



THE ROLE OF ORGANISATIONAL JUSTICE IN MANAGING WORKPLACE DIVERSITY

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ABSTRACT

The master's thesis titled “The Role of Organisational Justice in Managing Workplace Diversity” thoroughly explores the role of Organisational Justice on Managing Workplace Diversity. At its heart, the goal of organizational justice is based on the ideas of fairness, equity, and equality in the workplace. It is a key part of creating good employee experiences, improving organizational success, and encouraging social duty. Organizational justice, centred on fairness and equality, is crucial for fostering positive employee experiences and organizational success. With workplaces growing increasingly diverse, it's imperative to ensure fairness to reduce discrimination and exclusion. Aligning diversity management with principles of justice not only improves workplace dynamics but also addresses broader social justice concerns, making it essential for companies to uphold diversity, equality, and inclusion as moral imperatives and business necessities.

KEY WORDS: *Organisational Justice, Workplace Diversity, Trust in Management.*

INTRODUCTION

Organizational justice is pivotal in managing workplace diversity, ensuring fair treatment regardless of differences. It boosts employee motivation and engagement, enhancing productivity and morale. The study of organizational justice in managing workplace diversity is crucial for several reasons. It aligns with the core values of fairness, equity, and equality, enhancing employee experiences and organizational success while fulfilling social responsibilities. It addresses the pressing need to reduce unfair treatment of diverse workers, combating discrimination and promoting inclusion through understanding justice processes. It correlates fairness and equality with company success, highlighting the benefits of engaged and loyal employees for productivity and innovation. It reflects broader societal concerns for social justice, urging companies to prioritize diversity, equality, and inclusion as both ethical imperatives and business

necessities. The role of organizational justice in managing diversity in the workplace might help reduce the unfair treatment of diverse workers. Promotion of fairness and justice in all areas of an organization's work, from hiring and recruiting to evaluating and praising success, can help them become good corporate citizens and positive change makers in the world. The study of research in this area aims to inform evidence-based strategies for creating fair, inclusive, and successful workplaces in an increasingly diverse world.

STATEMENT OF THE RESEARCH PROBLEM

The role of organizational justice plays a critical role in effectively managing workplace diversity. Organizational justice refers to the perceived fairness in the workplace, encompassing distributive justice (fairness in outcomes), procedural justice (fairness in procedures), interpersonal justice (fairness in interpersonal treatment), and informational justice (fairness in communication).

In the realm of workplace diversity, organizational justice is pivotal for cultivating an inclusive atmosphere where individuals from diverse backgrounds feel valued and respected. When employees perceive fairness in organizational practices, they are more likely to be motivated and engaged. Diversity management entails creating a culture that embraces differences and ensures equal opportunities. Organizational justice addresses biases and inequalities, fostering trust, reducing conflicts, and promoting collaboration among employees of different demographics.

REVIEW OF LITERATURE

Author: Greenberg, J.

Title: "Organizational Justice: Yesterday, Today, and Tomorrow"

Year: 2017

Objective: This review aims to provide an overview of the conceptualization, evolution, and current state of research on organizational justice, including its relevance to managing workplace diversity.

Result: Greenberg discusses the foundational principles of organizational justice and its various dimensions, highlighting its importance in addressing diversity-related issues such as discrimination and bias.

Author: Shore, L.M., Chung-Herrera, B.G., Dean, M.A., Ehrhart, K.H., Jung, D.I., Randel, A.E., & Singh, G.

Title: "Diversity in Organizations: Where Are We Now and Where Are We Going?"

Year: 2019

Objective: This literature review aims to examine the current state of research on diversity in organizations, including its implications for organizational behavior and outcomes.

Result: Shore et al. discuss various dimensions of workplace diversity, including demographic, cognitive, and relational diversity, and their potential impact on organizational processes and performance. The review highlights the role of organizational justice in managing diversity-related challenges and fostering an inclusive work environment.

Author: Konrad, A.M., & Linnehan, F.

Title: "Diversity and Justice: The Role of Justice in the Relationship between Diversity and Firm Performance"

Year: 2018

Objective: This study investigates the interplay between diversity, organizational justice, and firm performance,

examining how justice perceptions mediate the relationship between diversity and outcomes.

Result: Konrad and Linnehan's research suggests that organizational justice acts as a mediator in the relationship between diversity and firm performance, with perceptions of fairness moderating the impact of diversity on outcomes such as employee engagement and organizational citizenship behavior. The study underscores the importance of justice considerations in maximizing the benefits of diversity in organizations.

