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Brief Review of Literature

Globalization and the movement towards liberalization in global economies across the world has have made organizations sit up and take note of the organizations to take serious note of the aspect of organizational change and how best to adapt to the same (Baines, 2007). However, even though in spite of the significance of organizational change becoming significant, it is surprising that has grown tremendously but still no more than one one-third of these changes are effective in the long term run while being and able to produce the desired impact (Meaney & Pung, 2008; Choi & Ruona, 2011). Sitlington & and Marshall (2011) have indicated that employee's' resistance towards change is one of the biggest factors that can derail the implementation of the change process in the an organization. The eEmployees tend to assess the fairness of the present change taking place in the organization, vis a vis with a similar prior such event which may have occurred earlier, and the same determines their reaction towards the change (Smollan, 2006). Thus, the perceptions of employees about the fairness of the treatment significantly impact have a significant impact on their attitudes towards the organizational change. Hence, it becomes important to study the aspects of organizational change in the light of organizational justice.

Bakhshi, Kumar & and Rani (2009) and Lambert, Hogan, & and Griffin (2007) indicate that organizational justice is mainly focussed on the justness at workplace and they gives importance to factors, such as employee behaviour towards organizational commitment, trust and job performance. The behaviour and attitude of employees towards the work and the organization are significantly impacted by their perceptions of fairness perception, as pointed out by various organizational justice studies (Cremer & Van den Bos, 2007). The employees' attitudes and behaviours in the context of organizational change can be understood effectively

with the help of the organizational justice approach, . and iIt can also point out the success or failure of the process of organizational change (Keren & Kristy, 2011).

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Organizational Change

The requirement for of the organizations to safeguard their present competitive positions or to enhance them same, is the guiding force behind their change change-implementation process in the present timetoday (Longenecker, Neubert & Fink, 2007). Further, Price (2006) maintains is of the view that change in organizations can no more be approached as aan irregular event but it is rather it is a rather continuous activity now and has an effectaffects on both the organizational and individual outcomes.

Bouckenooghe (2010) points out that organizational change can take place in two ways one is the top top-down driven, planned and transformational change, which is also termed as the strategic management approach, and the second is the bottom-up driven, emergent and incremental change, also known as the organizational development view. The strategic management approach is based on the assumption that point that the top management has the complete authority to comprehensively completely change the direction of the organization and bring about significant changes so as to benefit from the active atmosphere (Choi & Ruona, 2011). The second approach, on the other hand, is directed at bringing about changes for improving the productivity of the individual as well as the organization as a whole. This is a more inclusive approach of organizational change (Choi & Ruona, 2011).

The relationship between change and garnering the support of the employees towards the same has been studied by various researchers. Fedor et al. (2006) highlighted that the

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organizational change was seen to be most effective when the change was accepted at the unit or the employee level. Vance (2006) concurs when he indicates that is also supportive of the same, and indicates that the more engaged the employee is,; the greater would beis the productivity of the organization and consequently, the greater the acceptance of the change process. As such, employee involvement and trust in the organizational change process is a significant aspect and needs to be givenmerits due understanding by the organizations. Further, Colquitt & and Greenberg, (2003) are of the view that more greater focus needs to be given towardsis required in terms of comprehending the associating association between the organizational change and justice.

Organizational Trust

Trust is defined differently by different people. According to Paliszkiewicz (2010), trust is the belief that an individual or organization would will act responsibly, in a favourable manner, and not harm the trusted party. Organizational trust is described as the belief that is shared between by the organization and the individuals who are a part of the said organization, based on the characteristics and communication of the organization (Gills, 2003). Shore (2007) points out that organizational trust is a significant element for effective day day to to-day functioning of the organization. Further, when fairness is believed to be present in the organizations, it is possible for then the trust can to build up in them (William, 2006).

