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경력만족의 선행변인으로서의 조직공정성: 통합적 문헌연구를 통한 개념적 모델 도출

Organizational Justice as the Antecedent of Career Satisfaction: Building a Conceptual Model from an Integrative Literature Review

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요약

이 논문의 목적은 통합적 문헌연구를 통해 경력만족의 선행변인으로서의 조직공정성(분배공정성, 절차공정성, 상호작용공정성)에 관해서 고찰하는 것이다. 또한 이 연구는 경력개발을 위한 조직지원(조직의 스폰서십)이 조직공정성과 경력만족의 관계에서 잠재적인 매개변수로서 기능할 수 있는지를 탐색하는 것을 목적으로 한다. 선행 연구들에 관한 통합적 문헌조사에 기초하여, 이 연구는 조직공정성과 경력만족과의 관계를 경력개발을 위한 조직지원과 더불어 개념적 모델로서 제시하였다. 이러한 개념적 모델에 의하면 조직공정성은 경력만족의 주요한 선행변인의 하나로 포함될 수 있으며, 경력개발을 위한 조직지원은 조직공정성과 경력만족의 관계를 매개하는 변수로서 기능할 수 있다. 이 연구는 직장 내 경력개발의 맥락에서 조직공정성과 경력만족과의 관계를 규명함으로써 인적자원개발 분야에 기여한다. 나아가 이 연구는, 경력만족에 영향을 줄 수 있는 잠재적인 매개변수들과 같이, 조직공정성과 관련된 다양한 요인에 관한 연구를 수행하기 위한 추가적인 이론적 기초를 제공해 준다고 할 수 있다.

■ 중심어 : | 조직공정성 | 경력만족 | 경력개발 | 경력개발을 위한 조직지원 | 인적자원개발 |

Abstract

The purpose of this study was to explore organizational justice (distributive, procedural, and interactional justice) as the antecedent of and career satisfaction by conducting an integrative literature review. In addition, this study aimed to identify organizational support for career development (i.e., organizational sponsorship) as the potential mediating variable between organizational justice and career satisfaction. Based on an integrative literature review of previous research, this study proposed the conceptual model on the relationship between organizational justice and career satisfaction along with organizational support for career development. According to the conceptual model, organizational justice can add to the pool of important antecedents of career satisfaction, and organizational support for career development could mediate the relationship between organizational justice and career satisfaction. This study contributed to the human resource development (HRD) field through investigating the relationship between organizational justice and career satisfaction in a career development context in the workplace. Further, this study provided additional theoretical backgrounds to conduct organizational justice related research on diverse factors, such as potential mediating variables, influencing career satisfaction.

■ keyword : | Organizational Justice | Career Satisfaction | Career Development | Organizational Support for Career Development | Human Resource Development (HRD) |

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I. Introduction

Career satisfaction has become an important issue in the workplace because individual success results in organizational success[1]. Gattiker and Larwood (1988)[2] defined career satisfaction as a reflection of an individual's values and preferences for the level of pay, challenge, or security that may affect an individual's assessment of his/her career accomplishments. According to various studies, career satisfaction leads to more committed and motivated employees[3]. Therefore, researchers have paid increasing attention to various factors that influence employees' career satisfaction.

Organizational justice can be defined as the role of fairness in organizations closely related to employees' perceptions of fair treatment in the organization. Organizational justice may be generally categorized into three sub dimensions: (a) distributive justice, (b) procedural justice, and (c) interactional justice. Organizational justice has been applied to various human resource (HR) issues in the workplace such as recruitment and selection practices[4-6], performance appraisals[7], pay raise decisions[8], promotions[9], compensation systems[10][11], and affirmative action programs[12].