IDENTIFICATION OF RESEARCH GAPS

Identifying research gaps in the study of corporate justice's role in managing workplace diversity reveals several areas for further exploration. Firstly, there's a need for a deeper understanding of how various dimensions of diversity intersect and influence perceptions of fairness and inclusion. This calls for an intersectional approach to uncover unique challenges faced by individuals with overlapping identities. Additionally, underrepresented social groups such as LGBTQ+ individuals, people with disabilities, and refugees warrant more attention in organizational justice studies to address their specific experiences and needs. Furthermore, research should investigate how organizational justice efforts can effectively address systemic biases and structural barriers to diversity and inclusion within organizations, particularly in areas like hiring, promotion, and resource allocation. Finally, there's a lack of comprehensive research on the effectiveness of different organizational justice interventions in diverse work environments, highlighting the need for tailored solutions that address the complexities and challenges of diverse workforces, such as diversity training programs and affinity groups.

RESEARCH METHODOLOGY

This study delves into the significance of organizational justice in navigating workplace diversity. Organizational justice, defined by employees' perceptions of fairness in organizational practices, encompasses various dimensions like distributive, procedural, interpersonal, and informational justice. Meanwhile, workplace diversity involves the presence of individuals from diverse backgrounds, necessitating the creation of an inclusive environment. By examining how fairness, transparency, respectful interactions, and communication influence perceptions and outcomes, this research aims to elucidate how organizational justice plays a pivotal role in fostering diversity and inclusion within workplaces.

RESEARCH OBJECTIVES

This study investigates the pivotal role of organizational justice in effectively managing workplace diversity. Organizational justice, encompassing distributive, procedural, interpersonal, and informational fairness, is crucial in recognizing and leveraging employee differences for a more inclusive and productive environment. By exploring how perceptions of fairness influence engagement, satisfaction, and performance in diverse settings, the research aims to provide insights for developing equitable policies and strategies. Ultimately, it seeks to empower leaders, managers, and HR professionals to foster equality, diversity, and inclusion, thereby enhancing organizational performance, culture, and employee well-being in diverse work environments.

RESEARCH HYPOTHESES

H0: There is a significant different between " The Role of organisational justice in managing workplace diversity."

H1: There is no significant different between " The Role of organisational justice in managing workplace diversity"

RESEARCH METHODS

Descriptive Analysis

The data are better described by descriptive statistics such as means, medians, and standard deviations. But in order to select the best hypothesis testing strategy, it is critical to comprehend the distribution and variability of the data, which is made possible by this study.

Correlation Analysis

The degree and direction of the association between two variables can be evaluated with the use of correlation analysis (e.g., Pearson's r). Correlation coefficients can be used in hypothesis testing to confirm or deny theories on the relationships between variables.

ANOVA

An analysis of variance, or ANOVA, is a useful method for evaluating hypotheses when comparing the means of more than two groups. These theories are statistically assessed using ANOVA. It computes the p-value and the F-statistic. The null hypothesis (H0), which normally states "there is no difference between groups," can be rejected when a low p-value (usually less than 0.05) indicates the observed variations between group averages are unlikely to be the result of chance. This lends credence to your alternative hypothesis (H1), which suggests that the groups differ from one another.

ANALYSIS AND INTERPRETATION

Descriptive Statistics – Demographics

Gender

Total Sample size indicates 100 participants, out of which 50 are Male & 50 are Female Participants.

	Code	Group	No. of Participants
Gender	0	Male	50
	1	Female	50

<i>Gender</i>	
Mean	0.5
Standard Error	0.1
Median	0.5
Mode	0
Standard Deviation	0.503
Sample Variance	0.253
Kurtosis	-2.041
Skewness	0
Range	1
Minimum	0
Maximum	1
Sum	50
Count	100

Interpretation:

The table shows that the sample has an equal number of females i.e., 50 and males i.e.,50. Females make up half which is 50% of the sample, with this one can observe that the data is taken fairly with inclusion of both the genders.

Age

	Code	Group	No. of Participants
Age	0	20 – 22	26
	1	23 - 25	42
	2	25 -28	32

<i>Age</i>	
Mean	0.98
Standard Error	0.082
Median	1
Mode	0
Standard Deviation	0.816
Sample Variance	0.666
Kurtosis	-1.497
Skewness	0.037
Range	2
Minimum	0
Maximum	2
Sum	98
Count	100

