INTRODUCTION

There is substantial evidence to support the contention that, fairness perception is an important attribute influencing employees' attitudes and behaviors in the organizational context. However, despite noticing such evidence, researchers and practitioners do not have an adequate understanding of the mechanisms through which fairness perceptions influence consequent attitudes and behaviors. Whilst the existing literature on this issue is suggestive, yet it does not offer a complete depiction of the fairness processes in the organizational scenario. The purpose of this study is to provide an advanced understanding of the influence of organizational justice on the two identified attitudinal variables, namely, job satisfaction and organizational commitment.

Practitioners and organizational researchers have increasingly recognized the vital importance of qualified employees towards responding to the continual changing environment. Parallel to this popular scene of organizational advancement, there is also an overall upgradation in the standard of human life. If we see a broader canvas, the two phenomena of organizational advancement and standard of living go hand in hand. This may be attributed to the simple phenomenon, where organizations produce goods and services for the society and society provides its intellectual and physical labour to organizations. Thus at a broader level there is simple give and take between the two institutions can be observed. Further, the development of any one would warrant the development of the other institution. Therefore we can see that, organizations when they develop should essentially take care of the various developmental needs of the society, and more specifically by addressing to its immediate organizational members. Thus, for instance, when there is a technological
advancement in the organization, it should provide necessary training to its employees, thereby providing a kind of skill advancement for the latter. At a more macro level, we could observe that, successful organizations are the ones that provides its employees an enhanced state of quality of work life and opportunities for development of individual psychological strengths; thereby catering reasonable avenues for its employees to be satisfied and committed to their organization. Moreover, it is an organizational imperative to continuously learn about ways to enhance the satisfaction and commitment of its employees.

Significantly, the role of human resource management has been identified as critical in managing such issues pertaining to human capital in an organization. This appreciation has been accompanied by a deeper interest in assessing the effect of human resource management practices on various outcomes as job attitudes, job satisfaction, performance, organizational commitment and overall quality of work life (QWL) of the employees (Baroudi, 1985; Couger, 1988; Igbaria, Parasuraman, & Badawy, 1994; Koster, 2011; Shen & Jiuhua, 2011). To gain a competitive advantage in the marketplace and develop the human resource capacities, it is crucial to attend to the most precious organizational asset, namely, the human resource (Chan & Wyatt, 2007). In similar fashion, Levering (1988) has argued that an organization cannot earn profit merely at the expense of its human capital. In fact, the employees are latent assets of an organization (Abdeen, 2002) and only a high quality of human resource would render a secure edge in today’s competitive environment.

A great deal of literature is available which provides us the evidence that an organization’s human resource practices significantly affect the individual and organizational level employee outcomes. For instance, the type of system in the
organization specifically affects performance and turnover (Arthur, 1994), the HRM practices have significant impact on employees’ performance, organizational commitment and job satisfaction (Savaneviciene & Stankeviciute, 2011).

“Looking fair” or having a reputation of being fair is a desired attributional goal of any individual and organization (Greenberg, 1990a). This is primarily because, appearing to be fair encourages others to interpret even the ambiguous actions in positive terms (Greenberg, 2003). Such perception of fairness by employees of their organization’s actions translates into various favorable employee outcomes. A strong body of research exhibits the significance of employees’ perceptions of fairness towards predicting a number of their attitudes and behaviors at work (Irving, Coleman, & Bobocel, 2005). Moreover, as has been argued that, ‘fairness is in the eyes of the beholder’ (Skarlicki & Folger, 2003) which also means that varying degrees of fairness can have differing outcomes for individual employees. For instance, justice perceptions have been linked a number of outcome variables as organizational commitment, organizational citizenship behavior, job satisfaction, performance and trust in management (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Cropanzano, Byrne, Bobocel, & Rupp, 2001; Irving et al., 2005).

It is an obvious fact that, the individuals differ greatly in the degree of their commitment to the organization (Gouldner, 1960b). At both the extremes variations in the degree of commitment have been a problem issue. On basis of the extant literature, we find that such varying degree of commitment is influenced by employees’ perception of justice and explores such relationship in presence of other two variables, namely, QWL and psychological capital.
Similarly, job satisfaction is yet another significant variable showcased in the organizational literature, as linked to justice perceptions (Ambrose, Hess, & Ganesan, 2007; Elamin & Alomaim, 2011); even various forms of justice have been linked to facets of job satisfaction (Irving et al., 2005). Job satisfaction has been linked to number of its antecedents and outcome variables. Studies have linked satisfaction specifically to justice perceptions and have argued that perceived fairness can explain the level employee satisfaction. In addition various forms of justice have been linked to the different facets of satisfaction. Interestingly, satisfaction is also said to be related to the perceived quality of work life of the individuals, such that, higher the perception QWL higher would be the employee satisfaction (Efraty & Sirgy, 1990). Moreover, justice is a critical component in the study of organizations and is said to impact several other outcomes, either directly or through other mediating variables (Rego, Lopes, & Cunha, 2009a; Rego, Machado, Leal, & Cunha, 2009b).

An understanding of the psychological processes involved in the formation of the employees perception of fairness scenario in the organization would significantly contribute of to the human resource management theory and application (Skarlicki & Folger, 2003). The recent literature on organizational behavior identifies positive psychological capital (PsyCap) as a critical variable which correlates with many favorable employee outcomes. PsyCap is being presented as a positive psychological strength and most importantly from the organizational viewpoint it is a “state-like” capacity, that is, it can be suitably developed through training and intervention programs. Researchers have called for studies to explain (a) how justice perceptions affect employees PsyCap, (b) how dimensions of justice interact to promote employees psychological strengths, (c) does PsyCap variables influence the relationship of justice with employee outcomes (Rego et al., 2009a). These and many
such questions, identifying the effect of justice on employee outcomes (as job satisfaction and organizational commitment), and the influence of PsyCap in such relationships needs to be addressed.

Greenberg (2009) in his recent article has called for a shift and progress from the theoretical issues in the study of justice. This shift and progress calls for assessment and implementation of the impact of the interventions designed to promote organizational justice (Greenberg, 2009). Taking a call from this view, we propose that QWL and employees’ PsyCap are two significant variables which can be influenced by various organizational interventions to positively influence the justice outcomes (e.g. job satisfaction and organizational commitment).

Despite the number of studies available on linking justice with satisfaction and commitment, a clear picture about the same cannot be sketched. In other words, the question of “how fairness perceptions influence the level of satisfaction and the degree of commitment?” is not properly understood. Previous studies that identify the causal influence of organizational justice on job satisfaction and organizational commitment have ignored to identify and empirically check for the underlying mechanisms that operate under these relations. We propose that, the underlying mechanisms in this relationship could render us a better position to explain these linkages. Drawing support from the literature and using classical theories as the equity theory, the social exchange theory, the broaden and build theory of positive emotions, and the conservation of resource theory, we explain that the effect of justice on satisfaction and commitment can be better explained using QWL and PsyCap as the two mediating variables. Based on this premise, we propose a multiple mediator model in which employees’ PsyCap and their experienced QWL act as mediating
mechanisms that transmit the positive effects of justice on satisfaction and commitment in an organization. Further, we also contend that these variables (namely, justice, satisfaction, commitment, QWL and PsyCap) have not been previously studied together.

It is expected that the study will make a modest contribution in the existing research on commitment and satisfaction and also provide insights to practising managers on how the commitment and satisfaction of their team members can be enhanced.