Similarly, organizational justice became an emerging issue in the field of human resource development (HRD) because it can also be related to HRD areas: training and development, organization development, and career development. The allocation issue of training and development opportunities and the selection criteria for program participants are closely related to organizational justice[13] since employees can see their participation in training and development programs as rewarding or beneficial[14]. Similarly, organizational justice is associated with the distribution of career development resources and employees' participation in planning, implementation, and evaluation of career development programs[15]. Furthermore, in the field of organization development, primary concerns for justice in change can be directly related to organizational justice[16][17]. Also, fair information and communication play important roles in predicting the survivor's level of organizational commitment, job satisfaction, and management trust in a change situation[18][19].

II. Problem Statement and Purpose of the Study

According to Wooten and Cobb (1999)[15], many career development texts[20-22] deal with emerging topics of justice in the HRD field. However, few studies have examined the possible relationship between organizational justice and career satisfaction[23][24], even though organizational justice may have a positive influence on career satisfaction. Although there are diverse studies on the relationships between career satisfaction and other variables such as job satisfaction, organizational commitment, and turnover intention[3], little research has been conducted on how organizational justice influences career satisfaction.

As described above, it seems that organizational justice can have a positive relationship with the level of career satisfaction of employees in the organization[24]. Therefore, the purpose of this study is to explore organizational justice (distributive, procedural, and interactional justice) as the antecedent of career satisfaction by an integrative literature review. In addition, this study aims to identify organizational support for career development (i.e., organizational sponsorship) as the potential mediating variable between organizational justice and career satisfaction.

III. Organizational Justice

Organizational justice can be defined as the role of fairness in organizations closely related to employees' perceptions of fair treatment in the organization. In addition, organizational justice may be generally categorized into three sub dimensions: (a) distributive justice, (b) procedural justice, and (c) interactional justice. Distributive justice is considered as the original concept of organizational justice and deals with the fairness of outcomes including pay, rewards, and promotions[25]. Procedural justice is concerned with fairness issues about the processes used to determine outcomes[26]. Interactional justice refers to the fairness of interpersonal communication. According to the interactional justice theory, employees are sensitive to the quality of interpersonal treatment they experience in the organization[27].

1. Distributive Justice

The concept of distributive justice concerns an individual's gain from outcomes or resource allocation in an organization. Based on social exchange theory, distributive justice has been discussed since the 1950s[25]. Homans (1961)[28] argued that, when individuals are in exchange relationships with others, they expect fair exchanges. Also, in terms of normative expectations for future exchanges, they tend to be highly sensitive in case others get more outcomes or resources from the exchange than themselves[28].

With regard to exchange theory, there are two types of exchanges: economic exchanges and social exchanges[29]. The former is based on contracts which clearly describe, in advance, the exact quantities which should be exchanged between the two parties. In contrast, the latter is related to one party's favor that results in creating future obligations which are left to the other party's discretion[29]. Also, Blau (1964)[29] pointed out that there is a close relationship among individual's previous experiences, expectations, and satisfaction with exchange relationships.

According to Adams (1965)[30], distributive justice can be theorized in terms of equity, which means a perceived ratio of outcomes, by using the concept of investments and social exchange. In equity theory, fairness can be perceived by individuals only when there is equity between inputs and outcomes[16]. While inputs are any form of an individual's contributions to an organization (i.e., education, knowledge, experience, time, or effort), outcomes are any form of the organization's return to that individual, including pay, rewards, recognition, or satisfaction[30].

Equity theory can be used to predict individuals' motivation and satisfaction under different conditions. According to empirical research, how people respond to the outcomes of a resource allocation decision as a function of its perceived fairness depends on which conditions, under-reward, over-reward, or equitable reward, they are under. For instance, while individuals in the under-reward condition are likely to feel angry, individuals in the over-reward condition tend to feel guilty[25].

Also, when individuals perceived inequity, comparison with others plays a more important role than objective criteria. In this context, distributive justice is related to two different types of comparisons. One is intrapersonal comparison of one's own outcomes, and the other is interpersonal comparison between their and other's outcomes[31].