O11	O12	O13	O14	O15	O16	O17	O18	O19	O110	
Mean	3.35 Mean	3 Mean	2.7 Mean	3.57 Mean	3.6 Mean	2.7 Mean	3.67 Mean	4.29 Mean	3.97 Mean	3.37
Standard	0.0479 Standard	0.0816 Standard	0.0503 Standard	0.052 Standard	0.123 Standard	0.050 Standard	0.049 Standard	0.052 Standard	0.081 Standard	0.049
Median	3 Median	3 Median	3 Median	4 Median	4 Median	3 Median	4 Median	4 Median	4 Median	3
Mode	3 Mode	3 Mode	3 Mode	4 Mode	4 Mode	3 Mode	4 Mode	4 Mode	4 Mode	3
Standard	0.479 Standard	0.816 Standard	0.503 Standard	0.517 Standard	1.231 Standard	0.503 Standard	0.493 Standard	0.518 Standard	0.810 Standard	0.485
Sample V:	0.230 Sample V:	0.667 Sample V:	0.253 Sample V:	0.268 Sample V:	1.515 Sample V:	0.253 Sample V:	0.244 Sample V:	0.269 Sample V:	0.656 Sample V:	0.235
Kurtosis	-1.625 Kurtosis	-1.499 Kurtosis	-0.749 Kurtosis	-1.491 Kurtosis	-1.537 Kurtosis	-0.749 Kurtosis	-1.148 Kurtosis	-0.579 Kurtosis	-1.471 Kurtosis	-1.736
Skewness	0.639 Skewness	0.000 Skewness	-0.390 Skewness	-0.063 Skewness	-0.285 Skewness	-0.390 Skewness	-0.475 Skewness	0.254 Skewness	0.055 Skewness	0.547
Range	1 Range	2 Range	2 Range	2 Range	3 Range	2 Range	2 Range	2 Range	2 Range	1
Minimum	3 Minimum	2 Minimum	2 Minimum	3 Minimum	2 Minimum	2 Minimum	3 Minimum	3 Minimum	3 Minimum	3
Maximum	4 Maximum	4 Maximum	4 Maximum	5 Maximum	5 Maximum	4 Maximum	5 Maximum	5 Maximum	5 Maximum	4
Sum	335 Sum	300 Sum	270 Sum	357 Sum	360 Sum	270 Sum	367 Sum	429 Sum	397 Sum	337
Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100

Interpretation:

The table shows that the age group of 23-25 has the most people i.e., 42 in the sample. The remaining age groups i.e., 20-22 and 25-28 make up the rest of the sample which is 58.

It is observed that most of the people fall in age category 23-25, which means they are either freshers or people with experience of less than or equal to 5 years in an organisation.

Descriptive Statistics - Diversity Management

DM1	DM2	DM3	DM4	DM5	DM6	DM7	DM8	
Mean	3.45 Mean	3.99 Mean	3.71 Mean	3.58 Mean	4.19 Mean	3.71 Mean	3.74 Mean	3.34
Standard	0.052 Standard	0.080 Standard	0.088 Standard	0.054 Standard	0.061 Standard	0.0537 Standard	0.0906 Standard	0.048
Median	3 Median	4 Median	3 Median	4 Median	4 Median	4 Median	3 Median	3
Mode	3 Mode	4 Mode	3 Mode	4 Mode	4 Mode	4 Mode	3 Mode	3
Standard	0.52 Standard	0.798 Standard	0.880 Standard	0.535 Standard	0.615 Standard	0.537 Standard	0.906 Standard	0.476
Sample V:	0.27 Sample V:	0.636 Sample V:	0.774 Sample V:	0.286 Sample V:	0.378 Sample V:	0.289 Sample V:	0.821 Sample V:	0.227
Kurtosis	-1.33 Kurtosis	-1.423 Kurtosis	-1.441 Kurtosis	-1.159 Kurtosis	-0.456 Kurtosis	-0.531 Kurtosis	-1.575 Kurtosis	-1.561
Skewness	0.42 Skewness	0.018 Skewness	0.607 Skewness	0.077 Skewness	-0.133 Skewness	-0.112 Skewness	0.542 Skewness	0.686
Range	2 Range	2 Range	2 Range	2 Range	2 Range	2 Range	2 Range	1
Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3
Maximum	5 Maximum	5 Maximum	5 Maximum	5 Maximum	5 Maximum	5 Maximum	5 Maximum	4
Sum	345 Sum	399 Sum	371 Sum	358 Sum	419 Sum	371 Sum	374 Sum	334
Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100

Organizational Justice

Trust in Management

TM1	TM2	TM3	TM4	TM5	TM6	TM7	TM8	TM9	TM10	
Mean	3.97 Mean	3.37 Mean	3.68 Mean	3.98 Mean	3.36 Mean	3.68 Mean	3.98 Mean	3.69 Mean	3.97 Mean	3.37
Standard	0.081 Standard	0.049 Standard	0.049 Standard	0.080 Standard	0.048 Standard	0.049 Standard	0.080 Standard	0.049 Standard	0.081 Standard	0.049
Median	4.000 Median	3.000 Median	4.000 Median	4.000 Median	3.000 Median	4.000 Median	4.000 Median	4.000 Median	4.000 Median	3.000
Mode	4.000 Mode	3.000 Mode	4.000 Mode	4.000 Mode	3.000 Mode	4.000 Mode	4.000 Mode	4.000 Mode	4.000 Mode	3.000
Standard	0.810 Standard	0.485 Standard	0.490 Standard	0.804 Standard	0.482 Standard	0.490 Standard	0.804 Standard	0.486 Standard	0.810 Standard	0.485
Sample Vc	0.656 Sample Vc	0.235 Sample Vc	0.240 Sample Vc	0.646 Sample Vc	0.233 Sample Vc	0.240 Sample Vc	0.646 Sample Vc	0.236 Sample Vc	0.656 Sample Vc	0.235
Kurtosis	-1.471 Kurtosis	-1.736 Kurtosis	-1.084 Kurtosis	-1.448 Kurtosis	-1.683 Kurtosis	-1.084 Kurtosis	-1.448 Kurtosis	-1.013 Kurtosis	-1.471 Kurtosis	-1.736
Skewness	0.055 Skewness	0.547 Skewness	-0.518 Skewness	0.036 Skewness	0.592 Skewness	-0.518 Skewness	0.036 Skewness	-0.563 Skewness	0.055 Skewness	0.547
Range	2 Range	1 Range	2 Range	2 Range	1 Range	2 Range	2 Range	2 Range	2 Range	1
Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3
Maximum	5 Maximum	4 Maximum	5 Maximum	5 Maximum	4 Maximum	5 Maximum	5 Maximum	5 Maximum	5 Maximum	4
Sum	397 Sum	337 Sum	368 Sum	398 Sum	336 Sum	368 Sum	398 Sum	369 Sum	397 Sum	337
Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100

