ADMINISTRATING ORGANIZATIONS FOR THE ORGANIZATIONAL JUSTICE

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ABSTRACT

This article is about implementing management and management principles to promote fairness in the organization to understand how to manage it in a process. It refers to the process that takes the decision and policies to practice for the justice and the best interest of the organization or society without conflict with universal morality and ethics. Bringing both material and human resources for management is to achieve the stated objectives and makes the organizations developing a process for promoting fairness in the organization through equal participation from all parties in the organization that does not violate laws, regulations, traditions, lifestyles, Individual differences, and universal morality and ethics.

Keywords: Administration, Management, Organizational justice

I. INTRODUCTION

Management is based on the human nature as a social animal, which must coexist as a group. There must be a group leader and a direction or method of supervision within the group to achieve happiness and peace. This may be called management and administration, respectively. Therefore, where there is a group there, it is managed which is from the past to the present, the wave of world in the political, economic and social change has changed dramatically. Especially in the past three centuries from agricultural society to industry and information technology age which can be divided as follows:

Agriculture age, socio-economic conditions are traditional societies, agricultural production, cultivating and raising animals which are relying on nature, a simple and uncomplicated society, a period of the past until before the Industrial revolution.

Industrial age, the steam engine was developed into the machine to be used as a production power instead of human labor and animals, generating a lot of production power. Social conditions shifted to marketing and consumerism moving towards modernity. The social conditions are increasingly complex. It was three decades before the present.

Information technology age, computer systems have been linked to telephone and fax systems for all over the world, a world without borders. Communication is fast and the age of globalization has changed so much that people in society are not able to adapt to the wave of changes in the world society (Future Shock) as the century ago from the past to the present. Globalization is an era of rapid economic and social change. With the power of information technology (IT), which has resulted in a global phenomenon without borders, free economy, transnational business and global village. The phenomenon led to the transformation of the organization from a large organization to a small one, reducing work processes, reducing used documents, reducing the number of personnel. There is an organizational competition to meet the needs of the customers. Management evolution in the past to present, the management of the organization has adjusted the principles of management theory in order as follows:

A. Administration Definition

Tin Pratyaprit looks at management in a process. It refers to the process that takes the decision and policies to practice. Public administration refers to the implementation of public policy (Tin Pratyaprit, 1992).
PaiboonChangrian said the administration is a system that consists of a process for bringing both material and human resources into action in order to effectively achieve the stated objectives and effectively (PaiboonChangrian, 1989)

BoonthanDokthaisong believes that the administration is the most efficient management of available resources. This is to meet the needs of individuals, organizations or countries, or to manage for the profit of everyone in the organization. (BoonthanDokthaisong, 1994)

WirojSararatana said that the management is the operational process in order to achieve the goals of the organization with an important administrative function which is organizational management, planning, monitoring and controlling (WirojSararatana, 1999)

In summary, management means social processes of two or more people working together or in an activity to achieve the stated objectives with relying on appropriate processes, resources and equipment. Therefore, management is a process that management has to use "science" and "arts" to lead organizations or agencies to work together for achieving success, the objectives are set appropriately for the situation.

However, the author of the article sees the elements of good management that must be considered indispensable, namely the personnel in the organization. Because personnel are key machine in driving tasks or missions in the organization to achieve goals. If it is managed without being fair, the task or mission of the organization is hard to achieve its goals.

B. Management definition

The Dictionary of the Royal Academy Year 1999 (1999: 298, 609) provides the meaning that management refers to the work orders, the job controls and the work operations.

Derak French and Heather Saward defined management as "a process, activity, or education in relation to the performance of a duty in order to be convinced that activities, various operations are carried out in a way that will accomplish the stated objectives.

Henri Fayol (Fayol, 1949) describes management as a process that consists of five key steps: planning, organizing, supervising, coordinating and controlling.

SakornSuksriwong (2008: 26) said that the management refers to work to achieve organizational objectives through various management activities, which include four main activities: planning, organizing, guiding and controlling the organization.

NetrapanaYawirat (2010: 2) said the management is a process that administrators follow in order to achieve the goals of the organization with relying on human resources and administrative resources. When said overall, management is the act of achieving the objectives of the organization through various activities based on human resources and administrative resources.

It can be concluded that management refers to the strategy of implementing management processes namely planning, organizing, personnel organizing, directing and supervising which is to manage limited resources resulting in the organization to achieve its objectives or goals.

