates and superiors will reduce turnover and increase the intention to comfortable in the workplace.

The limitations of this systematic review included the exclusion of research published in languages other than English, so it may not be appropriated to generalize these results with other SMEs. The relationship between organizational justice and SMEs positive organizational behavior are still very few filtered articles, because of the "keywords" needed are less widespread and the articles used is only 5 digital library (Science Direct, ProQuest, EBSCOhost, JSOTR, Springer). Organizational justice in SMEs both impacts on positive and negative are still very challenging to develop. In general, the organizational justice approach can be incorporated into several economic and business domains, but most importantly begins with a clear description of the underlying concepts.

#### 4.2. Conclusion

The findings showed that SMEs must improve distributive justice, procedural, and interactional justice during the process of determining policy and after the policy is implemented because it has positive consequences on Pay satisfaction, Ethical decision, Job satisfaction, Affective communication, Intention to join and keep working, and Commitment. The majority of these studies focused on the interaction of OJ and SMEs POB. Attitudes of behaviors have an important role and must be reciprocity from employees towards the company [29], because this rhythm has an impact on employees' ethical perceptions [13], and also minimize conflict because harmony and perceptions of justice are negatively related to company barriers [30]. Palupi & Tjahjono [48][50] emphasize that a justice cannot move alone, considering justice, considering individual, subjective perspectives. We suggest that ethical norms are very necessary in the process of implementing OJ because it has a positive consequences for the company.

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