DM9	DM10	DM11	DM12	DM13	DM14	DM15	DM16	
Mean	3.68 Mean	4.3 Mean	3.98 Mean	3.69 Mean	3.98 Mean	3.69 Mean	3.91 Mean	2.77
Standard	0.049 Standard	0.050 Standard	0.0816 Standard	0.0506 Standard	0.0816 Standard	0.0486 Standard	0.0975 Standard	0.0468
Median	4 Median	4 Median	4 Median	4 Median	4 Median	4 Median	4 Median	3
Mode	4 Mode	4 Mode	4 Mode	4 Mode	4 Mode	4 Mode	5 Mode	3
Standard	0.490 Standard	0.503 Standard	0.816 Standard	0.506 Standard	0.816 Standard	0.486 Standard	0.975 Standard	0.468
Sample Vc	0.240 Sample Vc	0.253 Sample Vc	0.666 Sample Vc	0.256 Sample Vc	0.666 Sample Vc	0.236 Sample Vc	0.951 Sample Vc	0.219
Kurtosis	-1.084 Kurtosis	-0.749 Kurtosis	-1.497 Kurtosis	-0.814 Kurtosis	-1.497 Kurtosis	-1.013 Kurtosis	-0.901 Kurtosis	-0.065
Skewness	-0.518 Skewness	0.390 Skewness	0.037 Skewness	-0.350 Skewness	0.037 Skewness	-0.563 Skewness	-0.416 Skewness	-0.683
Range	2 Range	2 Range	2 Range	2 Range	2 Range	2 Range	3 Range	2
Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	2 Minimum	2
Maximum	5 Maximum	5 Maximum	5 Maximum	5 Maximum	5 Maximum	5 Maximum	5 Maximum	4
Sum	368 Sum	430 Sum	398 Sum	369 Sum	398 Sum	369 Sum	391 Sum	277
Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100

O11	O12	O13	O14	O15	O16	O17	O18	O19	O20	
Mean	3.36 Mean	3.37 Mean	3.69 Mean	3.97 Mean	3.36 Mean	3.69 Mean	3.97 Mean	3.68 Mean	3.98 Mean	3.69
Standard	0.048 Standard	0.049 Standard	0.049 Standard	0.081 Standard	0.048 Standard	0.049 Standard	0.081 Standard	0.049 Standard	0.080 Standard	0.049
Median	3.000 Median	3.000 Median	4.000 Median	4.000 Median	3.000 Median	4.000 Median	4.000 Median	4.000 Median	4.000 Median	4.000
Mode	3.000 Mode	3.000 Mode	4.000 Mode	4.000 Mode	3.000 Mode	4.000 Mode	4.000 Mode	4.000 Mode	4.000 Mode	4.000
Standard	0.482 Standard	0.485 Standard	0.486 Standard	0.810 Standard	0.482 Standard	0.486 Standard	0.810 Standard	0.490 Standard	0.804 Standard	0.486
Sample Vc	0.233 Sample Vc	0.235 Sample Vc	0.236 Sample Vc	0.656 Sample Vc	0.233 Sample Vc	0.236 Sample Vc	0.656 Sample Vc	0.240 Sample Vc	0.646 Sample Vc	0.236
Kurtosis	-1.683 Kurtosis	-1.736 Kurtosis	-1.013 Kurtosis	-1.471 Kurtosis	-1.683 Kurtosis	-1.013 Kurtosis	-1.471 Kurtosis	-1.084 Kurtosis	-1.448 Kurtosis	-1.013
Skewness	0.592 Skewness	0.547 Skewness	-0.563 Skewness	0.055 Skewness	0.592 Skewness	-0.563 Skewness	0.055 Skewness	-0.518 Skewness	0.036 Skewness	-0.563
Range	1 Range	1 Range	2 Range	2 Range	1 Range	2 Range	2 Range	2 Range	2 Range	2
Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3 Minimum	3
Maximum	4 Maximum	4 Maximum	5 Maximum	5 Maximum	4 Maximum	5 Maximum	5 Maximum	5 Maximum	5 Maximum	5
Sum	336 Sum	337 Sum	369 Sum	397 Sum	336 Sum	369 Sum	397 Sum	368 Sum	398 Sum	369
Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100 Count	100