II. ORGANIZATIONAL JUSTICE THEORY

Social justice is a concept that raises questions about how the social benefits or allocation of social resources is allocated to the population in that society that is fair to all members of society or not. Concept of social justice is one of the most discussed social science concepts in an era of blossoming democracy and the people have more political experience as they are today.

In addition, the concept of fairness is appropriate to be used in questioning policies and ways of thinking in solving problems of society as a whole. (WichayaKomin and BorwornSapsing: 2014).

Organizational Justice Definition

Fairness in the organization is concerned with the perception of justice in organizations that have rules and social norms that are governing them, taking care of the allocation of rewards (Both in reward and punishment) that
personnel should be received and includes a decision-making process to allocate returns, other decision making and interpersonal treatment (Folger and Cropanzano, 1998, p. preface) which is consistent with the Buddha's personnel management. The Lord Buddha used the government of the Sangha by suppressing the person who should be suppressed and praise those who deserve praise.

AnandPanyarachun (2010) has given the meaning of fairness in the organization that it refers to a balanced income distribution, an equal in access and equal in opportunity. There is no social exclusion and it is imperative to acknowledge the righteous requirements and listen to the voices of the various groups in society.

Russell, David & Stephen, (2007) imparted fairness in the organization: Fairness in organizational management is to assess personnel who live in administrative morals and ethics. When this principle is followed, fairness can be created but must also rely on the approval of the personnel. First of all, we will give the definition of fairness by taking into account three key principles: fair income distribution, fair processes, and fair their relationship with each other.

Dale A.Spartz. (2002) Organizational justice is the fairness obtained from the relationship of the elements that take place in the organization whether it is social or economic and involves the relationship between the individual and the supervisor, subordinates, colleagues and organization as a social system. It consists of various fairness groups, including fairness in the interests of the organization, fairness in the process and fairness in the interaction between organizations both on the social side and economic.

Brenda Mcmahon (2007) said the meaning of organizational fairness is the structural concept of human society at the organizational level that is truly valuable Which has to be argued for inequality as a result of unequal relations with power and calls for social change in order to overcome these inequalities.

Fairness in the organization is important to enhance the performance of personnel within the organization. Nowadays, organizations are generally used in personnel management, employment, appraisals of performance, rewarding. In this regard, the fairness of management encourages personnel in the organizational commitment to work to the best of abilities, promoting relationships within the organization based on trust, reducing conflicts as well as adjusting the working behavior to satisfy the satisfaction of the service users. Fairness is a concept based on an individual's belief that benefits are greater than the objectives of an organization's operations but it is related to the leadership of the organization's executives, especially in the dimension of morality and ethics in organizational management of the leader. (Russell, David & Stephen, 2007)

Fairness in the management of any organization must enhance the value of the work, working behavior, especially the independence of thought, creating equal opportunities in work life as a relative result to the defined individual conditions. (Lumby& Coleman, 2008) Fairness promotes work for the whole. (Stephen & Erin, 2012) Therefore, it can be concluded that the elements of social justice consist of beliefs, attitudes, valueof individuals, work behavior and management behavior and may take the form of principles, processes, management method. (Maureen & Joseph, 2010)

In addition, the concept of social justice is also linked to other activities in society besides the political situation, economic activities, education and occupation of majority people in society. The reason is because of the inequality, society considers it an inequality that is a major source of conflict and community society lacks unity which is difficult to manage success in the organization and society.

Therefore, the most important factor is the foundation for the creation of fairness in society. It is necessary to use mechanisms to create opportunities for the majority of members of the society in the organization to participate in the benefits that will arise from the management of the country, society, organization. (KittisakPhromrak and YubolwanTanjeeararat, 2010) The selection of appropriate methods in line with the way of life of the community is crucial to the maintenance of fairness in the society. (WuttichaiSaiboonchhuang, 2011).

Summary of the concept on organizational justice
Fig.1 The picture shows the elements of the concept of organizational justice.