2. Procedural Justice

Since the mid-1970s, organizational justice researchers have focused on procedural justice along

with distributive justice[25]. The concept of procedural justice originated from a legal dispute context[32]. According to procedural justice theory, not only the outcomes that individuals receive, but also the fairness of the processes used to plan and implement a given decision, plays an important role when individuals perceive justice. Leventhal, Karuza, and Fry (1980)[33] applied the procedural justice theory, which was discussed in a dispute resolution context by Thibaut and Walker (1975)[32], to an outcome-allocation context in organizations. According to Leventhal et al. (1980)[33], the following six procedural rules should be foundational in all allocation contexts: Procedures should: 1) follow consistent procedures (consistency), 2) be without self-interest (bias suppression), 3) be based on accurate information (accuracy), 4) provide opportunities to correct the decision (correctability), 5) consider the interests of all concerned parties represented (representativeness), and 6) follow moral and ethical standards (ethicality).

As described in the six procedural rules, fair procedures should rule the allocation of outcomes in the procedural justice theory. The most critical difference between procedural justice and distributive justice lies in this point. Because procedural justice is beyond self-interest, it could be a kind of social justice in an organization. In contrast, distributive justice could be called personal justice or private justice since it is mainly related to self-interest focusing on reactions to perceived inequities from allocation of resources and outcomes in organizations[34].

According to Lind and Tyler (1988)[35], a group value model can account for the effects of procedural justice. The group value model suggests the reasons individuals value their group memberships lie in not only economic, but also social and psychological aspects. As a result, individuals tend to follow fair procedures even in situations when they then sacrifice personal gains, because justice originated form morality in a social context[36].

In other words, although the outcomes seem disadvantageous to someone, the more a process is perceived to be fair, the more tolerant that person is about the consequences of the process[35]. In other words, individuals tend to conform to a low level of distributive justice without objection, if there is a high level of procedural justice[8]. In contrast, Sweeney and McFarlin (1992)[37] suggested that, if there is a low level of distributive justice, individuals tend to respondto inequity with resentment. This means that procedural justice moderates the impact of distributive justice on individuals' reactions to a decision regarding allocation of outcomes[38]. As a result, distributive justice has much less impact on individual reactions under the perception of high procedural justice[39].

3. Interactional Justice

Bies and Moag (1986)[27] introduced the concept of interactional justice and extended the discussion about procedural justice further. Conceptually, interactional justice is associated with an individual's perceptions of fairness regarding the interactions with a decision-maker who is responsible for the process of the outcomes allocation[27]. According to the interactional justice theory, individuals evaluate the fairness of these interactions by the quality of this interpersonal treatment[34][40]. Also, individuals focus on how much respect and dignity (interpersonal justice) they are shown by the decision-maker and the explanations (informational justice) provided by the decision-maker regarding their relative outcomes from that system[34][40]. In this context, Bies (1987)[40] argued that interactional justice focused on

the communication aspect of fairness in decision-making systems.

4. Organizational Justice and Career Development

Wooten and Cobb (1999)[15] pointed out that there is a meaningful relationship between the theory of organizational justice and the practice of career development. In a workplace career development context, three dimensions of organizational justice involve different aspects of career development practice; Distributive justice is a program focus, procedural justice is a process focus, and interactional justice is a people focus. How the organization is managing and developing employees' careers significantly influences their perceptions of fairness about the career development practice.

In addition, Wooten and Cobb (1999)[15] argued that organizational justice can play a significant role in three areas: "the perceived fairness of general human resource management policies and personnel practices that affect career development; the perceived justice of specific career development interventions and outcomes; and fairness issues affecting specific employee populations" (p. 177). Thus, the perceived justice regarding various career development related issues, such as performance appraisals, hiring decisions, and downsizing efforts, have a great impact on other career related issues including a significant role in self-efficacy, job involvement, retirement plans, career identity, stress, coping ability, and overall quality of work life[15].

Based on Wooten and Cobb's study (1999)[15], Crawshaw (2006)[41] investigated principal sources of fairness perceptions in a research on the organizational career management practice in a career development context. Crawshaw (2006)[41] linked key fairness criteria with justice constructs, and [Table 1] summarizes findings.