Interpretation:

The table provides a comprehensive overview of descriptive statistics for variables related to Organizational Justice and Diversity Management. It includes demographic data such as age and gender, as well as dimensions of Diversity Management, Organizational Justice, and Trust in Management. Key statistics include the number of observations (sample size), range of values, measures of central tendency (mean, median), variability (variance, standard deviation), and information about distribution shape (skewness and kurtosis coefficients). Skewness indicates the symmetry of the distribution, with positive values suggesting right-skewness and negative values indicating left-skewness. Kurtosis

measures the peakiness of the distribution, with higher values indicating sharper peaks and lower values suggesting flatter distributions.

Correlation

	DM1	DM2	DM3	DM4	DM5	DM6	DM7	DM8	DM9	DM10	DM11	DM12	DM13	DM14	DM15	DM16
DM1	1															
DM2	0.10841	1														
DM3	-0.19773	0.81647	1													
DM4	0.03268	0.5579	0.5111	1												
DM5	-0.14387	0.80754	0.73832	0.33719	1											
DM6	0.47189	0.72366	0.56823	0.52046	0.41321	1										
DM7	-0.1995	0.86307	0.94396	0.54334	0.79726	0.52828	1									
DM8	-0.13469	0.83359	0.91324	0.6057	0.81268	0.50772	0.90967	1								
DM9	0.29353	0.6121	0.3685	0.79204	0.30464	0.64151	0.37965	0.5145	1							
DM10	-0.17401	0.81395	0.81585	0.58587	0.82751	0.40023	0.88314	0.9204	0.51698	1						
DM11	-0.38329	0.62025	0.82193	0.30427	0.79297	0.21692	0.88085	0.82344	0.03435	0.82743	1					
DM12	0.26668	0.59238	0.36306	0.81911	0.28853	0.66846	0.39501	0.48346	0.9804	0.48821	0.05816	1				
DM13	-0.38329	0.62025	0.82193	0.30427	0.79297	0.21692	0.88085	0.82344	0.03435	0.82743	1	0.05816	1			
DM14	0.27785	0.61718	0.35463	0.77576	0.30061	0.61911	0.36567	0.50371	0.97903	0.4673	0.00967	0.95981	0.00967	1		
DM15	-0.23807	0.60901	0.79343	0.17839	0.80395	0.33511	0.80777	0.7626	-0.03974	0.71508	0.93655	-0.01615	0.93655	-0.08075	1	
DM16	0.305	0.64278	0.42499	0.69882	0.18848	0.77588	0.45289	0.3996	0.82072	0.38202	0.0407	0.84632	0.0407	0.83739	-0.04578	1
OJ1	-0.15201	0.82815	0.91394	0.65747	0.80061	0.55483	0.93276	0.97812	0.52474	0.90152	0.84414	0.53466	0.84414	0.5137	0.78094	0.45222
OJ2	-0.33319	0.60486	0.85797	0.27737	0.76495	0.25323	0.86037	0.85749	0.02525	0.78779	0.96999	0.02443	0.96999	0	0.95123	0
OJ3	0.25135	0.59723	0.34965	0.80369	0.28456	0.6471	0.38166	0.47286	0.96011	0.44	0.03448	0.98038	0.03448	0.98008	-0.05564	0.86277
OJ4	0.0507	0.57679	0.52219	0.98252	0.35479	0.49146	0.53483	0.64042	0.80646	0.61762	0.29032	0.79672	0.29032	0.78992	0.1627	0.67152
OJ5	-0.44203	0.47941	0.75011	0.14106	0.75578	0.08246	0.78449	0.73426	-0.14741	0.71852	0.96714	-0.13611	0.96714	-0.17558	0.93721	-0.16122
OJ6	0.25135	0.59723	0.34965	0.80369	0.28456	0.6471	0.38166	0.47286	0.96011	0.44	0.03448	0.98038	0.03448	0.98008	-0.05564	0.86277
OJ7	0.30911	0.60738	0.35907	0.73196	0.30875	0.58771	0.34842	0.52537	0.97935	0.52544	0.00853	0.92031	0.00853	0.95885	-0.06232	0.76097
OJ8	-0.15186	0.78899	0.78466	0.51637	0.80841	0.34129	0.82922	0.90637	0.48856	0.98128	0.77795	0.42297	0.77795	0.44068	0.67159	0.31923
OJ9	-0.35158	0.62509	0.81026	0.25032	0.80322	0.16551	0.84305	0.83898	0.02648	0.84154	0.9619	0.00172	0.9619	0.0018	0.90458	-0.01838
OJ10	-0.10612	0.81867	0.89296	0.6433	0.77806	0.57059	0.91045	0.93656	0.5031	0.86578	0.80946	0.51258	0.80946	0.49122	0.754	0.4672
OJ11	-0.08862	0.82319	0.89127	0.5915	0.78908	0.52366	0.88665	0.95699	0.49237	0.88333	0.78802	0.46141	0.78802	0.48074	0.735	0.41493
OJ12	-0.10612	0.81867	0.89296	0.6433	0.77806	0.57059	0.91045	0.93656	0.5031	0.86578	0.80946	0.51258	0.80946	0.49122	0.754	0.4672
OJ13	0.31783	0.61718	0.37826	0.77576	0.30061	0.65778	0.38861	0.50371	0.97903	0.50865	0.03513	0.95981	0.03513	0.95725	-0.03814	0.83739
OJ14	-0.35158	0.62509	0.81026	0.25032	0.80322	0.16551	0.84305	0.83898	0.02648	0.84154	0.9619	0.00172	0.9619	0.0018	0.90458	-0.01838
OJ15	-0.1289	0.82319	0.89127	0.66974	0.78908	0.56262	0.90976	0.95699	0.53511	0.88333	0.81368	0.54411	0.81368	0.52381	0.75647	0.45964
OJ16	0.31783	0.61718	0.37826	0.77576	0.30061	0.65778	0.38861	0.50371	0.97903	0.50865	0.03513	0.95981	0.03513	0.95725	-0.03814	0.83739
OJ17	-0.35158	0.62509	0.81026	0.25032	0.80322	0.16551	0.84305	0.83898	0.02648	0.84154	0.9619	0.00172	0.9619	0.0018	0.90458	-0.01838
OJ18	0.33319	0.6121	0.3685	0.71499	0.30464	0.60315	0.35689	0.5145	0.95791	0.51698	0.00909	0.89897	0.00909	0.93661	-0.06088	0.77669
OJ19	-0.36506	0.62987	0.82039	0.28551	0.80527	0.1969	0.86677	0.83622	0.03489	0.84026	0.98472	0.03424	0.98472	0.00982	0.92531	0.01449
OJ20	0.31783	0.61718	0.37826	0.77576	0.30061	0.65778	0.38861	0.50371	0.97903	0.50865	0.03513	0.95981	0.03513	0.95725	-0.03814	0.83739

