



UNIVERSIDADE CATÓLICA PORTUGUESA

THE IMPACT OF ORGANISATIONAL INJUSTICE EVENTS ON
RECOVERY: THE ROLE OF MEANINGFULNESS AS A
MEDIATOR AND THE MODERATING EFFECT OF
TRANSFORMATIONAL LEADERSHIP, TRANSACTIONAL
LEADERSHIP, PSYCHOLOGICAL SAFETY CLIMATE AND
FORGIVENESS CLIMATE

Dissertation submitted to Universidade Católica Portuguesa to
obtain a Master's Degree in Psychology in Business and Economics

By

Alina Diehm

Faculty of Human Sciences

September 2024



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Abstract

Stress-inducing conditions have risen significantly in contemporary society. As such, concerns surrounding employee health, and the prevention of work-related illnesses are increasingly prominent. However, the incidence of burnout and other stress-related outcomes continues to escalate. Unfairness and organisational injustice may contribute to stressful conditions in the workplace. This study aims to identify the interplay of leadership styles, organisational climate, and work meaningfulness on employee recovery from organisational injustice events. Transformational and transactional leadership, psychological safety climate, and forgiveness climate are seen as moderators between organisational injustice and work meaningfulness. Meaningfulness of work represents the mediating variable between organisational injustice and recovery. The second part of the study examines the effect of recovery on work-related well-being variables.

A two-wave online questionnaire was conducted. Following the elimination of invalid cases, a total of 180 responses were analysed. Participants completed two surveys, one week apart. The data was analysed using a moderated mediation analysis. The results showed no significant mediation nor moderation between the organisational injustice event and the recovery process of the employees. However, the correlation pattern among the study variables suggests that general organisational injustice (i.e., not pertaining to the event but rather to the general feeling employees have about their organisation) could have shown significant results. The influence of recovery on work-related well-being variables was measured by linear regression and showed significant results.

Therefore, future researchers should investigate the impact of organisational injustice in general. Another suggestion for future research would be to investigate other moderators and mediators (e.g. resilience or social support) in the relationship between organisational injustice events and recovery.

Keywords: Organizational Injustice, Leadership, Organizational Climate, Work Meaningfulness, Recovery

Sumário

As condições indutoras de stress aumentaram significativamente na sociedade contemporânea. Como tal, as preocupações em torno da saúde dos trabalhadores e da prevenção de doenças relacionadas com o trabalho são cada vez mais proeminentes. No entanto, a incidência de burnout e de outros resultados relacionados com o stress continua a aumentar. A iniquidade e a injustiça organizacional podem contribuir para condições de stress no local de trabalho. Este estudo tem como objetivo identificar a interação entre os estilos de liderança, o clima organizacional e o significado do trabalho na recuperação dos trabalhadores após eventos de injustiça organizacional. A liderança transformacional e transacional, o clima de segurança psicológica e o clima de perdão são vistos como moderadores entre a injustiça organizacional e o significado do trabalho. O significado do trabalho representa a variável mediadora entre a injustiça organizacional e a recuperação. A segunda parte do estudo examina o efeito da recuperação nas variáveis de bem-estar relacionadas com o trabalho.

Foi aplicado um questionário em linha em duas fases. Após a eliminação dos casos inválidos, foi analisado um total de 180 respostas. Os participantes responderam a dois inquéritos, com uma semana de intervalo. Os dados foram analisados através de uma análise de mediação moderada. Os resultados não revelaram mediação nem moderação significativas entre o acontecimento de injustiça organizacional e o processo de recuperação dos trabalhadores. No entanto, o padrão de correlação entre as variáveis do estudo sugere que a injustiça organizacional geral (ou seja, não relacionada com o acontecimento, mas antes com o sentimento geral que os trabalhadores têm em relação à sua organização) poderia ter apresentado resultados significativos. A influência da recuperação nas variáveis de bem-estar relacionadas com o trabalho foi medida por regressão linear e apresentou resultados significativos.

Por conseguinte, os futuros investigadores devem investigar o impacto da injustiça organizacional em geral. Outra sugestão para investigação futura seria investigar outros moderadores e mediadores (por exemplo, a resiliência ou o apoio social) na relação entre os acontecimentos de injustiça organizacional e a recuperação.

Palavras-chave: Injustiça organizacional, liderança, clima organizacional, significado do trabalho, recuperação.

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1. Introduction

In today's fast-paced world, organisations need to protect their employees. Hazardous situations for a company's employees can emerge rapidly and with regularity. Stressful situations can occur everywhere and at any time and come from varied sources: Time pressure or overwork, contact with difficult clients, lack of communication or collaboration within the organisation, job insecurity, harassment or bullying, and a lack of autonomy or influence over work pace and processes can all contribute to heightened stress levels in employees (European Commission, 2021). Moreover, economic trends, technology, and new management philosophies can have a high impact on employees' stress levels (Maslach & Leiter, 2013). Finally, organisational crises and other disasters are becoming increasingly commonplace. This is also evident in the prevalence of work-related illnesses – for example, the incidence of employee burnout is increasing annually (Statista, 2023).

A significant source of stress within a company arises from the unfair behaviour of others (organisational injustice). Workplace unfairness is an unfortunately common experience for employees. Such experiences can range from perceiving that one has received outcomes that are not aligned with the inputs one has provided, being subjected to procedures that are perceived as biased, opaque, or otherwise flawed, being treated with a lack of respect or dignity, and receiving information or explanations for work decisions that are perceived as inadequate (Colquitt, 2001). Considering its stressful nature (Vermunt & Steensma, 2001), it is perhaps unsurprising that unfairness perceptions have been associated with a variety of negative outcomes for employees, such as absenteeism, higher probability of coronary events, and impaired health functioning (De Boer et al., 2002; De Vogli et al., 2007). Organisational injustice and unfairness can adversely affect the entire organisation. Rupp and Paddock (2010) contended that individuals' perceptions of injustice are frequently accumulated over time and communicated with others, which can adversely affect the justice climate within organisations. The researchers stated that it can also hinder organisations' capacity to attract and retain esteemed employees (Rupp & Paddock, 2010). The impact of organisational injustice can, therefore, be very serious for companies, so companies should either try to avoid these incidents or, because avoidance is not always possible, try to minimise the impact and help their employees to get over the situations. Indeed, given the direness of the outcomes typically associated with unfairness, questions surrounding how

employees can recover from these experiences merit particular research attention (Barclay & Saldanha, 2015).

Accordingly, this dissertation aims to investigate whether key contextual variables (the leadership styles adopted by the aggrieved individual's leader, and the organisation's climate) can help promote employees' recovery from organisational injustice via the mediating effect of meaningfulness of work. Investigating leadership styles (in particular transformational leadership and transactional leadership) as well as organisational climate (in particular psychological safety climate and forgiveness climate) in the context of recovery from unfair events is critical. Leadership styles and a positive organisational climate can promote positive impacts and minimise negative impacts, thus contributing to recovery – however, these variables have been scantily investigated in the context of recovery. Previous research suggests that leaders are responsible for their employees and have an enormous part in shaping the organisational culture (Gaviria-Rivera & Lopez-Zapata, 2019). Furthermore, work meaningfulness can mediate the influence between organisational injustice and recovery as it has positive effects on recovery (Nesse et al., 2021), and it can be assumed that recovery is diminished by organisational injustice, as injustice has negative effects on positive work-related well-being variables of employees (Francis & Barling 2005; Colquitt et al., 2001; Jang et al., 2021). Additionally, it has already been shown that leadership and organisational climate can positively influence employees' well-being at work (Teetzen et al., 2023).

This dissertation also investigates the outcomes of the recovery of employees. Researchers (Sonnetag et al., 2022) have shown that recovery influences employees' well-being. Therefore, those variables were chosen, and it can be assumed that key well-being variables (forgiveness, work engagement, job satisfaction, and quality of relationship) are positively influenced by recovery, while burnout is negatively influenced by recovery.

Taken together, it is important to further expand this research field and identify positive factors that can promote employees' recovery and well-being in organisations (Kelloway, 2017). This research topic can offer valuable insights for action to promote effective management of inequities and thus maintain employee satisfaction, productivity, and well-being. As such, this study seeks to address the following research questions through the statements:

1. What role does work meaningfulness play as a mediator in the relationship between organizational injustice and recovery, and how do transformational leadership, transactional leadership, psychological safety climate, and forgiveness climate influence this mediation process?
2. How does recovery influence employee well-being variables?

The corresponding research models are shown in Figures 1 and 2.

Figure 1

Research Model: Research Question 1

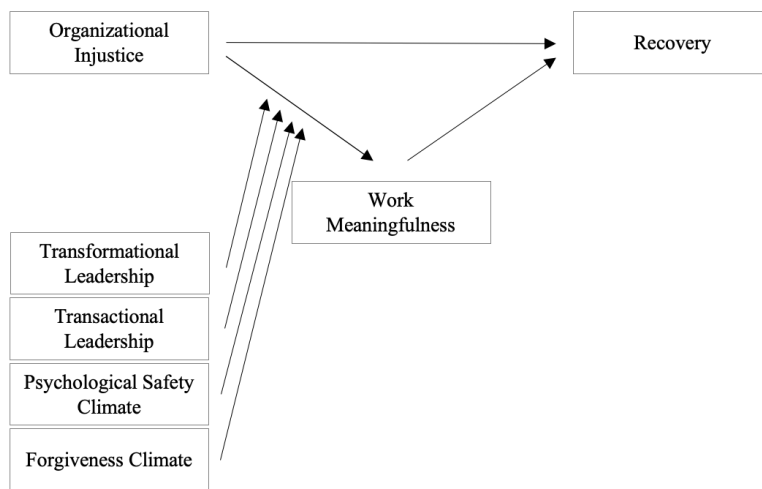
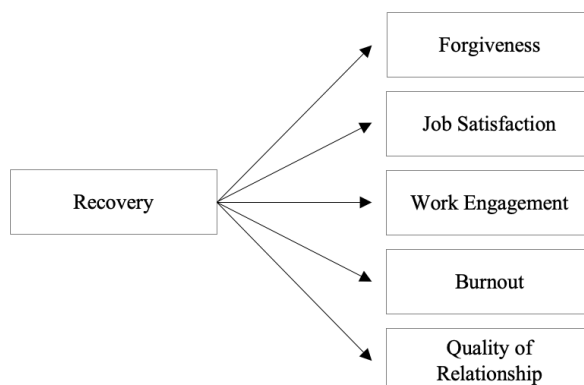


Figure 2

Research Model: Research Question 2



The study is structured into the following chapters to address those research questions effectively. The theoretical framework of the study is presented first. This section presents a comprehensive literature review. The hypotheses are outlined through the literature review. The second principal part of the study is the methodological section. The methodological section encompasses the study objectives, design, operationalisation of the surveyed variables, quality criteria, and confounding variables. Additionally, the method includes the sample description and the study protocol. This study then examines the results of the data collected via an online questionnaire. The results are interpreted in the discussion, and the research questions are subsequently addressed. The discussion encompasses both practical and theoretical implications alongside the study's limitations and prospects for future research. A conclusion is presented at the end, summarising the key statements once more.

2. Literature Review

The theoretical foundations relevant to this research are presented in detail in the following chapter. First, the independent variable organisational justice is outlined. Afterwards, the moderator variables (transformational leadership, transactional leadership, forgiveness climate, and psychological safety climate) are described. Following that, the mediator work meaningfulness is explained. The dependent variable, recovery, is subsequently defined. The terms forgiveness, job satisfaction, work engagement, burnout, and quality of relationship are also examined.

2.1. Organisational Justice

Organisational justice, as defined by Colquitt in 2001, pertains to the perceived fairness of decisions, processes, and interpersonal interactions within an organisation, impacting employee behaviour and attitudes. Perceived organisational injustice can be characterised as an employee's subjective perceptions of injustice, inequality, or mistreatment (Shapoval, 2019).

Organisational justice can be divided into three different types of justice: distributive justice, procedural justice, and interactional justice. The evaluation of outcomes received in the exchange relationship with the organisation is referred to as distributive fairness, examples of this kind of organisational justice are wages or promotions. Adams (1965) asserts that individuals conform to the principles of social exchange when assessing the equity of outcome distribution within their organisation. They assess distributive justice by comparing their perceived personal contributions to their perceived organisational rewards (Adams, 1965). Fairness, in this case, is an individual's belief that a distribution of consequences is fair when certain criteria are met (Gilliland, 1993).