Table 1. Judgements of Fairness Regarding Practices and Related Justice Constructs[41]

Direction of the Judgements of Fairness (Principal Source of Fairness Perceptions)	Themes (Key Fairness Criteria)	Justice Construct (Related Dimension of Organizational Justice)
Source 1: Line Manager-Focused (Career Management Agent)	Respect	Interpersonal justice
	Feedback/ guidance	Informational justice
	Voice	Procedural justice
	Consistency	Procedural justice
	Bias suppression	Procedural justice
Source 2: Organization-Focused (Career Management System)	Bias suppression	Procedural justice
	Consistency	Procedural justice
	Voice	Procedural justice
	Values	Procedural justice
	Information/ guidance	Informational justice
	Openness /honesty	Informational justice
Source 3: Outcome-Focused (Career Development Opportunities)	Merit	Distributive justice
	Needs	Distributive justice

IV. Career Satisfaction

Career satisfaction, as a criterion for evaluating an individual's career as a whole, has been studied as a crucial subjective factor of career success outcome. Career satisfaction can be defined as a reflection of an individual's values and preferences for the level of pay, challenge, or security that may affect an individual's assessment of his/her career

accomplishments[2]. Employees' meaningful accomplishments lead to joy, engagement, and creativity at work[42]. Originally, various scholars have examined objective and subjective perspectives on career outcomes. While objective (or external) perspective on career outcomes is that of an organization, subjective (or internal) career outcome is judged by an employee[43]. However, in later years there has been an increasing focus on the subjective career outcome dimension because the recognition of subjective career outcomes has been regarded as an index of one's well-being or perceived quality of life[2]. While job satisfaction is related to employees' feelings of satisfaction with a specific job, career satisfaction is associated with their feelings of satisfaction with an entire career[44].

Career satisfaction and its relationships with other variables have been investigated in a variety of different contexts. With regard to career satisfaction, individual personality[45], types of professions[46], race[47], work-life balance issues[48], organizational support for career development[49], and the effects of career satisfaction on organizational effectiveness[3] have been studied.

In their meta-analysis, Ng et al. (2005)[50] categorized antecedents of objective and subjective career success into four sets: organizational sponsorship, human capital, socio-demographic status, and stable individual differences. In their study, subjective career success refers to career satisfaction. [Table 2] shows detailed information. Although these previous studies have examined antecedents and consequences of career satisfaction (i.e., subjective career success), the full range of antecedents is not known yet.

Table 2. Antecedents of Objective and Subjective Career Success[50]

Category	Definition / Description	Content
Organizational Sponsorship	"The extent to which organizations provide special assistance to employees to facilitate their career success" (p. 371).	Career sponsorship, supervisor support, training and skill development opportunities, and organizational resources
Human Capital	"Individuals' educational, personal, and professional experiences that can enhance their career attainment" (p. 370).	Number of hours worked, job involvement, job tenure, organization tenure, work experience, willingness to transfer, international work experience, education level, career planning, political knowledge and skills, and social capital
Socio-Demographic Status	"Reflect individuals' demographic and social backgrounds" (p. 371).	Gender, race, marital status, and age
Stable Individual Differences	"Represent dispositional traits" (p. 371).	Big five personality factors, proactivity, locus of control and cognitive ability

V. Organizational Support for Career Development

Although other variables in the categories of human capital, socio-demographic status, and stable individual differences in [Table 2] could influence career satisfaction, the variables in the organizational sponsorship category is the most significant antecedent of career satisfaction[50]. To date organizational sponsorship has been studied as an

issue of “organizational support for career development” or “organizational career management” (OCM) in career development literature. In this study a single term “organizational support for career development” is used to cover all these three terms since organizational support for career development seems more consistent with the new supportive role of organizations to facilitate their employees’ career development[51]. [Table 3] summarizes definitions and factors/dimensions of organizational support for career development.