(Sub-Concept of Organizational Justice)

III. DEFINITION OF DISTRIBUTIVE JUSTICE

A definition of income distribution towards the definition of fairness in society, relationship with benefits, receiving compensation from participation in any situation-based work activity assigned by the organization's administrator. Individuals have expectations for a definition of fairness that may be compared to the value of work, self-sacrificing behavior, patience and persistence in the work. Including the achievement of working goals. Therefore, the definition of fairness in the society at the corporate level is directly influenced by individual beliefs, attitudes, values, perception, acceptance, compliance (Wendy, 2007; Maureen, 2010).

Andrew J. Lee, (2007) describes the distributive justice definitions as fair distribution in the organization and related to the performance of each person such as salary, benefits and added as expenses.

Wiroj Jedsadalak, (2010) imposes fairness as the perceptions of the benefits received from the organization in different ways whether it is amount or obtaining other useful opportunities such as promotion etc.

Folger and Cropanzano, (1998) said the distributive justice is a fair view of the number and allocation of rewards between individuals.

Wendy L. Poole, (2007) said the distributive justice means recognition of equality which is tied to the distribution of resources or distributing income evenly and thoroughly.

Definition of the legitimacy of the income allocation of persons; Is influenced by external impulses which mixed with personal opinion, especially learning social experience work experience as well as perceptions of conflicts social injustice to interpret set as a variable of expectation each person expects to be justified by being in a group and expects the benefits that each person should receive from participating in a group activity (Yeh, 2006).

Defining the fairness in the income distribution in the organization as a result, the society presents issues of improvement. Like being equal and equal being given opportunities according to human rights and being fair and not partial, equal treatment from the state and equal protection under the law, no persecuting and non-violate each other's rights, transparent and no taking advantage of each other.  (Wuttichai Saiboonchhuang, 2011)

Meaning is based on social conditions, political context and important philosophy of the people which was used for life affecting the state of conflict or the atmosphere of community harmonious which is a fundamental concept in Buddhism for applying to human activities in general. (Michael, 2009).

The concept that values all life, all human beings who live in the world have equal human values, dignity, and equality in social, economic and political opportunities (Gary & John, 2010). Finding the right answer to social justice requires a perspective of their own in the perspective of a group (Drew, 2009).

Fairness according to Buddhist concepts emphasizes the meaning of the law of karma. All life is subject to the principles of birth, life and death. (Inwon, Samuel & Pierre, 2006).

Conclusion of Distributive justice

Distributive justice means fair income distribution, equal recognition which is tied to the distribution of resources or distributing even and equal income (Wendy L. Poole, 2007) that relates to the performance of each individual,
such as salaries, benefits and added to expenses. (Andrew J. Lee, 2007) or the perception of fairness to the interests of the organization. In different ways that is the amount or receiving other useful opportunities such as promotion, training to increase potential, etc. (WirojJesadalak, 2010).

Fig. 2 Illustration of variables observing income distribution fairness.

1) Personal perceiving refers to an individual's perspective on living conditions, economic position, rights and freedoms obtained from coexistence with other members of a community organization, society, to be interpreted as equality. Social differences (Drew, 2009) Equality under the Law of Karma (Inwon, Lee & Pierre, 2006; Stephanie & Erin, 2012)

2) Social benefit receiving means receiving a share from the community organization, society, receiving public services. Benefits that most members of society receive gaining educational opportunities, learning, accessing services provided by a social community organization as a member of a social community organization (Maureen & Marshall, 2009; Freyedon, Morteza&Zeinab, 2011)

3) Training means participating in developing knowledge, work skills training, human relations, management skills, dissemination of teachings according to the development program curriculum in both formal and not official for applying to work within the organization to develop the organization to achieve results and goals in promoting an atmosphere of fairness in society (PhrakhruPhairotsarakhun, 2010) and peaceful community. (Yeh, 2006; Drew, 2009)

IV. PROCEDURAL JUSTICE DEFINITION

Greenberg (1990) has defined process justice as the employee's perception of the process by which award is made to employees. This is called consistency, elimination of prejudice, fairness and ethics. Employees will accept uneven compensation if the organization has shown them that the process by which the organization makes decisions on the return there is justice.

WirojJedsadalak (2010) has defined process fairness as perceived in process justice. This is a formal process for making decisions about assignments and allocates results or benefits in different ways.

Russell, David & Stephen (2007) imposes fairness in the process of being allocated benefits but it is not specific to the benefits that will arise for oneself alone. But justice in the process sets out some principles based on the knowledge of the people within the organization including the participant's governing role in making decisions in the ongoing process.