Procedural justice is defined as the fairness of award procedures or how superiors make decisions. Interactional justice is about inter-human relationships (Skarlicki & Folger, 1997). Bies and Moag (1986) stated that interactional justice is related to four different criteria of communication. The four factors are categorised as follows: truthfulness (i.e., honesty and candour), respect (i.e., non-aggressive and courteous communication), propriety (i.e., appropriate content in the communication), and justification (i.e., the provision of comprehensible criteria for decisions made).

New research has focused on organisational justice as a whole construct, so overall justice (Ambrose & Schminke, 2009). The researchers emphasised that employees' general perception of justice is more important than their views on specific levels of justice, as the findings underscore the importance of overall justice in comprehending individual justice experiences and responses. General justice judgments mediate the connection between specific justice evaluations and their outcomes. The researchers assert that the application of overall organisational justice or its three components should be determined by the complexity of the desired outcomes. The researchers assert that for inquiries concerning global attitudes like organisational commitment or job performance, a comprehensive measure of organisational justice ought to be employed. Therefore, this study uses overall organisational justice, as it aims to figure out the overall assessment and not focus on a single aspect of an organisation, for example, wages. The term overall justice describes a full perception of fairness an employee experiences regarding their organization, resulting from various encounters with distinct forms of justice.

There are a lot of different causes for the feeling of organisational injustice. For example, employees could feel unfairly treated because of managerial practices like unfair decision-making processes and bias. Also, organisational policies could lead employees to feel unfairly treated. This can occur if rules or guidelines are applied inconsistently. Another cause could be interpersonal relations. Disrespectful peer behaviour or the behaviour of their supervisors can also cause organisational unfairness (Andersson & Bateman, 1997).

Research shows that there is a strong connection between organisational justice and job satisfaction, organisational commitment, and job performance (Colquitt et al., 2001). Jang et al. (2021) showed that distributive and procedural justice supported employees' organisational commitment. The findings of Cachon-Alonso and Elovainio (2022) indicate that perceptions of workplace justice are predictive of employees' mental health, stress-related health issues, and reduced sickness absence.

Organisational injustice, which can occur as stress, has different kinds of negative outcomes for employees. Francis and Barling (2005) showed that organisational injustice causes a higher degree of psychological strain within employees. Other researchers showed that injustice negatively affects affective commitment and perceived organisational performance (Bilal et al., 2017).

2.2. Leadership

The construct of leadership may be defined in many ways. According to Weibler (2016), leadership is the ability to cause an intended behaviour indirectly or directly in others by using one's own socially acceptable behaviour as an influence. Leadership has also been described as the process through which an individual or a group of individuals encourages, motivates, and directs others to attain common goals. It includes a wide range of behaviours, features, and styles leaders use to build a common vision (Liden et al., 2014). Further, leadership in organisations is viewed by Wunderer (1980) as the goal-oriented social exertion of influence to complete typical tasks in a structured work environment. According to the definition of Wunderer (1980), leadership can be defined as the deliberate and purposeful impact of communication processes on the attitudes and behaviour of individuals or groups. Goal-relatedness states that leadership influence is based on specific goals that are reflected in the organisation's objectives. The purpose of the organisation determines its goals. Gandolfi and Stone (2016) asserted Leadership as an interaction of five different components. Fundamentally, there are one or more leaders, followers, a legal path of action, and goals and objectives.

Leadership is a fundamental concept in organisational psychology and overall management. It is essential in shaping an organisation's direction, performance, and climate. Organisational orientation is influenced by the different approaches to leadership used by management. The attitude and behaviours of the leader motivate their followers to achieve their objectives, which in turn stimulates the development and planning of future directions (Heravi et al., 2010). As leadership has one of the greatest impacts on the behaviour of employees in organisations, it is important to understand and be able to apply the influence of different leadership styles (Nerdinger, 2008).

The literature divides leadership into several different theories. The best-known and most important theories for this work are the great man theory, the trait and contingency theories, the behavioural theories, the evolutionary theories, and the new leadership theories (Amanchukwu et. al, 2015). In the following, however, only the new leadership theories, transformational and transactional leadership, are referred to. Transformational and transactional leadership were selected as they provide two complementary frameworks for elucidating the moderation between organisational injustice and work meaningfulness.

Transformational leadership is chosen because past research suggests that this leadership type can buffer the negative effects of unfairness. This can be assumed through the positive influence of transformational leadership on trust in leaders, which can help in the handling of difficult work situations (Bass & Avolio, 1994; Podsakoff et al., 1990).

Transactional leadership can be beneficial for various reasons. Researchers have demonstrated that explicit structures and expectations can assist in situations of uncertainty. Bass and Avolio (1993) state that transactional leadership can convey stability, which can influence the well-being of employees. Therefore, it is interesting to analyse those two leadership variables as they have different approaches to influencing organisational injustice and recovery.

2.2.1. Transformational Leadership

Transformational leadership can be described as leadership that builds upon and broadens the interests of employees, generating awareness and commitment of individuals to reach a common goal, by following a compelling vision and purpose (Seltzer et al., 1989). Avoli et al. (2009) stated that transformational leadership refers to a leader's actions that inspire and change followers to go above and beyond expectations while putting the organisation's needs ahead of their own. According to Bass and Stogdill (1990), the goal is to empower their followers and encourage them to go further than what is expected of them. The leaders serve as role models for their followers, encouraging them to approach problems from various angles. They transform how their employees view their work, making them realise how crucial it is to work as a team to accomplish goals that could otherwise only be accomplished individually (Felfe, 2006). This leads to a sense of meaning and understanding being conveyed to the employees (Bass & Reggio, 2006). Transformational leaders are relationship-focused and go beyond exchange relationships and are motivators, which help their followers achieve more than they thought they were able to (Bass, 1998).

Transformational leadership consists of four dimensions: idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration.

Bass and Reggio's (2006) definition of idealised influence suggests that transformational leaders possess several unique qualities that profoundly impact their followers. These leaders act as role models who inspire admiration and respect in their team members. Followers assess a transformational leader as persistent and determinant. The subordinates can identify with the leader and ascribe extraordinary capabilities to him.

Researchers describe idealised influence in terms of two different aspects: the behaviour of the leader and the attribution made by employees to the leader. Leaders who exhibit a high degree of idealised influence are willing to take risks and show consistency in their actions. Subordinates trust these leaders because they are confident that they will always make morally and ethically correct decisions in the performance of their duties.

Inspirational motivation is characterised by the following criteria: Through their actions, transformational leaders can inspire and motivate their followers. They motivate them by giving their work purpose and difficulty by setting high standards. This behaviour fosters team spirit, enthusiasm, and optimism in the team and among followers. Leaders involve their employees in developing attractive future states. They create well-communicated expectations that employees want to fulfil and show commitment to the goals and common vision (Bass & Reggio, 2006).

Transformational leaders use intellectual stimulation to help their employees to be innovative and creative. Leaders create intellectual stimulation by questioning assumptions, reframing issues, and taking new approaches to old situations. According to Bass and Reggio (2006), intellectual stimulation entails encouraging followers to participate in the problem-solving process by offering new concepts and creative solutions to challenges. Through that leaders manage to create different angles.

The fourth dimension of transformational leadership is described as individualised consideration. Individual consideration means that managers pay particular attention to the individual needs of their employees. There is a focus primarily placed on achieving individual achievement and personal development. The leader achieves this by acting as a coach and mentor. An environment is created in which new learning opportunities are encouraged and the employee consistently receives support. Leader-follower interaction is personal and tailored to each employee. The leader accepts and promotes individual differences within his team. He passes on tasks with the intention that they will help his employees develop further (Bass & Reggio, 2006).

An increasing amount of research has shown that transformational leadership is one of the most effective types of leadership. Transformational leadership has led to increased commitment, loyalty, and employee/follower satisfaction (Bass & Reggio, 2006). Researchers have shown that transformational justice supports a general feeling of organisational justice and can help create more motivation and commitment (Deschamps et

al., 2016). Frieder et al. (2018) found that transformational leadership had a moderating role on the perceived meaningfulness of work. In Frieder et al.'s study, the researchers focused on the mediating role of transformational leadership between job-relevant personality traits and perceived meaningfulness at work. The dependent variable was job performance.

2.2.2. Transactional Leadership

Burns (1978) introduced the concepts of transformational and transactional leadership within the framework of governance styles. Transactional leadership consists of an exchange-based approach between employees' efforts and leaders' rewards and punishments. It is based on exchanges between leader and follower. The leaders identify the expectations of their followers, reward them when the desired outcomes are met and assist them to improve when performance is not as expected (Couto, 2007).

This leadership style is used in organisations to motivate employees through an exchange between leaders and employees. According to Bass (1990), it can be seen as a contract between the leader and the follower. The leader conveys his expectations of the followers and the compensation they will get if the employees fulfil the expectations.

Transactional leadership can be categorised into two components: contingent reward and management by exception. Contingent reward refers to leaders rewarding their followers when they fulfil expectations. Management by exception includes managers who observe employee behaviour, forecast problems, and take corrective action (Bass et al., 1996). The component management by exception can be divided into active and passive management by exception. Active management by exceptions is defined by leaders searching out follower errors and actively monitoring deviations from standards. The definition of passive management by exception contains that leaders wait passively for deviations from standards and after the occurrence of mistakes they take corrective actions (Bass & Riggio, 2006).

Transactional leadership has its limitations. The behavioristic view of transactional leadership, i.e. that employees are rational individuals who are largely guided by rewards and whose behaviour, therefore, appears predictable, is not necessarily true. In practice, transactional leadership ignores the fact that emotional factors and social values often play a major role in the working environment and relationships (Tavanti, 2008).

Researchers have demonstrated different influences of transactional leadership on other constructs. Breevaart et al. (2014) found that although all contingent reward behaviours enhanced the work environment by fostering greater autonomy and support, management,

by exception, actively resulted in a less favourable work environment. It was also shown that transactional leadership has a positive relationship with motivation and employee performance (Wahyuni et al., 2020).

2.3. Organisational Climate

Organisational climate is defined as the meanings people attach to interrelated bundles of experiences they have at work. It includes organisational policies, practices, and procedures. It includes all the workers' experiences and beliefs regarding their workplace (Schneider et al., 2013). Through organisational climate employees' motivation to achieve work outcomes can be influenced (Brown & Leigh, 1996). Additionally, employees' knowledge and skills can be influenced by organisational climate because it increases participation in training or workshops. A positive organisational climate can enhance work engagement and work performance (Nerdinger, 2014).

Organisational climate has different determinant factors. Transformational leadership and organisational communication media affect organisational climate (Aryani & Widodo, 2020). Therefore, companies need to build and observe their organisational climate.

Regarding organisational climate, two types of climates will be considered – forgiveness climate and psychological safety climate. Both climates represent a supporting working atmosphere, which can be assumed will be helpful in difficult situations. Researchers like Fehr and Gelfand (2012) found that a forgiveness climate supports a positive working atmosphere and can help reduce stress. This helps in dealing with organisational injustices. A psychological safety climate represents a climate in which people should feel safe to talk about their concerns, which in return helps them deal with organisational injustice events, therefore likely promoting recovery (Edmonson, 1999).

2.3.1. Forgiveness Climate

A forgiveness climate is one in which victims' and offenders' empathetic, benevolent responses to conflict are rewarded, supported, and expected in the organisation. Its purpose is to create an environment in which acceptance and forgiveness are funded. It focuses on employees' perceptions of daily behaviours that the organisation supports. It also emphasises organisational commitment to a prosocial approach to conflict resolution and its aligned individual-level behaviours (Schneider et al., 2002). This is not simply about the employees, who must be willing to forgive, but also about the organisation, which must ensure that the

environment provides the necessary resources for forgiveness and creates conditions for forgiveness (Bies, et al., 2016).

Forgiveness can be looked at from an organisational point of view or an individual point of view. Forgiveness in the context of the organisational level is seen as the collective perception that an empathic, benevolent response to conflict by both victims and offenders is rewarded, supported, and expected in the organisation. To create a climate of forgiveness in an organisation, three components are essential, according to Fehr and Gelfand (2012). The two authors showed that the values of restorative justice, compassion, and temperance form a foundation for a forgiving climate in an organisation. In the case of Goodstein and Butterfield (2010), restorative justice describes a shared understanding within an organisation that it is important to resolve conflicts with all parties involved and that individual conflict parties should not be excluded. The shared understanding of this value provides a foundation for prosocial reactions to conflicts at work (Fehr & Gelfand, 2012). According to Lilius et al. (2008), compassion is defined as the significance of first recognising others' pain and then acting to alleviate it. Organisations cultivate a foundation of empathy and compassion for the suffering of others by upholding values of compassion (Fehr & Gelfand, 2012). Temperance is the shared conviction of the importance of refraining from temptations and provocations (Peterson & Seligman, 2003). Throughout this value, a foundation for patience and modesty is established (Fehr & Gelfand, 2012).

