

**UNDERLYING PSYCHOLOGICAL PROCESSES IN CONFLICT TRAJECTORIES:
FACTORS THAT CATALYZE PERCEPTIONS OF JUSTICE VIOLATIONS AND
CONSEQUENT REACTIONS**

By

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Certificate

This is to certify that the thesis entitled “*Underlying psychological processes in conflict trajectories: Factors that catalyze perceptions of justice violations and consequent reactions*” is being submitted by Kshitija Wason to the Indian Institute of Technology, Delhi for the award of Doctor of Philosophy.

This thesis is a record of bonafide research work carried out by Kshitija Wason. She has worked under my guidance and supervision and has fulfilled the requirements for the submission of this thesis, which to my knowledge has reached the required standard. It is also certified that this thesis has not been submitted in part or full to any other university or institute for the award of any degree or diploma.

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Abstract

Underlying psychological processes in conflict trajectories: Factors that catalyze perceptions of justice violations and consequent reactions.

Perceived violations of justice arise from active psychological processes which feed into a trajectory of organizational conflicts. Literature exists about the management of such instances but ignores nuances of what goes into the germination of these perceptions of justice violations into full fledged 'conflicts' . Current research aims to address this lacuna in the 'when' of such justice violations. As a pilot for this work, judgments of resolved litigations which have been appealed in courts were examined. Service matters of wage, appointment, promotions and transfers were thematically analyzed using Mikula and Wenzel's (2000) four functions that justice perceptions serve, namely: as triggers, arguments, resolution and acceptance. Adding to this conceptualization, a fifth function of 'precursors' is proposed.

The research empirically examines factors that affect perceptions, infringement of norms and ensuing reactions to injustice. Vignettes of justice violations across three kinds of grievance situations were presented to employees, across two sectors of Indian industry, namely, the public and private sector enterprises (N=293). Differences in perceptions, infringement of norms, attributions and reactions to injustice were examined. The role of demographics, macro level factors and individual differences was also ascertained. Results show no significant difference in perceptions, attributions and reactions to injustice across both sectors. The hypotheses for mediating role of attributions and personal identity was not supported, yet a moderating role for social identity was obtained in one situation which shows the need for further research to examine the dynamics. Severity of infringement of norms is moderated by justice orientation of internalization only in the individual level situation. The results indicate the role of salient group memberships.

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Table of Contents

TABLE OF CONTENTS	1
LIST OF FIGURES	11
LIST OF TABLES	12
CHAPTER I	14
INTRODUCTION	14
CONFLICTS - A RESEARCH INTO THE ' <i>WHEN</i> '	15
<i>ANATOMY OF A CONFLICT PROCESS</i>	17
1. Antecedent Conditions	18
2. Catalyzing the process - The sense of "injustice"	19
3. Escalation of conflict - violations of 'justice'	20
4. Expression of conflict	22
CHAPTER II	26
REVIEW OF LITERATURE	26
CONFLICT	26
1. Sociological Perspective of conflicts	26
2. Industrial Relations Perspective	27
3. Psychological Perspectives of Conflict	29
SOURCES OF CONFLICT	31
TYPES OF CONFLICT	33
1. Individual- level vs. Group-level conflict	33
2. Task vs. Relationship Oriented Conflict	33
3. Deutsch's typology of conflicts	34
DEFINING 'JUSTICE': PERSPECTIVES	36
1. Historical perspectives of 'justice'	36
2. Philosophical Perspectives of Justice	37
3. Organizational Justice Perspective	39
EVOLUTION OF ORGANIZATIONAL JUSTICE RESEARCH	39
PERCEPTIONS OF JUSTICE- THE ' <i>WHAT</i> ' OF CONFLICT	39