Interpretation:

	OJ1	OJ2	OJ3	OJ4	OJ5	OJ6	OJ7	OJ8	OJ9	OJ10	OJ11	OJ12	OJ13	OJ14	OJ15	OJ16	OJ17	OJ18	OJ19	OJ20	
DM1																					
DM2																					
DM3																					
DM4																					
DM5																					
DM6																					
DM7																					
DM8																					
DM9																					
DM10																					
DM11																					
DM12																					
DM13																					
DM14																					
DM15																					
DM16																					
OJ1	1																				
OJ2	0.85163	1																			
OJ3	0.52414	0	1																		
OJ4	0.65355	0.28688	0.78077	1																	
OJ5	0.73609	0.96484	-0.1633	0.19955	1																
OJ6	0.52414	0	1	0.78077	-0.1633	1															
OJ7	0.49317	0.02507	0.90017	0.78358	-0.15298	0.90017	1														
OJ8	0.84773	0.76387	0.37622	0.58267	0.69037	0.37622	0.53595	1													
OJ9	0.80801	0.96233	-0.02234	0.28229	0.95061	-0.02234	0.05081	0.89934	1												
OJ10	0.95752	0.81584	0.50124	0.64002	0.7069	0.50124	0.47286	0.81419	0.79978	1											
OJ11	0.93472	0.82061	0.45	0.62636	0.70423	0.45	0.50405	0.87106	0.82954	0.97866	1										
OJ12	0.95752	0.81584	0.50124	0.64002	0.7069	0.50124	0.47286	0.81419	0.79978	1	0.97866	1									
OJ13	0.5137	0.02545	0.93875	0.78992	-0.14181	0.93873	0.95885	0.48078	0.02746	0.53405	0.52381	0.53405	1								
OJ14	0.80801	0.96233	-0.02234	0.28229	0.95061	-0.02234	0.05081	0.89934	1	0.79978	0.82954	0.79978	0.02746	1							
OJ15	0.9784	0.82061	0.53333	0.66681	0.70423	0.53333	0.50405	0.89066	0.80368	0.97866	0.9566	0.97866	0.52381	0.80368	1						
OJ16	0.5137	0.02545	0.93875	0.78992	-0.14181	0.93873	0.95885	0.48078	0.02746	0.53405	0.52381	0.53405	1	0.02746	0.52381	1					
OJ17	0.80801	0.96233	-0.02234	0.28229	0.95061	-0.02234	0.05081	0.89934	1	0.79978	0.82954	0.79978	0.02746	1	0.80368	0.02746	1				
OJ18	0.48173	0.02525	0.87805	0.76661	-0.14741	0.87805	0.97935	0.52834	0.05195	0.5031	0.53511	0.5031	0.97903	0.05195	0.48237	0.97903	0.05195	1			
OJ19	0.83103	0.96955	0.01	0.29482	0.96173	0.01	0.03412	0.81427	0.99234	0.82202	0.8263	0.82202	0.09568	0.99234	0.8263	0.03568	0.99234	0.03489	1		
OJ20	0.5137	0.02545	0.93875	0.78992	-0.14181	0.93873	0.95885	0.48078	0.02746	0.53405	0.52381	0.53405	1	0.02746	0.52381	1	0.02746	0.97903	0.03568	1	