From an individual perspective, there is a wide range of theories that define forgiveness in different ways. Nevertheless, there are a few aspects that can be found in several definitions. It is agreed that the construct of forgiveness is a response to an offensive situation or event. Furthermore, forgiveness is seen as a conscious decision, which means that it is a voluntary choice to forgive (Enright et al., 1989). Regarded as a construction, affective, cognitive, behavioural, motivational, decisional, and interpersonal factors can all play a role in forgiveness (Worthington & Scherer, 2004).

Moreover, forgiveness at the individual level can be conceptualised as both a trait and a state. As a trait, forgiveness is viewed as the tendency to forgive in a variety of situations (Rye et al., 2001). Forgiveness as a state is viewed as the affective, cognitive, and behavioural manifestation of the desire to replace negative with positive concerns regarding the offence and the offender (Worthington & Scherer, 2004).

In a robust organisational forgiveness climate, the workplace is likely to be more cohesive, supportive, and trustworthy (Cox, 2011). Cox (2011) also discovered that the existence of a forgiveness climate was positively correlated with the willingness to forgive.

2.3.2. Psychological Safety Climate

A psychological safety climate in a company is defined as an environment where interpersonal trust, respect, other-oriented concern, and knowledge about team members' competence play a significant role. It allows employees to take interpersonal risks without fear of the consequences (Edmondson, 1999). Edmondson (1999) described it as a climate in which people are comfortable being themselves. A psychological safety climate helps employees share their ideas and knowledge and enables personal work engagement (Collins & Smith, 2006).

A psychological safety climate is largely produced by the leader and coworkers. If work-related peers are supportive and trustworthy, it is more likely to produce feelings of safety in the workplace. Feedback that is courteous and constructive also enhances the safety climate through open and honest communication (May et al., 2004). Additionally, in such an environment, individuals understand the limits surrounding acceptable behaviours. However, challenges can arise in creating a psychological safety climate, especially in vague, unpredictable, or unsafe conditions.

A psychological safety climate yields numerous benefits for both employees and organisations. It allows employees to focus on common goals and problem-solving rather than self-protection, which in turn improves problem-solving, creativity, and team performance. In such an environment, employees are more likely to take initiative, share ideas, and work effectively in teams. It also helps employees overcome defensiveness and learning anxiety, particularly when confronted with information that contradicts their expectations (Schein, 1984). Moreover, a strong psychological safety climate promotes continuous learning and innovation (Edmondson & Lei, 2014). Edmondson (1999) claims that increased psychological safety promotes open communication, resulting in increased trust within the organisation. It indicates that employees in organisations characterised by a strong psychological safety climate exhibit greater resilience to perceived injustices.

2.4. Work Meaningfulness

Meaningfulness at work is an individual's subjective feeling that their work has personal significance and aligns with their values, passions, and beliefs (Douglas et al, 2004). It includes the belief that the job being done serves a higher purpose, whether on an organisational, social, or personal level. Meaningfulness at work is based on concepts like the job characteristics model developed by Hackman and Oldham (1989). This model suggests that meaningful work experiences are fostered by job qualities such as task significance, skill variation, task identity, autonomy, and feedback.

Workplace meaningfulness is linked to greater motivation, job satisfaction, and overall engagement. Employees who see their work as meaningful are more likely to be committed, productive, and resilient. A lack of significance in one's job can lead to alienation or 'disengagement' from the job (Aktouf, 1992).

Different factors can support work meaningfulness. As Hackman and Oldham (1980) described in their job characteristics model, job characteristics like task significance or skill variety can support meaningfulness at work. The leadership style applied, and the organisational climate can also influence the meaningfulness of the work of an employee. A climate and leadership style that aligns with the employee's values can support work meaningfulness.

There are also some difficulties when enhancing meaningfulness at work. Some aspects hamper the meaningfulness of work. Tasks that are repetitive and monotonous are not good for building meaningfulness at work. Also, if the employees don't feel that they have control over their work they could struggle to find meaningfulness in their work. Bad or poor leadership also leads to less work meaningfulness (Spreitzer et al., 1997).

2.5. Recovery

In the context of the current master thesis, recovery is defined as the process of psychophysiological unwinding that counteracts the straining process triggered by job unfairness as a stressor (Sonnentag & Geurts, 2009). The process of recovery involves regaining a person's physical and mental skills (Sonnentag & Zijlstra, 2006). Recovery is a fluid and evolving construct. It is related to the changes in a person's state of well-being (Linden et al., 1997).

In previous academic articles, recovery has been characterised as a form of reactivity. Reactivity is the change after the stressor was exposed from the baseline value. It is defined

as “the post-stress rest period that provides information about the degree to which the elevation (i.e., reactivity) in the physiological and psychological parameters measured persists after the stressor has ended” (Linden et al., 1997; pp. 117-118). Relatedly, Craig and Cooper (1992) described recovery as an unwinding and restoration process. These processes involve returning to a baseline level of stress after a person's strain level increases in response to a stressor.

In earlier literature, recovery is often described with the word regeneration. But recovery is more than just replenishing psychophysiological performance resources. In his model, Allmer (1996) describes recovery as a three-phase process, which consists of distancing, regeneration, and orientation. Each phase has a different objective: the objective of the first phase is to gain distance from previous stressful situations, to focus attention on the next phase, and thus to be ready for recovery under optimal conditions. The subsequent regeneration phase aims to restore the used energy, relax the muscles, reorganise thoughts, and restore emotional balance. The activation level has changed. In the third phase, orientation, preparation should take place for the next stressful situation to avoid a sudden change from the regeneration phase to the next stressful situation.

Recovery can be divided into four mechanisms according to Sonnentag and Fritz (2007). A mental state in which one has been able to detach oneself from work is the subject of the first stage, which is referred to as psychological detachment. When one is no longer impacted by work tasks and obligations, this phase begins. This implies, that one is not automatically cured once they leave their place of employment. It's crucial to separate one's thoughts from work to become detached. The second mechanism of recovery is relaxation. It includes decreased activation which helps to restore the state before the stressor. Relaxation also includes increasing positive affect. Positive emotions help to reduce work-related stress and negative affect. Mastery experiences, the third mechanism, involve engaging in challenging activities and learning opportunities that are unrelated to one's professional work. They can enhance an individual's resources over time, ultimately contributing to their well-being and recovery. Self-determination over the employee's free time represents the fourth and thus final mechanism for recovery. Control over how the individual manages his or her leisure time influences recovery in the sense of having control over one's own life. Stress can be greatly increased by the inability to manage one's own life

freely. The feeling of competence, on the other hand, helps recovery and can reduce stress (Sonnentag & Fritz, 2007).

A full recovery is important for the individuals and the organisation. A recovery helps the employee to be able to face new challenges and reduce their stress level, which in turn also helps the organisation because they receive better work results. Engaging in unwinding activities and recuperating from daily work is crucial for maintaining employees' overall well-being (Sonnentag et al., 2022).

2.6. Forgiveness

The concept of forgiveness is described as a process that can occur between an offended party and an offender; it supposes the replacement of negative emotions by positive emotions toward the offender (Brady et al., 2023). Forgiveness does not diminish the forgiven but rather serves as a catalyst for improved behaviour moving forward (Mullet et al., 2004).

Researchers (McCullough, 2001) agree with Enright, Gassin, and Wu (1992), who said that forgiveness is separate from pardon, forgetting, reconciliation, excusing, and condoning. The term "pardon" is better suited for the legal domain. The act of forgetting suggests that a transgression has either faded from memory or escaped one's conscious awareness. A reconciliation is the meeting of two minds. People can forgive when they choose not to take revenge, nevertheless they will not make amends with the other party. Excusing suggests acknowledging that the offender had a valid reason for committing the offence. And condonation implies the justification of the offence (McCullough & Witvliet, 2002).

Letting go of resentment or anger toward someone who has harmed you is necessary for forgiveness. Forgiveness is a construct that can exist only on one side of the relationship; therefore, it is an intraindividual process (McCullough, 2001). According to McCullough (2001), when people forgive, their motivation to act in a way that will benefit the transgressor increases, and their motivation to harm their transgressor decreases. In professional contexts, forgiveness is an effective conflict resolution technique with many advantages for example for team dynamics and relationships in organisations (Brady et al., 2023). Forgiveness has a positive effect on employees' stress levels and reduces employees' negative affects (Lawler et al., 2005). McCullough (2000) showed that forgiveness supports the healing phase of relationships.

2.7. Job Satisfaction

As Locke (1976) stated, a positive emotional state regarding one's job can be used to characterise job satisfaction as a construct. The researcher described the construct of job satisfaction as a reaction to an affect (Locke, 1969). Weiss et al. (1999) explained that job satisfaction develops through mood, emotions, and cognition. The perceived relationship between what one wants from one's job and what one believes it offers or entails determines one's level of job satisfaction and discontent. (Locke, 1969). According to Schaffer (1953), a person's level of overall job satisfaction is directly related to how well their satiable needs are met. The previously discussed points bear on Herzberg's (1959, 1966) theory of job attitudes. According to Herzberg (1959), elements intrinsic to the work (company policies, supervision) can lead to job dissatisfaction but not satisfaction, while elements related to the work itself (achievement, work content) can only cause (overall) job satisfaction and cannot cause job dissatisfaction. The overall level of job satisfaction is determined by adding together the assessments of the different components that make up the job. Numerous studies have found a correlation between satisfaction and factors like age, seniority, tenure, income, education, IQ, ethnicity, and religion. None of these metrics reliably and directly indexes values or perceptions (Locke, 1969).

2.8. Work Engagement

Engagement is characterised as a positive motivational condition of vigour, dedication and absorption (Bakker et al., 2014). Vigour is defined by increased energy levels and mental fortitude during work. Dedication implies an intense dedication to one's work, along with a sense of importance, enthusiasm, and challenge. Absorption is defined by complete focus and deep engagement in one's tasks, resulting in the rapid passage of time and challenges in disengaging from work (Schaufeli & Bakker, 2004).

Research shows that high work engagement is associated with better work results, lower absenteeism, and higher employee retention. Engaged employees are often more productive and innovative. Highly engaged employees feel strongly connected to their work, show high motivation and energy, and are generally more creative and productive (Neuber et al., 2021). Engaged employees tend to stay loyal to their organisation for longer, resulting in lower turnover (Geldenhuis et al., 2014).

Research shows that certain leadership styles, particularly transformational leadership, can positively influence employee work engagement. Transformative leaders motivate

through inspiration, and individualised attention to employees, and foster a positive work environment, increasing engagement and satisfaction (Tims et al., 2011). Studies suggest that a culture of forgiveness leads to higher work engagement as employees feel more confident to take risks and communicate more openly. Leaders play a key role in fostering such a culture by modelling and encouraging forgiveness (Cao et al., 2021).

2.9. Burnout

A significant occupational health issue that organisations are currently facing is burnout (Schaufeli, 2003). Burnout is a psychological condition characterised by emotional exhaustion, depersonalisation, and diminished personal achievement. It can manifest in an employee's emotional exhaustion is the state of having one's emotional resources depleted or drained due to interpersonal demands. Depersonalisation refers to the emergence of negative, indifferent, and sceptical attitudes toward the individuals who receive one's services. The term depersonalisation can be misleading because it has a different meaning in psychiatry. In this context, it refers to a person's profound disconnection from themselves and the world. Finally, lack of personal accomplishment refers to the inclination to assess one's work unfavorably in the eyes of others (Maslach & Jackson, 1986). According to Schaufeli and Taris (2005), each dimension thus encompasses important facets of the burnout syndrome. Burnout can lead to less organisational commitment, less job satisfaction and job performance, and more turnover rate, absenteeism, and costs for health care (Halbesleben & Buckley, 2004; Maslach, Schaufeli, & Leiter, 2001). Richer and her colleagues found that high-quality relationships with colleagues were positively related to work motivation, which in turn had a negative association with emotional exhaustion. Richer et al. (2002) discovered that strong bonds with coworkers had a negative correlation with emotional tiredness and a positive correlation with work motivation, therefore inhibiting burnout probability.