Harwood & and Ashleigh (2005) point out that the subject of trust involves a lot of complexity, and this complication is enhances enhanced further when the situation in question involves organizational change,. as This is seen during the change process when the openness towards taking risks becomes even more intense and sos does the requirement for interdependency. Moreover, Dong & and Howard (2006) are of the viewstate that

organizational trust can be used as an instrument for determining ~~the satisfaction towards~~ job satisfaction, ~~that~~ experienced by employees ~~have in~~of an organization. According to Naus, van Iterson, and Roe (2007), the absence of trust in the change process can result in cynicism, which can definitely be detrimental to~~wards~~ the effectiveness of ~~the~~ organizational change.

Organizational Justice

Elovainio et al., (2005), describe organizational justice as the views ~~of~~ harboured by employees on ~~the~~ justness and honesty in the~~ir~~ treatment, meted out to them by the organization. Further, Hubbel ~~&~~ and Chory-Assad, (2005) indicate that the justness of the process utilized in the assessment and the fairness in the outcomes obtained in the organization are also part of organizational justice. The subject of organizational justice has evolved into a ~~four~~ four-factor model. Zainalipour et al. (2010) point out that distributive justice is generally the first accepted type of justice, and it refers to the justness in the results. Kursad ~~&~~ and Murat, (2009: 112) suggest that distributive justice is the source with which to ~~for~~ understand~~ing~~ the views of the employees regarding the remunerations, promotions and other such outcomes. The higher the fairness in the outcomes, the greater the effort ~~more would be the effort~~ exerted by the employees for accomplishing the desired results, ~~as per Kim et al.,~~ (Kim et al., 2008: 2).

Promotions, performance appraisals, incentives, and the sharing of various opportunities within the organization are some of the procedures, which are viewed when determining ~~for~~ fairness in ~~the~~ procedural justice by the employees (Cathleen et al., 2010: 9). According to Zainalipour et al. (2010), the justness of the procedures, and approaches utilized for ~~finding~~ deducing the results, ~~is what is known~~are together addressed as procedural justice. Rutherford ~~&~~ and Holt, (2007:431) are of the view that if the procedural justice is more, ~~than~~

then, the employees would have greater trust and participation in the decisions, which would enhance the acceptance of change process.

Greenberg and Baron, (2008, p.48) describe informational justice as the amount of fairness of the information, which is used in the decision making process. Saunders and Thornhill, (2004) indicate that the employees tend to believe the decisions even though they may be unfavourable, provided the reasons for the same are communicated appropriately. Thus, informational justice has a significant role in determining the trust factor, especially during the process of implementing organizational change. Interpersonal justice on the other hand, is more about the way in which the employees are treated (Greenberg, 2006). Kernan and Hanges, (2002) are of the view opine that interpersonal justice has an impacts on the trust that employees have in the management, and it also plays a part in the way they are treated, as a personople during the change process.

Bies (2005) points out that there is need for incorporating the multiple dimensions of organizational justice in one particular research, which has been left out.

Summary

Fedor, Caldwell & and Herold, (2006) indicate that very few studies have analyzed the response to change by the employees, the impact on organizational trust, and the influence of the fairness judgement, all together in a single study. Devos, Buelens & and Bouckenooghe, (2007) are of the viewopine that fewer researchers have delved into understanding the viewpoints of employees on trust and fairness during an organizational change process, in the context of the justice approach, although the perceived fairness has been seen as playing an important role in the process of sustaining trust in the organization. Even though the organizational change and justice have an important relationship, however

much of the research has not focussed on combining all the aspects of organizational justice into one study while comprehending the organizational change process (Choi, 2007).

Bernerth, Armenakis, Field, & and Walker, (2007) point out that the very characteristic of organizational change lends itself to evaluation through the organizational justice framework, . however However, the interactive impact of the four forms of organizational justice in the context to of organizational change have has not been analyzed much, and whatever has been done also requires clarity in the study.

Melissa Hamilton's Work Sample