Strong positive correlations: There are positive correlations between DM2 (managers hire/promote objectively) and several OJ variables.

- OJ3 (evaluation reflects contribution),
- OJ7 (procedures applied consistently),
- OJ8 (procedures free of bias).

This suggests that employees who believe their organization hires and promotes fairly also believe that the organization follows fair procedures and evaluates employees accurately.

There are weaker positive correlations between DM3 (fair feedback/evaluation) and OJ variables, and DM5 (fair interpretation of HR policies) and OJ variables. It suggests that employees who perceive fair feedback and evaluations, as well as fair application of HR policies, may also perceive some level of organizational justice.

The data suggests that there is a positive relationship between diversity management and organizational justice. Employees who perceive that their organization is committed to diversity management also tend to perceive that the organization is just.

Hence, Alternate Hypothesis is accepted i.e. There is a significant difference between " The Role of organisational justice in managing.

ANOVA – Single Factor

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	551.9097	35	15.76885	36.94974	4.7592E-210	1.426262157
Within Groups	1520.99	3564	0.426765			
Total	2072.9	3599				

Interpretation:

From the ANOVA table, it is observed that:

- The F-statistic in this table is 36.94974
- p-value of 4.7592E-210.

This is a very small p-value, which means we can reject the null hypothesis. It suggests that there is a statistically significant difference in organizational justice scores between the different groups defined by the diversity management questions.

Hence, we reject null hypothesis and accept alternate hypothesis i.e. There is a significant difference between " The Role of organisational justice in managing.

RESEARCH OUTCOMES AND FINDINGS

The research investigated the link between diversity management practices and employee perceptions of organizational justice. The findings revealed positive correlations between employees' belief in fair hiring practices (DM2) and their perception of fair evaluation (OJ3), consistent application of procedures (OJ7), and unbiased procedures (OJ8). This suggests that employees who trust the fairness of promotions and hiring also trust the fairness of evaluation and procedural systems within the organization.

The study also found weaker positive correlations between other diversity management practices and organizational justice. Employees who reported receiving fair feedback and evaluations (DM3) and who felt HR policies were applied fairly (DM5) also tended to perceive some level of organizational justice.

The data indicates a positive relationship between diversity management and perceptions of fairness. Employees who believe their organization is committed to diversity management practices are more likely to believe the organization operates with fairness towards its employees.

Statistical analysis using ANOVA further supported this conclusion. The p-value, which measures the likelihood of the observed results happening by chance, was extremely small (4.7592E-210).

In conclusion, the statistical result allows the research to reject the null hypothesis, which stated there would be no difference in perceived organizational justice based on diversity management practices. In other words, the data confirms a significant difference in how employees perceive fairness depending on their perception of the organization's commitment to diversity management.

THEORETICAL IMPLICATIONS

The theoretical implications of research on the role of organizational justice in managing workplace diversity are significant, as they contribute to the advancement of several theoretical frameworks within organizational behaviour, diversity management, and social justice. Here are some key theoretical implications:

Social Identity Theory:

Research findings can enhance our understanding of how organizational justice influences individuals' identification with their workgroups and organizations, particularly among diverse employees.

The theory suggests that perceptions of fairness and inclusion contribute to stronger social identification, fostering a sense of belonging and cohesion among employees from different backgrounds.

Fairness Heuristic Theory:

The theory posits that individuals use perceptions of fairness as a heuristic to guide their judgments and behaviors within organizations.

Research outcomes can provide empirical support for the fairness heuristic theory by demonstrating how fairness perceptions influence diverse employees' attitudes, behaviors, and decision-making processes.

Expectancy Theory:

Expectancy theory proposes that individuals are motivated to exert effort when they believe their efforts will lead to desired outcomes.

Findings on the mediating role of organizational justice in the relationship between diversity initiatives and outcomes can enrich expectancy theory by highlighting the importance of perceived fairness in motivating diverse employees to engage in diversity-related efforts.

Social Exchange Theory:

Social exchange theory posits that individuals engage in reciprocal relationships within organizations, where perceived fairness influences their willingness to invest in the organization.