2.10. Quality of Relationship

The quality of the interpersonal relationships within and between employees and their managers is called the construct quality of the relationship. It contains essential elements like open communication, respect, trust, and support, all of which greatly impact the environment and output of the workplace. In organisations, the quality of relationships can determine employee's well-being. A trust and confidence-based relationship can support

psychological needs like giving positive feedback about job competence and support. Poor relationships would result in harmful outcomes like burnout, whereas high-quality relationships would sustain employees' highest potential (Fernet et al., 2010).

3. Hypotheses

In the following chapter, the relationships between the variables described above are analysed to better understand their interaction. Based on the theory outlined in the previous chapter and the current state of research, the relationships between the independent variable, the moderating variables, and the mediating and dependent variables are analysed. The chapter aims to analyse the causal mechanisms behind these relationships and to develop specific hypotheses based on them.

The findings of Cachon-Alonso and Elovainio (2022) that the perception of justice in the workplace predicts employees' mental health, stress-related health problems, and reduced sickness absence show that organisational justice would have a positive impact on health and thus also accelerate the recovery process. Therefore, inequity would harm employee recovery. Francis and Barling's (2005) findings showed that injustice can harm recovery as it causes a higher degree of psychological strain within employees.

Hypothesis 1: Organizational injustice has a negative impact on recovery.

Since meaningfulness at work can have a positive impact on psychological as well as physical factors, it can be assumed that work meaningfulness can also have a positive impact on employee recovery. In studies on mental illness, meaningfulness in recovery has already been investigated and can have a positive effect on the recovery phase of the patients (Strong, 1998). Meaningfulness in work can also promote recovery in the workplace, as it increases job satisfaction and motivation, which can enhance the ability to recover. Meaningful work also fosters trust and positive interpersonal relationships, which can help create a supportive environment for recovery (Arnold et al., 2007). Regarding organisational injustice and work meaningfulness, it was not possible to identify research which analysed this relationship. Based on the literature that organisational injustice generally has a negative impact on work-related positive variables, and that work meaningfulness is a similar variable, it can be assumed that organisational injustice has a negative influence on the meaningfulness at work of employees (Bilal et al., 2017; Francis & Barling 2005).

Hypothesis 2: The negative relationship between organisational injustice and recovery is mediated by work.

In 1978 Gavin and Kelley found the first relationship between employees' perceived well-being at work and their supervisor's behavior. Research showed that different leadership styles influence employees' condition at work in different ways. Gilbreath and Benson (2004) showed that good supervision has more influence on the employees than other variables like social support of coworkers and relatives and stressful work and life events. Several studies have shown that transformational leadership can have an impact on recovery. The studies showed that a transformational leadership style can have a positive impact on recovery. For example, transformational leadership was previously associated with greater levels of positive affect, leading to greater resilience among employees (Sommer, Howell & Hadley, 2016). Other studies showed that there are associations between transformational leadership and positive enhancement of well-being (Kelloway, 2017). It is associated with the positive enhancement of employees' optimism, happiness, and enthusiasm and increasing employees' affective commitment to the organisation (Bono, 2007; Barling, 1996). Employee stress can be reduced through mentoring from a transformational leader. In further research, mentoring from a transformative leader has also been linked to reduced job-related stress (Sosik & Godshalk, 2000).

Further research on the impact of transformational leadership on stress has shown that the leadership style can affect the perception of stress. Transformational leaders can use idealised influence to show followers that panic is not a solution. A transformational leader is therefore calm, decisive and communicates clearly and confidently in times of change, even in stressful situations. This has shown that employees are also calmer and experience less stress. Furthermore, transformational leaders do not make rash decisions and involve their followers in their decisions. This ensures that everyone is pursuing the same common goal and supporting each other (Bass & Riggio, 2006). The researchers Frieder et al. (2018) focused on the mediating influence of transformational leadership between job-relevant personality traits and the meaningfulness of work, with the dependent variable of job performance. Their results have supported their hypothesis that transformational leadership had a mediating influence on work meaningfulness. Previous studies showed meaningful contributions of the aforementioned variables for recovery-relevant constructs. Piccolo and Colquitt (2006) showed that transformational leadership and the perception of work as meaningful are associated positively.

Transformational leadership tends to be associated with a higher purpose in the employee's work, which is associated with the meaningfulness of work (Sparks & Schenk, 2001). They provide a meaningful and creative basis for their employees; therefore, change is brought about in people and contexts (Bass, 1985). They transfer motivation, and a vision and can create frameworks in which everyone has a shared sense of purpose in their work (Nemanich & Keller, 2007). Transformational leadership was previously associated with greater levels of positive affect, leading to greater resilience among employees (Sommer, Howell & Hadley, 2016). Throughout those findings, it can be assumed that transformational leadership has a positive effect on recovery.

Frieder et al. (2018) found out that transformational leadership had a moderating role on meaningfulness at work. In their study, although the specific variables differ from those examined in the present research, they demonstrated that transformational leadership moderated the relationship between individual traits and job outcomes via perceived work meaningfulness. Specifically, the indirect effect was less pronounced when followers viewed their leaders as high in transformational leadership, while it became more significant when transformational leadership was perceived as lower. This highlights the subtle, yet important role transformational leadership plays in shaping how work meaningfulness influences key work-related outcomes. Therefore, research shows that transformational leadership behaviour can mitigate the negative effects of perceived organisational injustice.

Hypothesis 3: Transformational leadership moderates the indirect effect of organisational injustice on recovery through perceived meaningfulness at work, such that the indirect effect will be less (more) negative when employees perceive their leaders to be high (low) in transformational leadership.

Transactional leadership can have different outcomes on the relevant variables. While contingent rewards are supportive for a good working atmosphere and leadership styles defined by explicit reward systems may alleviate the adverse impact of injustice on recovery., management by exception leads to less autonomy and leads to a less favourable environment (Breevaart et al., 2014). The disparities in leadership practices can affect the perception of significance and the recovery process, particularly in contexts where employees encounter organisational injustice. Despite the possibility of opposing effects for

transactional leadership, this dissertation proposes the following specific directional hypothesis, as it appears to be supported by the majority of the available evidence:

Hypothesis 4: Transactional leadership moderates the indirect effect of organisational injustice on recovery through perceived meaningfulness at work, such that the indirect effect will be less (more) negative when employees perceive their leaders to be high (low) in transactional leadership.

As a psychological safety climate has already shown many positive effects on employees, it is assumed that the psychological safety climate can also have a positive effect on the inhibition of organisational injustice. Researchers such as Edmondson (1999) have shown that a psychological safety climate can trigger resilience and thus have a positive impact on events that generate injustice and can curb the severity of injustice.

Hypothesis 5: Psychological safety climate moderates the indirect effect of organisational injustice on recovery through perceived meaningfulness at work, such that the indirect effect will be less (more) negative when employees feel a high (low) psychological safety climate.

A strong forgiveness climate in the company can generally mitigate the effects of organisational injustice. Cameron and Caza (2002) show that a high forgiveness climate ensures that mistakes and misunderstandings are resolved more quickly. This leads to increased resilience and thus has a positive effect against stress. Therefore, it can be assumed that a forgiveness climate can mitigate the negative impact of organisational injustice.

Hypothesis 6: Forgiveness climate moderates the indirect effect of organisational injustice on recovery through perceived meaningfulness at work, such that the indirect effect will be less (more) negative when employees feel a high (low) forgiveness climate.

The seventh hypothesis seeks to address the second research question. The impact of recovery, as previously documented in the literature, is beneficial for numerous work-related variables. Consequently, the study investigates whether it positively predicts forgiveness,

job satisfaction, work engagement, and the quality of relationships, as well as whether recovery can mitigate burnout.

Hypothesis 7: Recovery influences employee well-being variables.

Hypothesis 7a: There is a positive relationship between recovery and forgiveness.

Hypothesis 7b: There is a positive relationship between recovery and job satisfaction.

Hypothesis 7c: There is a positive relationship between recovery and work engagement.

Hypothesis 7d: There is a negative relationship between recovery and burnout.

Hypothesis 7e: There is a positive relationship between recovery and the quality of relationship.

4. Method

The entire research process is covered in the following chapter. At the beginning, the objectives of this study are stated. The study design, which examines how the variables affect one another, comes next. After that, the variables are operationalised, making them quantifiable. Furthermore, the quality criteria and possible confounding variables are addressed. In the end, the structure of the implementation of the study is described, which includes the research design, sample description, and procedure.

4.1. Research Objectives

This research aims to investigate the mediating role of work meaningfulness in the relationship between organizational injustice and recovery, while also investigating how this mediation process is influenced by transformational leadership, transactional leadership, psychological safety climate, and forgiveness climate, and how recovery can influence key well-being outcomes. That is, to examine whether meaningfulness at work acts as a mediator, with higher perceptions of organisational injustice leading to lower meaningfulness at work, which in turn decreases recovery outcomes, with these effects being dampened by high values of the above moderating variables.

4.2. Study Design

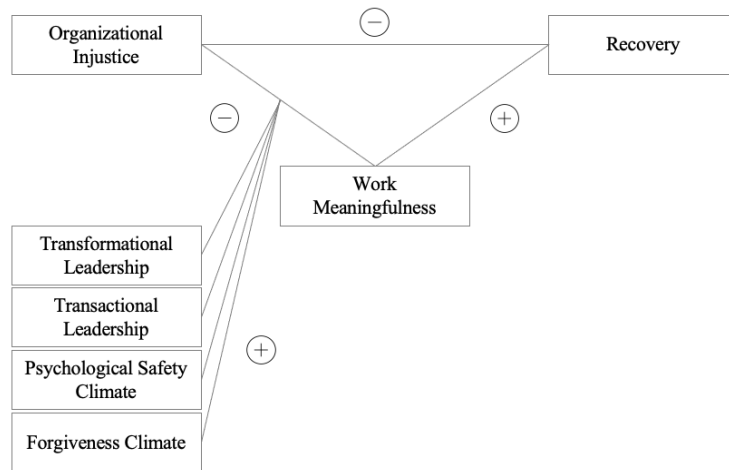
The study was conducted as a quantitative, cross-sectional, two-wave online study in English. Both the first and the second online questionnaires started with a consent form and, therefore, the subject's consent for the utilisation of their data. The first questionnaire consisted of four parts: a general part about the organisation and the employee (leadership, climate, meaningfulness of work), a part about events at work that have caused unfairness, a part about recovery (specifically, the respondents were asked to recall a recent event at which they felt they were treated unfairly), and a part with their demographic data. The second questionnaire included the well-being variables. Variables for this study were measured using validated scales developed by previous research studies.

The target group for the questionnaire were employees who work in an organisation and have a direct supervisor. The first part of the study consists of one independent variable, organisational injustice, and four moderator variables: transformational leadership, transactional leadership, psychological safety climate, and forgiveness climate. The

dependent variable is recovery. The mediator is work meaningfulness. The model is shown in Figure 3.

Figure 3

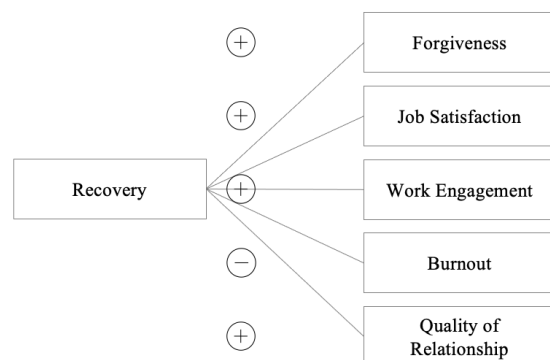
First Study Model



The second part of the study, as shown in Figure 4, consists of recovery as the independent variable and forgiveness, job satisfaction, work engagement, burnout and quality of relationship each as dependent variables.

Figure 4

Second Study Model



4.3. Operationalisation

In this chapter, the relevant variables are operationalised. The theoretical constructs that have been previously described are quantified through operationalisation, allowing them to be measured using a questionnaire. The operationalisation implemented in this study is based on the theoretical findings mentioned below. For every scale, the number of items used by the researchers is described, as well as the type of answer options and their calculated Cronbach's alpha.

Ambrose and Schminke's Perceived Overall Justice (POJ) questionnaire (2009) was used to assess overall justice perceptions regarding a specific unfair event. The scale comprises a total of three items to assess individuals' personal justice experiences and is rated on a seven-point Likert scale ranging from strongly disagree to strongly agree. In this study, Cronbach's alpha had a value of .97.