FACETS OF JUSTICE	41
1. Distributive justice	41
1.1 Relative Deprivation	41
1.2 Social Exchange Theory	42
1.3 Equity Theory	44
2. Procedural justice	49
Procedural Justice: Salience in Organizational Processes	54
i. Selection	54
ii. Promotions/Appraisals	56
iii. Pay	59
iv. Reduction/Layoff/Attrition	61
v. Reactions to Layoffs	62
4. Interactional Justice	65
ORGANIZATIONAL JUSTICE RESEARCH AND OUTCOME VARIABLES	69
1. Individual Level Variables	69
1.1 The Effects of gender	69
1.2 Individual Satisfaction, Performance and Commitment	71
1.3 Self Esteem	72
1.4. Organizational Justice and Trust	73
Role of Trust: Beyond the dyad	74
2. Organizational level Variables	76
2.1. Organizational Justice and Structure	76
2.2 Decision-making	77
2.3 Justice in Relationships at work – Compliance	79
2.4 Justice and Extra Role Behaviors	80
2.5 Disputes and Justice	81
2.6 Social Comparisons: Role of the Group Memberships in Justice Perceptions	82
MEASUREMENT OF JUSTICE	83
JUSTICE RESEARCH TILL DATE –SUMMARIZING TRENDS AND LACUNAE	85
IDENTITY: THE ‘WHO’- BRIDGING TOGETHER JUSTICE PERCEPTIONS AND CONFLICTS	86
1. EVOLUTION OF IDENTITY RESEARCH: FROM INTERGROUP RELATIONS TO THE ‘I’-ENTITY	88
2. IDENTITY RESEARCH IN CONFLICTS: BETWEEN THE PERSONAL AND THE SOCIAL	91
3. IDENTITY IN THE ORGANIZATION	92
4. IDENTITY AND THE ‘SENSE OF INJUSTICE’	93
SUMMARIZING IDENTITY RESEARCH: LACUNAE AND POSSIBILITIES	96
 CHAPTER III	 98
 OBJECTIVES OF THE RESEARCH	 98
GENERAL DESIGN OF THE RESEARCH	100

THE CONTEXT: INDIAN INDUSTRY	101
CHAPTER IV	103
PILOT STUDY	103
INTRODUCTION: (IN) JUSTICE IN THE ORGANIZATION	103
DEFINING AN APPEAL	106
METHOD	108
<i>SELECTION CRITERION</i>	109
IDENTIFIED THEMES	110
1. WAGE	112
1.1 Triggers of Wage Litigation	113
2. PROMOTIONS	117
Conclusions from Nodal Analyses of Promotion Cases	118
Conclusions from Nodal Analyses of Appointment Cases	121
4. TRANSFERS	123
Conclusions from Nodal Analyses of Transfer Cases	124
<i>ADDING TO FRAMEWORK</i>	127
<i>CONCLUSION</i>	130
CHAPTER 5	132
EXAMINING JUSTICE PERCEPTIONS	132
VARIABLES OF STUDY	133
1.1 MACRO LEVEL FACTORS	133
1.2 INDIVIDUAL LEVEL VARIABLES	140
1.3 DEMOGRAPHIC FACTORS	145
1.4 SITUATIONAL LEVEL	146
1.5 SECTOR AS A VARIABLE	146
HYPOTHESES	146
METHOD	150
CONTEXT OF STUDY	150
SAMPLE	151
<i>MEASURES USED</i>	153
RESULTS	157
<i>SITUATIONAL DIFFERENCES</i>	157
2. Correlations across sectors	161
i. Correlations between demographics and macro level variables across Sectors	161
ii. Correlations between demographics and individual level factors across sectors	163
<i>CORRELATIONAL ANALYSES OF RESPONSE VARIABLES</i>	164

i.) Relations between demographic variables and perception of injustice, infringement of norms and reactions to injustice	165
ii.) Relations between macro level variables and perception of injustice, infringement of norms and reactions to injustice	166
iii.) Relations between individual difference variables, perception of injustice, infringement of norms and reactions to injustice	172
PREDICTING INJUSTICE	174
PERCEPTION OF INJUSTICE (POI):	174
1. Predictors of POI (Individual Situation)	174
2. Predictors of POI (Group Situation)	175
3. Predictors of POI (Organizational situation)	177
Reactions to Injustice	178
1. Predictors of Individual Situation- ROI	178
2. Predictors of Reaction to injustice (Group situation)	179
3. Predictors of reactions to Injustice-Organizational Situation	180
ROLE OF INTERVENING VARIABLES: MEDIATOR -MODERATOR ANALYSIS	181
1. Attributions	182
2. Personal identity	183
TEST FOR MODERATION:	184
i. Social identity	184
ii. Justice orientations	186
DISCUSSION	190
I. PERCEPTIONS OF INJUSTICE	191
II. INFRINGEMENT OF NORMS	193
III. REACTIONS TO INJUSTICE	194
IV. EXTERNAL ATTRIBUTIONS	195
V. INTERNAL ATTRIBUTIONS	196
SITUATING RESULTS IN THE INDIAN INDUSTRIAL SCENARIO:	197
<u>LIMITATIONS OF RESEARCH</u>	<u>203</u>
<u>IMPLICATIONS AND AVENUES FOR FURTHER RESEARCH</u>	<u>204</u>
<u>REFERENCES</u>	<u>205</u>
<u>APPENDIX</u>	<u>236</u>
<u>APPENDIX II</u>	<u>249</u>
CASE LIST	249