RECOMMENDATIONS

Provide Diversity Training and Education: Develop and implement comprehensive diversity training programs for managers and employees at all levels of the organization. Focus on topics such as unconscious bias, cultural competence, inclusive leadership, and mitigating microaggressions to promote awareness, understanding, and respectful interactions.

Promote Fairness in Policies and Practices: Review and revise organizational policies, procedures, and practices to ensure they are fair, transparent, and free from bias. Pay particular attention to areas such as recruitment, selection, performance evaluation, promotion, and compensation to mitigate the potential for discrimination or unfair treatment.

Foster Inclusive Leadership: Train and empower leaders at all levels to demonstrate inclusive leadership behaviors, such as active listening, empathy, collaboration, and advocacy for diversity and inclusion. Hold leaders accountable for promoting fairness, equity, and respect within their teams and across the organization.

Encourage Employee Participation and Voice: Create opportunities for employees to participate in decision-making processes. Establish employee resource groups, diversity councils, or advisory boards to facilitate dialogue, collaboration, and shared ownership of diversity initiatives.

Address Bias and Discrimination Proactively: Implement robust processes for addressing and resolving complaints of bias, discrimination, harassment, or unfair treatment. Provide support resources and channels for employees to report concerns confidentially and ensure that investigations are conducted promptly, impartially, and transparently.

Celebrate Diversity and Promote Representation: Recognize and celebrate the diversity of employees' backgrounds, experiences, and perspectives through events, communications, and initiatives that highlight the value of diversity. Promote diverse representation in leadership, decision-making bodies, and public-facing materials to signal the organization's commitment to inclusivity.

Continuously Learn and Adapt: Foster a culture of continuous learning, reflection, and improvement where organizations are open to feedback, experimentation, and innovation in their approach to diversity and inclusion. Encourage collaboration with external partners, experts, and stakeholders to stay informed of emerging trends and best practices in diversity management.

SCOPE FOR FUTURE RESEARCH

Longitudinal Studies: Conduct longitudinal studies to track changes in perceptions of organizational justice and diversity outcomes over time. This approach can provide insights into the dynamic nature of these constructs and how they evolve in response to organizational changes, interventions, and external factors.

Multilevel Analysis: Explore the multilevel dynamics of organizational justice and diversity management by examining how these constructs operate at individual, group, and organizational levels. Investigate how contextual factors, such as leadership styles, organizational culture, and industry norms, influence the relationship between justice perceptions and diversity outcomes.

Comparative Studies: Conduct comparative studies across different industries, organizational sizes, and cultural contexts to explore variations in the relationship between organizational justice and managing workplace diversity. Compare practices, policies, and outcomes across organizations to identify best practices and contextual factors that influence effectiveness.

Global Perspectives: Adopt a global perspective to examine how cultural differences, legal frameworks, and societal norms influence perceptions of organizational justice and diversity management practices. Compare practices and outcomes across different countries and regions to identify cross-cultural variations and universal principles.

Emerging Issues: Investigate emerging issues and challenges related to organizational justice and managing diversity, such as the gig economy, artificial intelligence, and the future of work. Explore how these trends impact fairness, equity, and inclusion within organizations and identify strategies to address emerging challenges.

LIMITATIONS OF THE STUDY

Sampling Bias: Studies may suffer from sampling bias if the sample is not representative of the broader population or if certain demographic groups are underrepresented. This could limit the generalizability of findings to different industries, organizational sizes, or cultural contexts.

Cross-Sectional Design: Many studies employ a cross-sectional design, which captures data at a single point in time. This limits the ability to establish causality or assess changes over time, making it difficult to determine the long-term effects of organizational justice on managing workplace diversity.

Contextual Factors: Research may overlook contextual factors, such as organizational culture, industry norms, or regional differences, that could influence the relationship between organizational justice and workplace diversity. Failure to account for these factors may limit the applicability of findings across different settings.

External Validity: Findings from studies conducted in specific organizational contexts or cultural settings may not generalize to other contexts or populations. Researchers should exercise caution when extrapolating findings beyond the scope of the study's sample and context.

CONCLUSION

In conclusion, Organisational justice plays a crucial role in managing workplace diversity by ensuring that all individuals are treated fairly and equitably regardless of their background, demographics, or characteristics. When employees perceive that they are being treated justly within an organisation, they are more likely to be motivated, engaged, and satisfied in their roles, leading to increased productivity and morale.

Organizational justice is pivotal in managing workplace diversity, ensuring fair treatment regardless of differences. It boosts employee motivation and engagement, enhancing productivity and morale. Distributive justice ensures equitable outcomes, promoting inclusivity in resource allocation and recognition. Procedural justice emphasizes transparent decision-making, fostering trust and respect. Interactional justice focuses on respectful communication and empathetic interactions, valuing individual differences. By prioritizing these aspects, organizations create an inclusive culture where all employees feel valued and empowered to contribute, leading to improved satisfaction, retention, and performance in managing workplace diversity.

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