Transformational leadership was operationalised using the scale of Podsakoff et al., 1990. Podsakoff et al. (1990) developed the scale to measure transformational leadership and created a total of 23 items. The authors divided the items into six different behaviours. These behaviours involve articulating a vision, providing an appropriate model, fostering the acceptance of group goals, communicating high-performance expectations, providing individualised support and intellectual stimulation. Cronbach's alpha for the six subcategories is each over .80, thus ensuring internal consistency. Alpha for the subscale articulating a vision is .87, for providing an appropriate model, it is .84, for fostering the acceptance of group goals, it is .89, for the subscale high-performance expectations, it is .80, the subscale individualised support has a Cronbach's alpha of .90 and the last subscale intellectual stimulation has an alpha of .82. Podsakoff et al. (1996) did not calculate overall Cronbach's Alpha in their study. The questions were asked on a seven-point Likert scale from strongly disagree to strongly agree (Podsakoff et al., 1996).

The assessment of transactional leadership was conducted using a scale developed by Podsakoff et al. in 1990. The scale comprises a total of five items. The items were assessed using a seven-point Likert scale, ranging from "strongly disagree" to "strongly agree". Cronbach's Alpha is .92.

Psychological safety climate was measured through five items from Edmonson, 1999, which were selected after a factor analysis according to Carmeli et al., 2010 Following the

results of a factor analysis, they adopted five items of the psychological safety scale. The scale ranged from one “not at all” to five “to a large extent”. Cronbach's alpha was .74.

This research used a four-item Forgiveness Climate Scale, created and verified by Cox (2011), for measuring the forgiveness climate. Cronbach's alpha is .92. A Likert scale with seven gradations, from strongly disagree to strongly agree, was used to measure the scale.

The mediator work meaningfulness is measured with six items drawn from May (2004). Cronbach's alpha was .90. The scale was measured using a seven-point Likert scale ranging from "not at all" to "to a great extent".

The assessment of recovery was conducted using a set of 16 items, which were categorised into four distinct groups. The constructs devised by Sonnentag and Fritz (2007) were categorised into psychological detachment, relaxation, mastery, and control. Cronbach's alpha for the psychological detachment scale is .89. For the relaxation subscale, it is .87. The mastery subscale has a Cronbach's alpha of .82, and the subscale control has a value of .87.

The variable resolution was measured with the help of Barclay and Saldanha's questionnaire developed in 2016. The items were queried on a seven-point scale (1 “not at all” to 7 “to a great extent”). The scale contains a total of two items. Cronbach's Alpha is 0.97.

Severity was also measured through a scale of Barclay and Saldanha (2016). The scale consists of a total of two items. The test subjects answered the question on a 7-point Likert scale from 1 “not at all” to 7 “to a great extent”. Cronbach's Alpha was 0.72.

The construct forgiveness was measured with the scale of Saldanha et al. (n.d.), based on Worthington, 2006. It consists of a total of three items. The items had to be answered on a 7-point Likert scale.

The variable quality of the relationship was measured with Fernet et al. (2010); and Phillippe et al. (2010) scales. The scale consists of four items. The items are answered on a 7-Likert scale ranging from one “Not at all” to seven “To a great extent”. Cronbach's alpha was 0.93.

Job satisfaction is assessed using the Camman (1983) / Saks (2006) scale. It comprises three items, each rated on a 7-point Likert scale (1 “Not at all” to 7 “To a great extent”). The value of Cronbach's alpha was 0.84.

The variable work engagement is quantified using the measurement developed by Schaufeli et al. (2006). The scale comprises nine distinct items to be rated on a 7-point Likert scale. The Cronbach's alpha is .93.

Burnout was measured with the MBI-GS and has a total of 16 items, divided into three different categories. The categories are exhaustion, cynicism and professional efficacy. All items were answered on a 7-point Likert scale. The overall Cronbach's alpha is .93 (Bakker et al., 2002). For the three subscales, the researchers Leiter and Schaufeli (1996) showed that the internal consistency coefficients ranged from 0.84 to 0.90 for exhaustion, 0.74 to 0.84 for cynicism, and from 0.70 to 0.78 for professional efficacy. The differences that existed depended on three different occupational groups.

4.4. Quality Criteria

The most important quality criteria are reviewed in the following subchapter of the methodology. The most important quality criteria include objectivity, reliability, and validity (Schmidt-Atzert & Amelang, 2012).

Objectivity describes the independence of a procedure from the associated investigation, evaluation, and subsequent interpretation (Schmidt-Atzert & Amelang, 2012). The implementation objectivity, i.e. the objectivity about the objectivity, was ensured in this research by a standardised questionnaire. Each respondent was given the same instructions. The test procedure is therefore standardised. However, external influences could not be influenced, as it was an online questionnaire that could be completed by the test subjects regardless of time and place. The calculation with IBM SPSS statistics also ensures the objectivity of the evaluation. To fulfil the objectivity of interpretation, several evaluators are required, who should subsequently arrive at the same results if possible. This is not the case in this research work.

Reliability reflects the accuracy with which a questionnaire measures a characteristic (Schmidt-Atzert & Amelang, 2012). The basic scales, which serve as the basis for the operationalisation of the scale used in this study, have a reliability of $\alpha \text{ sign} > .70$, most of them even have an $\alpha > .90$, and can therefore be regarded as reliable.

The last quality criterion to be considered is validity. Validity refers to the correspondence between the characteristics to be tested and those tested. This means that validity indicates whether the characteristics originally intended to be measured were recorded. High validity therefore means that the questionnaire results can be related to other

situations and levels of behavior (Schmidt-Atzert & Amelang, 2012). Validity is divided into internal and external validity. Internal validity deals with the measurement within the study and thus states whether the study captures the characteristic that is to be captured. The internal validity is influenced by the handling and testing of the confounding variables (Hussy, Schreier & Echterhoff, 2013). As shown in the next chapter, the confounding variables in this study can be regarded as largely neutralized and under control.

The external validity indicates to degree to which the results of the study can be extended to other real-life events. This is described by generalizability. According to Hussey et al. (2013), external validity is summarised in three subcategories. These are population validity, situation validity, and variable validity. Population validity is ensured in this study by a large sample ($n = 180$). An online questionnaire, as used in this research, only fulfils situational validity to a limited extent. The results can only be extended to a different context or situation to a limited extent. Variable validity assumes that the results can be transferred to other situations if a different operationalisation of the independent and dependent variables leads to the same results. This is most likely to be the case if the constructs are precisely subject to the definitions of the variables. The type of validity is fulfilled, as the operationalisation in this study used already validated questionnaires relating to the same constructs. Overall, it can be assumed that the present study fulfils the three most important quality criteria.

4.5. Confounding Variables

Confounding variables are characterised by their uncontrolled influence on the dependent variables in a study. They influence the aim of the study, which is to establish causal relationships. Confounding variables can be triggered in a study by different aspects. These include the sample composition, the implementation, and the measurement process of the study. Due to the unwanted influence, confounding variables must either be neutralised, eliminated, or included in the study (Brosius & Koschel, 2001). Confounding variables that are triggered by the environment during the survey can only be controlled to a limited extent in an online questionnaire. The uncontrollable confounding variables are, for example, the premises or the time of the survey. The test subjects were able to complete the questionnaire regardless of time and place. It is therefore possible that the participants were influenced by other variables in their environment. However, questions were included to check the subjects' ability to complete the questionnaire, and at the end, the subjects were asked

whether their data should be used. The standardised instructions and the absence of an investigator made it possible to standardise the survey.

Another factor that could represent a confounding variable is knowledge about the research objectives. If the subjects are informed about the purpose of the survey before the study, they pay more attention to the topic under investigation, which means that their knowledge of persuasion would be high (Brosius & Koschel, 2001). This was ruled out, as it was just said that the study is about people's reactions to workplace unfairness. This meant that the subjects were unaware of the object of the study during the survey. Furthermore, the questionnaire asked for general organisational justice in their company, resolution of the injustice event, and severity of the injustice event. Those variables are used as control variables during the analysis. This means that those variables are controlled confounding variables, they, therefore, no longer influence the results. Overall, the confounding variables can be considered largely neutralized or eliminated. The confounding variables resulting from the situation of the test participants are the only confounding variables for which it cannot be ensured that they were neutralized or sufficiently eliminated.

4.6. Structure and Implementation of the Study

This chapter of the research paper deals with the structure and procedure of the study. Firstly, the research design is discussed. The sample composition is then presented and at the end of the chapter, the exact procedure is presented.

4.6.1. Research Design

The examination of the hypotheses put forward is quantitative research. Each respondent could only take part in each survey once. In total, there were two surveys, each with different variables, which had to be taken by the participants. Therefore, it is a cross-legged study. The studies were conducted one week apart.

4.6.2. Sample Description

A total of 252 respondents took part in the survey. Several respondents were still excluded from the data after the survey. This was due to one of the following reasons: Incorrect answers to the quality control questions (e.g. "In this item, select option six.), nonsensical answers to the open-ended question about the event, careless responses with the same answering pattern, or incomplete submission. This was a total of 33 cases. A further 39 test subjects only completed the first survey in full. This means that 219 test subjects participated

in the first survey, from whom the data could be used. A total of 180 test subjects completed the first and second surveys, from whom the data could be used. These are considered valid cases as they answered the questionnaire in full, right up to the last question.

The composition of the sample in terms of gender, age, level of education and employment is distributed as follows. A total of 103 women and 72 men took part in the survey. Three respondents stated 'non-binary'. The respondents ranged in age from 19 to 65. One-third of the test subjects were aged 31 or younger (32.2%). One-third were between 32 and 41 years old (35.0%). The remaining test subjects were between 42 and 65 years old (32.8%). 16.7% of the test subjects have a high school diploma / GED. 76.6 % stated that they had a university degree, 95 participants had a bachelor's degree, 37 participants had a master's degree, and 6 participants had a doctorate. Twelve people stated that they have other education and specified that eight participants have an associate's degree, three did vocational school and one participant said he did a Juris Doctor. There are 65 managers or executives among the participants. There are 80 employees. 23 participants are specialists or professionals, six are self-employed and one is a student. Five participants specified in the "other" section, that they are either registered nurse, nanny, supervisor, director, and low-level manager. The industries in which the participants worked were relatively evenly distributed. 17.2 % work in technology. Around 10% each worked in healthcare, finance, education, manufacturing, and services. 49 participants said they work in "other" industries. In those 49 answers administration, government, entertainment, and retail were mentioned around five times each.

4.6.3. Procedure

The online study was completed by the participants via Qualtrics. The participants were recruited via the online platform Prolific and paid through the funding of FCT's project PTDC/EGE-OGE/6389/2020. The payment was calibrated based on Prolific's guidelines for the specific average duration of the study.

At the beginning of the survey, the participants were shown all the important information. The participants were told that there were two studies in total, that the first study was about eight minutes long, and that they would be paid GBP 1.20, which is the equivalent of about 1.5 US Dollars. They received this at the end of the study. They were also informed that for the second study, which is about four minutes long, they would receive GBP 0.6, which is the equivalent of 0.75 US Dollars. After the subjects had received this

important information, they were informed about the confidentiality and anonymity of the study. They were then asked to either agree to the conditions, which took them to the beginning of the study or not to agree, which ended the survey prematurely.

The initial section of the first questionnaire focused on leadership, encompassing both transformational and transactional leadership styles. The participants were subsequently inquired about their organisational climate, specifically regarding psychological safety and forgiveness. Subsequently, they were inquired about organisational justice before being prompted to recount their experience of an unjust incident at work. They were inquired about the nature of the event and their subsequent reaction. After the participants recalled the event and their responses, additional variables were inquired, all of which pertained to the event. The variables included overall justice, work meaningfulness, and recovery. Subsequent to these variables, respondents were prompted to elaborate on the event or situation by indicating whether it occurred online or in person, detailing their professional relationship with the individual, and specifying the duration of their collaboration. The variables of resolution and severity were subsequently inquired about. The final section of the questionnaire comprised demographic information.

The second questionnaire also had a short introduction at the beginning and a form to fill in for consent. The questionnaire began with a forgiveness scale and then a scale on the quality of the relationship. The variables job satisfaction, work engagement, and burnout were then asked. The study was divided into two separate questionnaires one week apart, to guarantee temporal separation between the independent variable recovery and the dependent variables. This was executed following recommendations to mitigate common method bias in social science research (Podsakoff et al., 2012). The temporal separation of measurements reduces the probability of participants altering their responses to the various variables due to temporal proximity. This enhances internal validity and mitigates the risk of spurious correlation. Furthermore, a more accurate representation of the actual relationship between the analysed constructs is facilitated.