Wendy L. Poole (2007) imparts justice in the process that from this point of view, it means fair work processes. Just a decision-making perspective is one of those processes that results from a procedure that is justified.

Andrew J. Lee (2007) said justice in the process reefers to fairness in the official corporate policy and it is also a method of determining organizational results.

The organization or community organizing activities in a public manner encourage all members of the organization to participate in corporate social responsibility, to encourage everyone to show their knowledge and the individual's ability to protect the prosperity of society. By performance responsible for work according to the position and function according to the knowledge and ability. Everyone has the right opportunities for personal development to progress in the position of duty performance receive rewards when performing well. They always punished like any other member of society, all show clear pictures of working behaviors that promote fairness in the organization (PanayuChairattananon, SakarinSaephu and NatthawutAsawakovitwong, 2011)

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Procedural fairness is essential to the management of modern organizations. Both in the category of government agencies, private organizations, religious organizations, especially the temple, which is a non-profit organization. They emphasize on promoting transparent management efficiency for all members of the organization. It is important to declare policy clarity, practice, as well as the realization of human rights, freedoms and equality. And is integrated into a key technique in managing corporate success (Ramin, 2012)

Modern organizational management focuses on the importance of reducing conflicts within the organization. Building Confidence and Faith Encourage Personnel to Improve Work Efficiency Adjust working behavior by creating fairness in the organization. (Russell, David & Stephen, 2007) Because organizational fairness is a rebalancing of practice-focused work (Patricia, 2007)

**Conclusion of Procedural Justice Definition**

Procedural justice refers to the employee's perception of the process used to determine the payment of awards to employees. It is called consistency, elimination of prejudice, objectivity and ethics. Employees will accept unequal rewards if the organization shows them that the process by which the organization makes decisions about rewards is fair. (Greenberg, 1990) How the benefits were allocated is not specific to the benefits that will arise for oneself alone but process justice also stipulates some principles based on the competence of the organization (Russell, David & Stephen, 2007)

![Diagram of Procedural Justice]

1) Perceiving refers to devotion to self-sacrifice for the benefit of the organization, responsible for performing duties from the use of knowledge, work skills, coordinate cooperation from colleagues, outside agencies to aim for the organization to be successful in its operations without taking advantage of others, accept and comply with the organization's rules, recognize the human dignity of everyone in the organization (Gary & John, 2010), working equally well with others (Martin, 2004).

2) Making decision refers to the right to choose to exercise one's capacity to perform an opinion work, accepting social truths, analyzing the problem, offering solution to problem solving, coordinate work, creating a system that promotes an equality atmosphere, everyone has a choice, resilience meets individual needs, in harmony with the whole (Keiko, 2005), advocating for independent living (Rolla et al, 2010), refusing to resist violence in solving problems (Yeh, 2006).

3) Allocation means that all members of the organization have equal opportunities to receive essential basic services from the organization, having the right to freedom of attendance, expressing opinions, presenting opinions, organizing public relations, requesting and negotiating when considering someone has not received fairness from the organization, organization leader, corporate executive, other members of the social community organization (Pinitlapthananon, 2010)

**V. INTERACTIONAL JUSTICE DEFINITION**

Andrew J. Lee, (2007) has interpreted justice in interactions as maintaining interpersonal relationships that employees receive from their supervisors in the implementation of the policy and organizational methods.

Aurier&Siadou-Martin, (2007) implies interaction fairness as dealing with interpersonal behavior in the procedural and dispatch regulations and result, a component of correctness is fair, dealing with the aspects of human behavior that need to be communicated and also what is characteristics such as honesty, politeness, care, subjective and honesty. Studies on service delivery have shown a strong relationship and importance that employees who communicate with customers should be polite, there is a response with the customer, providing
useful information not only after an interaction but after another interaction for example during a complaint or a simple response.

Bobocell&Holmvall, (2001) has interpreted interaction fairness as perceiving organizational justice in the interaction between organization and employees. It means that employees perceive that their supervisors are sincere, respectful and respect the rights of employees equally. Provide correct information of the organization equally true and complete and do not discriminate.

Russell, David & Stephen, (2007) said the fairness in interaction is how people are treated with one another. A person who can interact well with each other is either his or her relationship will be in the manner to share information appropriately and will avoid words in communication that are not beautiful or violent against each other.