Table 3. Definitions and Factors/Dimensions of Organizational Support for Career Development

Author(s)	Definition	Factors/ Dimensions
Barnett & Bradley (2007)[52]	"The programs, processes and assistance provided by organizations to support and enhance their employees' career success" (p. 622).	"Formal strategies" and "informal support" (p. 622). "Formal organizational support for career development" and informal organizational support for career development" (p. 626-627).
Crawshaw (2005)[24]	"The various policies and practices, deliberately established by organizations, to improve the career effectiveness of their employees (Orpen, 1994, p. 28)" (p. 32).	"Informational, relational, and developmental OCM practices" (p. 244).
Crawshaw (2006)[41]	"Policies and practices developed and implemented by an organization to support the career development of their employees" (p. 99).	"Line manager-focused, organization-focused, and outcome-focused" (p. 110)
De Vos, Dewettinck, & Buyens (2009)[53]	"The activities undertaken by the organization in order to plan and manage the careers of its employees" (p. 58).	"OCM practices-line management and OCM practices-HR" (p. 66).
Kong, Cheung, & Zhang (2010)[54]	"The programs, processes and assistance provided by organizations to support and enhance their employees' career success" (p. 468).	Career assessment tools, career development information, career professional training, and the career promotion system" (p. 473).
Kong, Cheung, & Song (2011)[55]	"Programs, processes, and other forms of assistance provided by organizations to support and enhance their employees' career success" (p. 112).	"Career development program, career appraisal and advice, and career training" (p. 116).
Ng et al. (2005)[50]	"The extent to which organizations provide special assistance to employees to facilitate their career success" (p. 371).	"Career sponsorship, supervisor support, training and skill development opportunities, and organizational resources" (p. 371).
Orpen (1994)[56]	"The various policies and practices, deliberately established by organizations, to improve the career effectiveness of their employees" (p. 28).	"Career management policies, employee career development, and career information" (p. 32).
Pazy (1988)[57]	"The policies and practices deliberately designed by organizations in order to enhance the career effectiveness of their employees" (p. 313).	"Policies, development, and information" (p. 318).
Sturges et al.(2002)[58]	"Attempts made to influence the career development of one of more people" (Arnold, 1997[59], p. 19) and "largely planned and managed by the organization" (p. 732).	"Formal practice and informal practice" (p. 747).

VI. The Relationships among Organizational Justice, Organizational Support for Career Development, and Career Satisfaction

Several meaningful linkages can be found between Ng et al.'s (2005)[50] study and this study. First, organizational justice is closely related to each category of organizational support for career development (i.e., organizational sponsorship) which is career sponsorship, supervisor support, training and skill development opportunities, and organizational resources. Second, organizational justice can be linked with "human capital" (e.g., career planning, job involvement, willingness to transfer, political knowledge and skills, and social capital). Third, organizational justice is linked to "objective factors of career success" (i.e., salary and promotion).

In particular, Ng et al.'s (2005)[50] study showed that organizational support for career development is significantly and positively related to career satisfaction, with the strongest effect sizes. Therefore, there is a need to closely investigate the contents of organizational support for career development in terms of the relationship between organizational justice and career satisfaction. [Table 4] shows the conceptual linkage between justice constructs and each category of organizational support for career development or "organizational sponsorship" in Ng et al.'s (2005)[50] study.

In addition to four factors of organizational support for career development in Ng et al.'s (2005)[50] study, Crawshaw (2005)[24] categorized organizational support for career development or "organizational career management practices" into three factors: informational, relational, and developmental organizational support for career development. By conducting statistical analysis, Crawshaw (2005)[24] identified the significant relationship between these factors of organizational support for career development and justice constructs. [Table 5] shows the results.