5. Data Analysis

The relevant results of this study are presented in the following chapter. First, scale testing is conducted. This involves the scales, which are divided into different subscales. Internal consistency was tested for all scales and subscales. The descriptive statistics are then carried out. The second last part of the data analysis is hypotheses testing. The hypotheses testing of the first six hypotheses is controlled via the event's severity, resolution and general organisational injustice. Finally, the data is checked for further relevant findings and analysed. Prior to conducting all analyses, the data was prepared for analysis by selecting only valid cases and recoding the inverted questions.

5.1. Scale Testing

The chapter on scale testing includes exploratory factor analyses for the various subscales and a reliability assessment for all utilised scales.

5.1.1. Exploratory Factor Analyses

For the scales, which consist of different subscales, a factor analysis is carried out in each case to examine the fundamental structure of the subscales and verify that the items within each subscale correspond to the anticipated dimensions. This evaluates whether the subscales accurately assess the theoretically defined constructs.

Transformational leadership was divided into six categories by the initial researchers, Podsakoff et al. (1990). An exploratory factor analysis was carried out to check whether the subscales were the same as assumed by the initial scales. Firstly, the prerequisites for the exploratory factor analyses are examined. Bartlett's test (Chi-square (253) = 3648.69, $p < .001$) and the Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO = .951) indicate that the variables are suitable for factor analysis. A principal component analysis with varimax rotation was performed. Contrary to expectations, a total of three factors had an eigenvalue greater than one. This three-factor solution can explain 69.6% of the variance. No additional explanation of the item distribution on factors is given because this master's thesis's further analysis uses the general scale rather than the subscales.

A factor analysis is carried out to check the recovery scale and thus the subscales. The method has several conditions that must be met to be able to carry out the analysis. Both the Bartlett's test (Chi-square (120) = 3480.91, $p < .001$) and the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO = .916) indicate that the variables are suitable for factor

analysis. Thus, a principal component analysis with varimax rotation was performed. As expected, a total of four factors had an eigenvalue greater than one. This four-factor solution can explain 88.3% of the variance. The items each strongly load on the factors to which they were previously assigned. These are psychological detachment, relaxation, mastery, and control.

Another factor analysis was carried out for the burnout scale. In this case, the requirements were checked as well. Both the Bartlett's test (Chi-square (120) = 2585.250, $p < .001$) and the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO = .882) indicate that the variables are suitable for factor analysis. Thus, a principal component analysis with varimax rotation was performed. As expected, a total of three factors had an eigenvalue greater than one. This three-factor solution can explain 74.8% of the variance. The items, except one of them ("I feel exhilarated when I accomplish something at work."), each load on the factors to which they were previously assigned. These are exhaustion, professional efficacy and cynicism.

This analysis works with the entire scale for transformational leadership, recovery, and burnout and not to go into the subscales. However, the factor analysis for recovery showed that the factors specified by the original researchers are correct and statistically reliable. The factor analysis of transformational leadership and burnout did not show the loading of items as expected; some items were loaded on other factors than expected. For this reason, among the reasons from the overarching aim of the study, this thesis used the entire scale instead of the subscales, as the items did not load on the theoretically specified factors as expected.

The overall scale allows a comprehensive analysis of the concepts of transformational leadership, recovery and burnout. The master thesis's research question aims to analyse the impact of incidents of organisational injustice on employees' general recovery and experience of burnout without focusing on specific aspects of these concepts. Moreover, it is essential that a mediation model, like the one employed in my research, possesses sufficient statistical stability and power. The utilisation of subcategories may have resulted in data segregation, thereby augmenting the number of variables for analysis and potentially diminishing statistical power. Utilising the comprehensive scale yields more dependable and resilient outcomes in the case of my master thesis.

5.1.2. Reliabilities

Cronbach's alpha was calculated to determine the reliability of the scales. Table 1 shows the internal consistency of all scales. Cronbach's alpha of all scales is above .70, and most of them are above .90. This high internal consistency means the scales are sufficiently reliable (Cohen, 1988).

Table 1

Reliability Statistics

Scale	Cronbach's Alpha	Number of Items
Organizational Injustice General	.91	3
Organizational Injustice (after Event)	.97	3
Transformational Leadership	.96	23
Transactional Leadership	.91	5
Psychological Safety Climate	.71	5
Forgiveness Climate	.91	4
Work Meaningfulness	.96	6
Recovery	.94	16
Forgiveness	.96	3
Job Satisfaction	.83	3
Work Engagement	.96	9
Burnout	.94	16
Quality of Relationship	.97	4

5.2. Descriptive Statistics

In the following, the descriptive statistics for the variables are mentioned in Table 2. The descriptive statistics consist of the mean, standard derivation, skewness, kurtosis, minimum and maximum values.

Table 2*Descriptive Statistics*

Variable	<i>M</i>	<i>SD</i>	<i>Skew</i>	<i>Kurt</i>	<i>Min</i>	<i>Max</i>
Organizational Injustice General	2.90	1.49	.953	.180	1.00	7.00
Organizational Injustice (after Event)	5.61	1.34	-1.395	1.814	1.00	7.00
Transformational Leadership	5.05	1.15	-.537	-.256	1.52	7.00
Transactional Leadership	5.09	1.38	-.819	.125	1.00	7.00
Psychological Safety Climate	4.99	1.01	-.254	-.202	2.00	7.00
Forgiveness Climate	4.92	1.24	-.520	.118	1.00	7.00
Work Meaningfulness	4.90	1.61	-.787	-.179	1.00	7.00
Recovery	4.74	1.23	-.409	-.388	1.25	7.00
Forgiveness	4.13	1.81	-.036	-1.184	1.00	7.00
Job Satisfaction	5.16	1.43	-.945	.548	1.00	7.00
Work Engagement	4.19	1.53	-.304	-.614	1.00	7.00
Burnout	2.96	1.22	.449	-.590	1.00	6.31
Quality of Relationship	3.29	1.82	.469	-.974	1.00	7.00

Additionally, the correlations among all variables were computed. The correlations between all utilised variables are displayed below in Table 3. The results of the correlations are largely as expected from the literature research.

The correlations indicate that positive leadership styles (transformational and transactional leadership), a psychological safety climate, and a forgiveness climate significantly correlate with favourable work variables, including work meaningfulness, job satisfaction, and commitment. Conversely, burnout and organisational injustice exhibit a significant negative correlation with these variables, as anticipated in the literature.

The correlations regarding organisational injustice for a singular event seem plausible concerning the other variables. Given that only one event was analysed, the influence on the other variables is likely constrained and has a diminished effect on their overall outcomes.

Table 3*Correlations*

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Organizational Injustice General	1.00												
2. Organizational Injustice (after Event)	.26**	1.00											
3. Transformational Leadership	-.55**	-.09	1.00										
4. Transactional Leadership	-.50**	-.07	.73**	1.00									
5. Psychological Safety Climate	-.66**	-.07	.55**	.48**	1.00								
6. Forgiveness Climate	-.64**	-.12	.56**	.44**	.68**	1.00							
7. Work Meaningfulness	-.60**	-.11	.51**	.43**	.56**	.55**	1.00						
8. Recovery	-.38**	-.07	.23**	.25**	.24**	.29**	.22**	1.00					
9. Forgiveness	-.36**	-.21**	-.30**	.26**	.30**	.28**	.31**	.33**	1.00				
10. Job Satisfaction	-.58**	-.07	.51**	.43**	.48**	.46**	.69**	.27**	.39**	1.00			
11. Work Engagement	-.52**	-.15*	.48**	.32**	.48**	.52**	.71**	.28**	.49**	.73**	1.00		
12. Burnout	.51**	-.06	-.38**	-.38**	-.49**	-.36**	-.67**	-.24**	-.31**	-.77**	-.67**	1.00	
13. Quality of Relationship	-.34**	-.23**	.34**	.23**	.26**	.38**	.33**	.21**	.75**	.30**	.49**	-.21**	1.00

Note: $N = 180$.

** Correlation is significant at the 0.01 level (2-tailed)

5.3. Hypotheses Testing

The testing of the hypotheses was carried out through IBM SPSS Statistics Version 29.0.2.0 and additionally with PROCESS Macro by Andre F. Hayes (2022). The first six hypotheses' tests included severity, resolution, and overall organisational injustice as control variables. The first hypotheses were tested with a regular mediation analysis with Model 4 of PROCESS. This was done because two different Models 9 had to be calculated for the moderated mediation analysis and therefore there was not a complete model on which to read the basic mediation and the basic influence of the independent variable on the dependent variable. Both runs of the Model 9 analysis showed different results, as the inserted moderators always have an influence. Therefore, a normal moderation analysis was carried out at the beginning.

Hypothesis 1: Organizational injustice has a negative impact on recovery.

The analysis of Model 4 of PROCESS macro has shown that there is no significant influence on the effect of organisational injustice event on recovery ($b=0.042$, $t = .643$, $p = .521$). The first hypothesis was therefore not supported.

Hypothesis 2: The negative relationship between organisational injustice and recovery is mediated by work meaningfulness.

Hypothesis 2 was tested with the mediation analysis. The indirect effect of organizational injustice on recovery through the mediator meaningfulness at work is not significant ($b = -0.004$, $bootSE = 0.010$, 95% $CI [-0.027, 0.014]$). The path from organisational injustice to work meaningfulness was not significant ($B = .090$, $t=1.195$, $p = .234$), as well as the path from work meaningfulness to recovery ($B = -.041$, $t=-.619$, $p = .537$). Hypothesis 2 was not supported as the indirect effect did not show significant results.

A moderated mediation analysis was performed for the following hypotheses. The results were calculated using Model 9 of PROCESS. The analysis for the initial research question had to be conducted twice, as Process Model 9 permits only two moderators simultaneously. One analysis was performed with transformational and transactional leadership as moderators, and a second analysis was performed with psychological safety climate and forgiveness climate as moderators.

Hypothesis 3: Transformational leadership moderates the indirect effect of organisational injustice on recovery through perceived meaningfulness at work, such that the indirect effect will be less (more) negative when employees perceive their leaders to be high (low) in transformational leadership.

Transformational leadership significantly impacts work meaningfulness ($B=.329$, $t = 2.580$, $p < .01$). Interaction 1 (Organizational injustice * transformational leadership) has no significant impact on work meaningfulness ($B=-.067$, $t = -.667$, $p = .505$). The indirect effect is not significant ($b = -0.004$, $bootSE = 0.010$, 95% $CI [-0.027, 0.016]$). Transformational leadership, therefore, does not moderate the indirect effect. Therefore, Hypothesis 3 was not supported.

Hypothesis 4: Transactional leadership moderates the indirect effect of organisational injustice on recovery through perceived meaningfulness at work, such that the indirect effect will be less (more) negative when employees perceive their leaders to be high (low) in transactional leadership.

Transactional leadership has no significant impact on work meaningfulness ($B=.024$, $t = .232$, $p = .817$). Interaction 2 (Organizational injustice * transactional leadership) has no significant impact on work meaningfulness ($B=-.030$, $t = -.360$, $p = .720$). The indirect effect is not significant ($b = -0.004$, $bootSE = 0.010$, 95% $CI [-0.027, 0.016]$). Transactional leadership is not moderating the indirect effect. Therefore, Hypothesis 4 was not supported.

Hypothesis 5: Psychological safety climate moderates the indirect effect of organisational injustice on recovery through perceived meaningfulness at work, such that the indirect effect will be less (more) negative when employees feel a high (low) psychological safety climate.

Psychological safety climate has no significant impact on work meaningfulness ($B = .222$, $t = 1.506$, $p = .134$). Interaction 1 (Organizational injustice * psychological safety climate) has no significant impact on work meaningfulness ($B = .224$, $t = 2.135$, $p = .034$). The indirect effect is not significant ($b = -0.003$, $bootSE = 0.011$, 95% $CI [-0.030, 0.016]$). The psychological safety climate is not moderating the indirect effect. Therefore, Hypothesis 5 was not supported.

Hypothesis 6: Forgiveness climate moderates the indirect effect of organisational injustice on recovery through perceived meaningfulness at work, such that the indirect effect will be less (more) negative when employees feel a high (low) forgiveness climate.