Dale A. Spartz, (2002) said the meaning of interaction justice is the predominant behavioral trait of individuals that make justice assessments based on the qualities they derive from maintaining strong interpersonal relationships.

The management of the monastery needs to be revised to be up-to-date on the issue of improving the management efficiency with relying on the key mechanisms of demonstrating administrative behavior through command power, management techniques, including the leadership of the monastic leaders in the temple boundary, it is a tool to drive the community to promote fairness at a broader level. Encouraging and supporting Buddhist monk in the monastery to have a socially acceptable working behavior, persuading to exhibit monastic behavior to guide the society to be peaceful (ThitipaunSasom, 2010) to reduce social conflicts, promoting people to realize the importance of human dignity according to the Buddhist concept. (Phrakrupisanthiratham, 2010)

Conclusion of Interactional Justice Definition

Interactional fairness is necessary for the management of the temple to create a fair atmosphere which is related to administrative behavior. This managerial behavior is determined by two important factors: education, training and management experience, therefore, those who will be executives should be those who have received administrative training first to help him thinking of the management as. In addition, management must have skills or abilities in the concept, human relations and some technical aspects as well In order to enhance the management capability to be higher, thus reducing conflicts and helps to create unity among the group (Phrakrupisanthiratham, 2010)

1) Working experiences refers to the length of time to join and perform work in the organization, the number of times we have worked with the group, board membership, making decisions, joining in human rights work, human dignity, social benefit sharing, creating equal income promotion opportunities in social community organizations (Stephenie& Erin, 2012; Ramin, 2012), or is it the number of times The frequency of social justice work, participation in activities, doing a project on the equality of the people, human dignity, commenting, giving feedback, working against conflicts within a social community organization, asserting their rights (Inwon, Samuel & Pierre, 2006; Drew, 2009).

2) Conflict reducing refers to functional functions and ability, taking responsibility for decisions within the scope, listening to different opinions, ready for a change, presenting work practices that promote unity among the faculty, having communication skills, coordinating the differences of the members of the organization, heading for the organization to have an equality atmosphere, justice without discrimination (VirawitKongsak, 2010; KulpaWajanasara, 2012)
3) Community harmonious means that all members of the community organization participate in promoting synergies, everyone has the right to express their opinions, discussing key points, taking responsibility for performing work that affects the public, taking part in policy decisions and regulations of society, communities, and organizations for the purpose of a peaceful coexistence atmosphere (Thammasat University, 2009; Panayu Chai SakarinSaephu and NatthawutAsawakovitwong, 2011)

CONCLUSION OF ORGANIZATIONAL JUSTICE

1. Distributive justice namely 1) Personal perceiving 2) Social benefit receiving 3) Training

2. Procedural justice) namely 1) Perceiving 2) Making decision 3) Allocation

3. Interactional justice) namely 1) Working experience 2) Conflict reducing 3) Community harmonious

Guidelines for the implementation of administrative and management principles to promote fairness in the organization

In this article, we will present the concept of fairness: equality in the form of Rawls. There are two points: 1) each person must be allocated an equal set of fundamental rights and freedoms. It is a complete and sufficient set and fits the same set of rights and freedoms of all other people. 2) Socio-economic inequality can arise only when two conditions as follow: 1) Positions and duties must be open to all under the terms of fair equality of opportunity 2) This inequality must be in the interests of the greatest number of disadvantaged members. There are steps for applying these two principles (Tao Zhang, 2011) 1) agreeing on the principles of fairness 2) jointly drafting a principle or a community contract 3) establishing a regulation related to a set of contracts. 4) Follow the established rules and regulations and review fairness in all situations.

Summary of implementation of management principles and management to promote fairness in the organization 1) understanding how to manage in a process. It refers to the process that brings decision making and policies to practice for the fairness and the best interest of the organization or society without conflict or conflict with morality. Global ethics, 2) access to management methods and bring material and human resources to be implemented in order to achieve the stated objectives, 3) developing a process for promoting fairness in the organization through equal participation from all parties in the organization that does not violate laws, regulations, traditions, and way of life. Individual differences And morality and ethics which are universal which can summarize the diagram as follows

![Diagram of fairness in the organization]

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Fig. 6 A picture of the implementation of administrative and management principles to promote fairness in the organization. Developed by Phramaha Wiruth Wirojano and Chanathip Sritho.

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