Table 4. Organizational Support for Career Development (i.e., Organizational Sponsorship)[50]

Factors	Definition	Justice Construct (Related Dimension of Organizational Justice)
Career Sponsorship	"The extent to which employees receive sponsorship from senior-level employees that helps enhance their careers" (p. 371).	Interactional Justice Distributive Justice
Supervisor Support	"The extent to which supervisors provide emotional and work-related social support" (p. 380-381).	Interactional Justice Distributive Justice
Training and Skill Development Opportunities	"The extent to which their company provided opportunities for training and skill acquisition" (p. 381).	Distributive Justice Procedural Justice
Organizational Resources	"The amount of sponsorship resources an organization has available to allocate to employees" (p. 371).	Distributive Justice Procedural Justice

Lastly, three different factors of organizational support for career development were identified by Orpen (1994)[56] and Pazy (1988)[57]: career management policies, employee career development, and career information. Considering descriptions of each factor, justice construct related to factors of organizational support for career development can be identified and shown in [Table 6].

Table 5. Factors of Organizational Support for Career Development (OSCD) and Related Dimensions of Organizational Justice (I)[24]

Factors	Descriptions	Interventions	Related Dimensions of Organizational Justice
Factor 1: Informational OSCD Practices	"Emerged from the analysis and shared the common theme of those organizational career management interventions that provided employees with career-related information and guidance" (p. 244).	"The company's intranet system, job vacancy bulletin and information on different career paths" (p. 244).	Distributive and Procedural Justice
Factor 2: Relational OSCD Practices	"Focused on those activities that involved career-related planning, discussions and counselling on an interpersonal basis with the organizational agent responsible for their career management (usually their line manager)" (p. 244).	"The performance appraisal and career counselling sessions with the line manager" (p. 244).	Distributive, Procedural, and Interactional Justice (Interpersonal and Informational)
Factor 3: Developmental OSCD Practices	"Included those interventions that provide individuals with more formalised and centralised learning and developmental opportunities relating to their careers" (p. 244).	"Workshops, development centres, succession planning, counselling with an HR specialist and the formal mentoring programme" (p. 244).	Distributive Justice

Table 6. Factors of Organizational Support for Career Development (OSCD) and Related Dimensions of Organizational Justice (II)

Factors	Descriptions	Related Dimensions of Organizational Justice
Factor 1: Career Management Policies	"The degree to which the organization was perceived to have formal, institutionalized plans and procedures for the recruitment, selection, evaluation and rewarding of employees" (Orpen, 1994[56], p. 32)	Procedural Justice
Factor 2: Employee Career Development	"The degree to which employees felt that the organization provided the sort of support, actions, and climate that facilitates the realization of employee potential in the organization" (Orpen, 1994[56], p. 32)	Distributive Justice and Interactional Justice (Interpersonal Justice)
Factor 3: Career Information	"The degree to which the organization was perceived to provide accurate and comprehensive data about present and future job opportunities in the organization freely to all relevant employees" (Orpen, 1994[56], p. 32)	Interactional Justice (Informational Justice)

In addition to the descriptions of each factor of organizational support for career development, specific items for these factors help find appropriate justice construct. Thus, these items of organizational support for career development identified in Pazy's (1988)[57] study are shown in [Table 7].

VII. A Conceptual Model from an Integrative Literature Review

Based on an integrative literature review of previous research above, this study proposes the research model for organizational justice and career satisfaction to narrow the research gap. [Figure 1] shows the conceptual model on the relationship between organizational justice and career satisfaction along with organizational support for career development, which is its potential mediating variable.

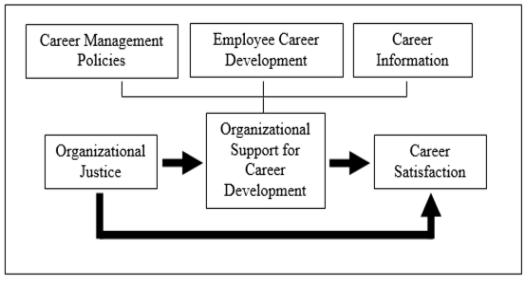

Figure 1. A Conceptual Model:
A relationship between organizational justice and career satisfaction along with its potential mediating variable

Table 7. Factors and Items of Organizational Support for Career Development[57]