Forgiveness climate has a significant impact on work meaningfulness ($B = .288$, $t = 2.549$, $p = .012$). Interaction 2 (Organizational injustice * forgiveness climate) has no significant impact on work meaningfulness ($B = -.144$, $t = -1.662$, $p = .098$). The indirect effect is also not significant ($b = -0.003$, $bootSE = 0.011$, 95% $CI [-0.0296, 0.016]$). Forgiveness climate does not moderate the indirect effect. Therefore, Hypothesis 6 was not supported.

Hypothesis 7: Recovery has a long-term influence on employee well-being variables.

A linear regression was carried out to test each of the seventh hypotheses. All the prerequisites for linear regression were checked first. Based on this, the linearity of the correlation was checked by creating a scatter diagram. This scatter diagram shows the approximate linearity of the variables. Linearity in the coefficients and a random sample are also given. The scatter plot shows that the error value ϵ for each value of the independent variable has the expected value of 0, as the values cluster around zero in the diagram. The negative and positive deviations from 0 on the y-axis are approximately equalised on average. A further prerequisite, the sample variation of the independent variable, is also given, as the independent variable, organisational injustice, has a variance. The homoscedasticity was also checked with a scatter plot, and no clear patterns could be recognised, meaning that homoscedasticity can be assumed. This also applies to the independence of the error value. A normal distribution of the error values can also be assumed by testing a histogram. This means that all the requirements for linear regression are met and checked for all sub-hypotheses of the seventh hypothesis.

Hypothesis 7a: There is a positive relationship between recovery and forgiveness.

The results show that recovery has a positive influence on forgiveness ($F(1,178) = 23.128, p < .001$). For every unit of increased recovery level, employee forgiveness increases by .501 points. 11.5% of the variance in employee forgiveness is explained by the level of recovery, which, according to Cohen (1988), corresponds to a small effect. Therefore, the hypothesis that there is a positive relationship between recovery and forgiveness can be provisionally supported.

Hypothesis 7b: There is a positive relationship between recovery and job satisfaction

The results show that recovery has an influence on job satisfaction ($F(1,178) = 14.626, p < .001$). For each unit of increased recovery level, employee job satisfaction increases by .321 points. 7.6 % of the variance in employee job satisfaction is explained by the level of recovery, which, according to Cohen (1988), corresponds to a small effect. Therefore, the hypothesis that there is a positive relationship between recovery and job satisfaction can be provisionally supported.

Hypothesis 7c: There is a positive relationship between recovery and work engagement.

The results show that recovery has an influence on work engagement ($F(1,178) = 15.196, p < .001$). For each unit of increased recovery level, employee work engagement increases by .349 points. 7.9 % of the variance in employee work engagement is explained by the level of recovery, which, according to Cohen (1988,) corresponds to a small effect. Therefore, the hypothesis that there is a positive relationship between recovery and work engagement can be provisionally supported.

Hypothesis 7d: There is a negative relationship between recovery and burnout.

The results show that recovery has an influence on burnout ($F(1,178) = 11.519, p < .001$). For each unit of increased recovery level, employee burnout decreases by .246 points. 6.1 % of the variance in employee burnout is explained by the level of recovery, which, according to Cohen (1988), corresponds to a small effect. Therefore, the hypothesis that there is a negative relationship between recovery and burnout can be provisionally supported.

Hypothesis 7e: There is a positive relationship between recovery and the quality of relationship.

The results show that recovery has an influence on the quality of the relationship ($F(1,178) = 8.315, p < .004$). For each unit of increased recovery level, the quality of the employees' relationship increases by .314 points. 4.5% of the variance in the quality of the employees' relationship is explained by the level of recovery, which corresponds to a small effect, according to Cohen (1988). Therefore, the hypothesis that there is a positive relationship between recovery and the quality of the relationship can be provisionally supported.

6. Discussion

The final chapter of the master thesis answers the research questions and discusses the results. Furthermore, the investigation is reflected through a critical examination and practical and theoretical implications are presented. Limitations of this thesis are subsequently listed. Finally, an outlook on further possible fields of research is given.

1. *What role does work meaningfulness play as a mediator in the relationship between organisational injustice and recovery, and how do transformational leadership, transactional leadership, psychological safety climate and forgiveness climate influence this mediation process?*

Regarding the first research question, the results showed, after controlling for the variables resolution, severity, and overall organisational injustice, that there were no significant results. This means that neither the mediation nor the moderation is influencing recovery.

2. *How does recovery influence employee well-being variables?*

Regarding the second research question, significant results have been figured out. Recovery predicted employee well-being variables.

6.1. Theoretical Implications

This section interprets the results of the current thesis and integrates them with existing literature, discussing whether the findings conform to theoretical expectations.

Hypothesis 1, that an organisational injustice event harms recovery, could not be supported as the analysis showed no significant results. This is inconsistent with previous research. As already discussed in the literature review, organisational injustice harms work-related variables (Bilal et al., 2017; Francis & Barling 2005). This inconsistency with literature may be because it does not affect recovery solely because of the individual event. The correlations have shown that general organisational injustice has a significantly negative effect on recovery. This may be because many of the events mentioned by the test subjects were not very serious. Organisational injustice, in general, has shown significant results in recovery. Although the overall organisational injustice, resolution and severity of the event were controlled, no significant results were obtained. However, the severity of the event

could be decisive for significant results. The events described by the participants tended to be of lower severity, so it is possible that these events did not require recovery, as the events may have resolved themselves.

Hypothesis 2 could also not be supported as there was no significant mediating role of work meaningfulness between organisational injustice event and recovery. The significance of work meaningfulness as a mediator may not be significant as the meaning assigned to an injustice event could lack the capacity to independently influence the recovery process. Other factors, such as emotional support from colleagues or individual mental health, may have a more significant impact. Studies on health recovery state that many other variables affect work meaningfulness. As a result, meaningfulness alone may not have a significant effect, researchers showed that perceived social support and spiritual well-being can positively affect work meaningfulness in the recovery process (Sultan et al., 2018).

The moderating effect of transformational as well as transactional leadership in Hypothesis 3 and Hypothesis 4 also did not show significant overall findings. The relationship between leadership and employees can be intricate and contingent upon numerous factors. The leadership styles may have lacked sufficient strength or appropriate contextual conditions to exert a significant impact on the relationship between organisational injustice and meaningfulness, as leadership is a construct which can be perceived as contextual and individual (Avolio & Bass, 2004; Bass, 1999). The results of the current thesis could support that transformational leadership had a significant influence on meaningfulness, aligning with previous findings (Frieder et al., 2018).

The moderation role of the two organisational climates, the psychological safety climate and forgiveness climate, was also not significant. A plausible explanation for the absence of a moderating effect of psychological safety climate could be that the relationship between organisational injustice, work meaningfulness, and recovery was not significantly impacted by the perceived psychological safety. According to studies, psychological safety is frequently more crucial in scenarios involving a high degree of team interdependence or in intricate, unreliable work settings (Edmondson, 1999). These factors were not queried in the master's thesis and therefore could not be checked in the analysis. The moderating effect may have been diminished if the organisation under investigation did not comply with these conditions. The lack of an effect for forgiveness climate could indicate that this variable in relation to recovery has more of an effect on interpersonal conflict resolution processes and

not directly on the significance of organisational injustice and recovery (Fehr et al., 2010). Just a forgiveness climate had a significant impact on work meaningfulness.

The results of the second part of the analysis regarding the outcome of recovery were as expected. Recovery showed a positive significant influence on job satisfaction, forgiveness, work engagement and quality of relationship. This supports existing research (Sonnentag & Fritz, 2007). Recovery harmed burnout. This means that recovery predicted less burnout when employees felt recovered. This is also in harmony with the existing literature, as researchers say that recovery influences stress perception and, therefore, can reduce burnout (Sonnentag & Fritz, 2007).

6.2. Practical Implications

Hypothesis 1, that organisational injustice events hurt recovery, did not produce any significant results, as already mentioned. This can be of importance for companies. Results showed that a single unfair event does not necessarily mean that employees perceive the whole organization as unfair as it did not correlate highly. This is an important insight in terms of practical implications as companies can very well intervene in individual events and increase employee's feelings and satisfaction at work by taking care of the employees' issues.

Despite the lack of significant correlations in the model in this study, the presence of organisational injustice suggests potential issues within companies. Organisations must remain vigilant and take measures to identify and rectify injustices to prevent future adverse consequences. The correlations in the study show that overall organisational injustice is related to all variables, as assumed in the literature research. The organisational injustice event, on the other hand, does not show any clear, strong correlations, as implied by the literature research. This could indicate that this does not have a decisive significance and therefore individual events in the company do not directly harm employees or the company as a whole.

Companies should pay attention to the recovery process, as the recovery of employees from an event can have an impact on general job well-being variables. Companies might consider hiring someone to be a point of contact for employees who feel they have been treated unfairly. This person will be neutral so that you can confide in them completely. This way, solutions to avoid or deal with unfair events can be discussed with a neutral person,

and the employees do not collect their frustration alone so that they either get sick or leave the company due to stress (Rupp & Paddock, 2010).

6.3. Limitations

Research studies have different kinds of limitations. This research's limitations are described below. Limitations pertain to both methodological and theoretical dimensions and may stimulate future research endeavours. The principal limitations of the study are delineated below.

A potential limitation of the study may be the utilisation of the organisational justice scale. In this thesis, the organizational justice scale was employed and subsequently inverted to signify organisational injustice using this scale. The scale values were inverted to validate the reversed scale, and Cronbach's alpha was subsequently assessed. For this reason, a strong negative influence of the reversal of the scale was avoided, but it is always possible that this nevertheless influenced the results and that a scale designed for organisational injustice would have been better.

A further potential limitation of this study is that the calculations were required to be conducted across four models. Two distinct analyses were necessary for the initial research question, as each analysis could accommodate only two moderators. This indicated that integrating all moderators into a singular model was unfeasible, thereby constraining the analysis. The third calculation was conducted independently for the second research question. This division of the analyses may result in significant correlations or combined effects among the moderators being inadequately captured. A potential explanation for the absence of significant results may be that the recovery process following organisational injustice events generally occurs over an extended duration. Although short-term interventions or support measures may yield immediate responses, the comprehensive effects of variables such as psychological safety climate and forgiveness climate are likely to require time to influence the recovery process.

An additional constraint might have been the failure to ask about the organisational injustice event at the same time as the moderator variables, mediator variable and dependent variable. As demonstrated by Podsakoff et al. (2012), temporal distancing can facilitate data collection and produce more accurate outcomes.

6.4. Future Research

This research presents multiple avenues for future investigation. Initially, it would be beneficial to replicate the relationships among the studied variables, organisational injustice, leadership styles, organisational climate, and recovery in diverse contexts and industries to assess the generalizability of the findings.

Further future research could be to reproduce the second part of this study with a long-term analysis of the influence of recovery on work-related well-being variables. The results have shown significant results. However, it would be equally compelling to examine the long-term effects. Researchers could refer specifically to recovery from a serious event and look in the long term at how this affects forgiveness, job satisfaction, work engagement, burnout and quality of relationship. This can also be categorised into what type of event or incident the employees had to recover from.

Furthermore, it could be specified which events should be analysed. The model related to the first research question could be related to severe cases, and it could be compared with a group that has experienced less severe events.

This study regarded organisational injustice as a comprehensive construct. Subsequent research could adopt a more nuanced approach by investigating various forms of injustice (e.g., distributive, procedural, or interactional) independently. Certain manifestations of injustice may exert varying impacts on the recovery process. Research has demonstrated varying impacts of the three distinct subcategories of organisational injustice.

Another new research approach may be to complement the mediators and moderators. Since work meaningfulness was not established as a significant mediator between organisational injustice events and recovery in this study, subsequent research could explore alternative mediators. For instance, resilience or social support may be examined. These individual factors may exert a more significant mediating influence on the recovery process than work meaningfulness. Researchers have demonstrated that social support influences recovery (Sonnentag & Fritz, 2007). Additional moderators may also become prominent. Although transformational leadership, transactional leadership, psychological safety climate, and forgiveness climate yielded no significant results in this study, subsequent research may incorporate social support from colleagues and work-life balance measures as potential moderators.

In further studies, the same constructs could be analysed with a focus on subscales to gain a deeper understanding of the relationships between the variables. For example, recovery is categorised into several dimensions, such as psychological detachment, relaxation, mastery, and control (Sonnentag & Fritz, 2007). It is possible that only certain subscales of recovery, such as psychological detachment or relaxation, are influenced by organisational injustice events, while others may not show significant effects. Furthermore, the mediating role of meaningfulness at work might vary across these subscales, meaning that certain aspects of recovery might be more susceptible to an increase in meaningfulness following organisational injustice events than others.