Factors	Items
Factor 1: Career Management Policies	(1) Long-range business and organizational planning
	(2) Human resource planning (job types, needed talent)
	(3) Assessment center
	(4) Psychometric tests aiding in promotion and training decisions
	(5) Encouraging inhouse training and continuing education
	(6) Superiors being trained for employee development
	(7) Management development programs
	(8) Individually tailored training and development plans to prepare for promotion
	(9) Professional education being a promotion criterion
	(10) Planned job rotation being part of management development
	(11) Selection and assessment mechanisms being used as aid in staffing
	(12) Central human resource inventory
	(13) Policies toward newcomers' admission, orientation, and coaching
Factor 2: Employee Career Development	(1) Developing and promoting competent employees rather than "hoarding"
	(2) Employees actively pursuing their professional development and showing initiative
	(3) Superior-subordinate performance appraisal meetings
	(4) Ongoing performance feedback (not just periodical)
	(5) Subordinates discussing career plans with immediate superiors
	(6) Lateral mobility being socially acceptable
	(7) Planned job assignment for learning and development
	(8) Subordinates' development being appreciated and rewarded
	(9) Competence being a promotion criterion
	(10) Contacts being a promotion criterion (reverse);
	(11) Managers being willing to invest effort in employees' development
	(12) Consideration for nonwork concerns (e.g., family)
	(13) Individual career aspirations being input in organizational decisions about individual careers
	(14) Management being aware of personal career stages and changing priorities
	(15) Desired positions being filled by outsiders (reverse)
Factor 3: Career Information	(1) Free flow of information about organizational plans
	(2) Free flow of information about human resource forecast
	(3) Free flow of information about career paths
	(4) Free flow of information about job openings
	(5) Free flow of information about training programs

VIII. Implications

1. Theoretical Implications

This study could be a pioneering study on the relationship between organizational justice and career satisfaction along with organizational support for career development, which is its potential mediating variable, although there have been many studies on the relationship between organizational justice and job satisfaction. Specifically, this study contributes to the HRD field through investigating the relationship between organizational justice and career satisfaction in a career development context in the workplace. As shown in the conceptual model, employee perceptions of organizational justice can be hypothesized to increase career satisfaction. The more they believe that their organization is treating employees fairly, the more they are likely to be satisfied with their career within the organization in return. If the relationships are significant, organizational justice will add to the pool of important antecedents of career satisfaction. In addition, this study will contribute to identifying the critical role of three dimensions of organizational justice and interactions among them in career satisfaction, and providing additional theoretical backgrounds to conduct organizational

justice related research on diverse factors influencing career satisfaction. Also, this study contributes to integrating organizational justice and career development by applying organizational justice in a career development context. Finally, this study contributes to investigating the mediating role of organizational support for career development for the relationship between organizational justice and career satisfaction.

2. Practical Implications

This study has the practical implications for HRD professionals in terms of learning opportunities and ability of HRD to enhance career satisfaction in organizations. Career satisfaction issues in the context of career development are important not only to employees but also to HRD practitioners because many organizations need to seek the appropriate methods to promote career development and improve the career satisfaction of their employees. HRD practitioners should develop more sophisticated plans to create learning opportunities for career development and distribute them in a fair way because employees can view career development opportunities as a critical organizational resource and outcome for their career satisfaction. Thus, HRD professionals need to consider their roles and responsibilities to encourage and facilitate a learning culture which improves employees' career opportunities.

IX. Conclusions

In conclusion, this study proposed the conceptual model on the relationship between organizational justice and career satisfaction along with organizational support for career development based on an integrative literature review of previous research. Career satisfaction has become an important issue in the workplace because individual success results in organizational success and leads to more committed and motivated employees. Organizational justice has been applied to various HRD issues in the workplace including training and development, organization development, and career development. According to the conceptual model, employee perceptions of organizational justice can be hypothesized to increase career satisfaction. In addition, organizational support for career development (i.e., organizational sponsorship) could mediate the relationship between organizational justice and career satisfaction. Based on this conceptual model, empirical research needs to be conducted within a variety of organizations in the future. In addition, a meta-analysis could be needed to examine in-depth relationships among the variables in this study.

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