For example, psychological detachment might be more strongly mediated by the sense of meaningfulness that employees derive from their work, whereas relaxation might be less influenced by such factors. Future research could explore these dynamics through more detailed analyses of these subscales. This would not only provide a clearer understanding of how organisational injustice affects recovery but would also help to identify specific interventions to promote recovery in particular areas. This analysis could be conducted for all scales that have subscales and thus deeper insights could be generated.

7. Conclusion

This master's thesis examined the impact of organisational injustice incidents on employees' recovery processes and the role of work meaningfulness as a mediating factor. The analysis included the moderating effects of transformational leadership, transactional leadership, psychological safety climate, and forgiveness climate. The foundational hypotheses aimed to demonstrate how these variables can affect the relationship between organisational injustice and recovery. Research showed the negative influences on organisational injustice and let assume that the positive leadership styles and organisational climates had a diminishing effect on the influence of organisational injustice event on recovery. This thesis's second research question was about the influence of recovery on work-related well-being variables (job satisfaction, work engagement, forgiveness, burnout and quality of relationship). Previous researchers stated the positive effect of recovery on positive work-related well-being variables. To figure this out, a study was conducted with two different questionnaires provided one week apart to the same participants. A total of 180 cases from the 252 employees surveyed were analysed and used for the data analysis. The hypothesis that work meaningfulness mediates the adverse relationship between organisational injustice events and recovery could not be validated. This may suggest that the process of meaning-making in contexts of injustice is insufficient to mitigate the adverse impact of injustice on recovery. The moderator did not significantly impact the indirect effect on organisational injustice events, work meaningfulness, and recovery.

Recovery has forecasted markedly distinct variables. The construct demonstrated a beneficial effect on forgiveness, job satisfaction, work engagement, and relationship quality. Furthermore, it demonstrated a detrimental effect on burnout, indicating that recovery facilitates a reduction in burnout and, therefore, related stress levels. The non-significant findings of the initial section of the master's thesis may stem from various factors. The most likely explanation is that only one event was referenced. A single event does not lead to a perception of unfair treatment among all employees nor categorise the organisation as unjust. This is advantageous for companies; however, in this study, it likely did not yield significant results. Correlations with the overarching organisational injustice variable yielded more significant results. The study offers several prospects for further research approaches.

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Appendix A

AD_project_P1

Start of Block: Introduction

CONSENT FORM

Study procedures and compensation

The present questionnaire is part of a two-part research study about people's reactions to workplace unfairness. The study is being conducted by Alina Diehm as part of her MSc degree requirements, and by Dr. Maria Francisca Saldanha (a faculty member at Católica-Lisbon School of Business and Economics).

The first questionnaire can be accessed in the next page. It will take about 8 minutes to complete, and pays 1.20 GBP (approximately 1.50 US dollars). Payment for the first questionnaire will be awarded upon its completion.

The second questionnaire will be available in approximately one week ("Reactions to workplace unfairness – Part 2"). It will take about 4 minutes to complete, and pays 0.6 GBP (approximately 0.75 US dollars). Payment for the second questionnaire will be awarded upon its completion.

As indicated on the study advertisement, please proceed to the first questionnaire only if you are available to also respond to the second questionnaire.

Confidentiality and anonymity

To protect your anonymity, you will NOT be asked to provide your name, email, or other potentially identifying information. Instead, you will be asked to enter your Prolific ID. Results will only be analyzed in aggregate form. The investigators who are part of the research team are the only people who will have access to the data. The data file will be stored in the researchers' computers, which are password protected. However, please note that confidentiality cannot be guaranteed while data are in transit over the internet. The researcher acknowledges that the host of the online survey (Qualtrics) may automatically collect participant data without their knowledge (i.e., IP addresses). Although this information may be provided or made accessible, the researcher will not use or save this information without participants' consent. The data collected will be used

solely for research purposes.

With regard to the publication of the study's results in scientific journals and conferences, all data will be anonymous, and it will not be possible to identify your individual answers.

Your participation in this study is voluntary, and you can skip questions that you consider sensitive.

Contact

If you have questions about the study or the procedures, please contact Dr. Maria Francisca Saldanha via your Prolific account.

Thank you for taking the time to participate in this research project. Your contribution is greatly appreciated.

Consent

If the preceding information is clear to you, please indicate your consent to participate in this research. By clicking on the "I consent" button below, you understand your rights as a participant and give your consent to participate in this research and to the use of your data for research and publication purposes. If you do not consent to participate in the research, please stop completing the questionnaire.

- I consent to participate in this study (1)
- I DO NOT consent to participate in this study (2)

Page _____

Break

PID Please enter your Prolific ID here (please note that this field should auto-fill with the correct ID):

End of Block: Introduction

Start of Block: Leadership

Leadership Intro Please respond to the following questions about your leader at work (e.g., your direct line manager, supervisor, team leader). If you report to more than one person, please respond to the questions having in mind the leader with whom you work more extensively.

Transformational Leadership Please indicate to what extent you agree with the following statements. My leader....

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Shows us that he/she expects a lot from us. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acts without considering my feelings. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paints an interesting picture of the future for our group. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leads by "doing," rather than simply by "telling". (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Shows respect
for my
personal
feelings. (5)

Provides a
good model
for me to
follow. (6)

Behaves in a
manner
thoughtful of
my personal
needs. (7)

Insists on only
the best
performance.
(8)

Treats me
without
considering
my personal
feelings. (9)

Has a clear
understanding
of where we
are going. (10)

Will not settle
for second
best. (11)

Fosters collaboration among work groups. (12)

Inspires others with his/her plans for the future. (13)

Challenges me to think about old problems in new ways. (14)

Is able to get others committed to his/her dream. (15)

Asks questions that prompt me to think. (16)

Encourages employees to be "team players". (17)

Has stimulated me to rethink the

way I do things. (18)

Is always seeking new opportunities for the organization. (19)

Gets the group to work together for the same goal. (20)

Leads by example. (21)

Has ideas that have challenged me to reexamine some of the basic assumptions about my work. (22)

Develops a team attitude and spirit among

employees.
(23)

Page

Break

Transactional Leadership Please indicate to what extent you agree with the following statements. My leader...

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Always gives me positive feedback when I perform well. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives me special recognition when my work is very good. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please select disagree here. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commends me when I	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

do a better-than-average job. (4)

Personally compliments me when I do outstanding work. (5)

Frequently does not acknowledge my good performance. (6)

Organization Intro Please respond to the following questions about your organization.

Page _____

Break

Psychological safety climate Please indicate to what extent you agree with the following statements about your organization. In my organization...

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
We are able to bring up problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

and tough
issues. (1)

People
sometimes
reject
others for
being
different.

(2)

It is safe to
take a risk.

(3)

It is easy
for us to
ask other
members
for help. (4)

No one
would
deliberately
act in a way
that
undermine
other
people's
efforts. (5)

Page

Break

Forgiveness climate Please indicate to what extent you agree with the following statements about your organization. In my organization...

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
We do not hold grudges. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are forgiving of each other's offenses. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are willing to overlook most offenses. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are able to work through our differences. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Break

Organizational Justice Please indicate to what extent you agree with the following statements about your organization. In my organization...

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Overall, we are treated fairly by our organization. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, we can count on this organization to be fair. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, the treatment we receive around here is fair. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Organizational climate

Start of Block: Unfair Event

Intro Event Please respond to the following questions about a recent event at work.

Break

Intro Event 2 Please take a few moments to think about a time when someone at work treated you unfairly within the last two weeks. If no such situation occurred within the last two weeks, please think of the most recent experience that you can recall.

Please keep this event in mind for the remainder of the study and use this event to answer the questions that follow.

event Please briefly describe the event (in 1-2 sentences):

End of Block: Unfair Event

Start of Block: Reaction Event

Reaction Intro **Please respond to the following questions about your reactions to the event you have just recalled.**

Break

Organizational Justice Event Please indicate the extent to which you agree with each of the following statements about the event.

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Overall, I was treated fairly in this situation. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, the situation was fair. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, the treatment I received in this situation was fair. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Break

Work meaningfulness Since the event, how do you feel about your work? Since the event, I feel that...

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewhat	Moderately	Considerably	Very much	To a great extent
The work I do on this job is very important to me. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job activities are personally meaningful to me. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The work I do on this job is worthwhile. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job activities are significant to me. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The work I do on this job is meaningful to me. (5)

I feel that the work I do on my job is valuable. (6)

In this item, select option six. (7)

Page

Break

Recovery Psychological Detachment Since the event, to what extent were you able to do the following during your time after work?

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewhat	Moderately	Considerably	Very much	To a great extent
I have been able to forget about work. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been able to not think about work at all. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have able to distance myself from my work. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have able to get a break from the demands of work. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Recovery Relaxation Since the event, to what extent were you able to do the following during your time after work?

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewhat	Moderately	Considerably	Very much	To a great extent
I have been able to kick back and relax. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been able to do relaxing things. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been able to use the time to relax. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have
been
able to
take
time for
leisure.
(4)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Recovery Mastery Since the event, to what extent were you able to do the following during your time after work?

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewhat	Moderately	Considerably	Very much	To a great extent
I have been able to learn new things. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been able to seek out intellectual challenges. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have been able to do things that challenge me. (3)

I have been able to do something to broaden my horizons. (4)

Recovery Control Since the event, to what extent were you able to do the following during your time after work?

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewhat	Moderately	Considerably	Very much	To a great extent
I have been able to feel like I could decide for myself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

what to
do. (1)

I have
been able
to decide
my own
schedule.

(2)

I have
been able
to
determine
for myself
how I
would
spend my
time. (3)

I have
been able
to take
care of
things the
way that I
wanted
them
done. (4)

End of Block: Reaction Event

Start of Block: Context Event

Context Intro Please respond to the following questions about the event and the context in which the event occurred.

Page _____

Break

time Approximately how much time has passed since the event occurred (in days)?

where Did this interaction occur online, or in person?

- Virtual interaction (e.g., Zoom meeting) (1)
- Text exchange (e.g., email, electronic chat) (2)
- In person interaction (3)
- Other, please specify: (4)

rank The person who treated you unfairly was your...

- Supervisor / manager (1)
 - Colleague / coworker (2)
 - Supervisee / subordinate (3)
 - Customer (4)
 - Other, please specify: (5)
-

time_off How long had you worked with this particular person when the event occurred (in months)?

resolution To what extent do you feel the following?

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewhat	Moderately	Considerably	Very much	To a great extent
I feel like this situation has been resolved. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This situation has been settled. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Severity To what extent do you feel the following?

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewhat	Moderately	Considerably	Very much	To a great extent
This is a serious transgression. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider this offense to be severe. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

happen Since the event, has anything happened between you and this person? Please specify (in 1-2 sentences):

End of Block: Context Event

Start of Block: Demographics

Demographics Intro Please respond to the following questions about yourself.

Break

Gender What is your gender?

- Male (1)
 - Female (2)
 - Non-binary / third gender (3)
 - Other, please specify: (4)
-



Age How old are you?

Education What is the highest level of education you have completed?

- No formal education (1)
 - High school diploma / GED (2)
 - Bachelor's degree (3)
 - Master's degree (4)
 - Doctorate (5)
 - Other (please specify) (6)
-

Years of Profession How many years of professional experience do you have?

Job Title What is your current job title?

- Manager / Executive (1)
 - Employee / Staff (2)
 - Specialist / Professional (3)
 - Self-employed (4)
 - Student (5)
 - Other (please specify) (6)
-

Industry Sector In which industry sector do you work?

- Healthcare (1)
 - Technology (2)
 - Finance (3)
 - Education (4)
 - Manufacturing (5)
 - Services (6)
 - Other (please specify): (7)
-

Hierarchical Level What is your current hierarchical level within your organization?

- C-Level / Executive (1)
 - Middle Management (2)
 - First-line Management (3)
 - Specialist / Staff (4)
 - Other (please specify): (5)
-

Number Employees How many employees work in your organization?

- 1-10 (1)
- 11-50 (2)
- 51-200 (3)
- 201-500 (4)
- Over 500 (5)



Lenght Employment How long have you been working for your current organization?

Page

Break

Data Honesty In your honest opinion, should we use your data? (Please note that you will still receive payment for your participation, regardless of how you answer)

Page

Break

end Thank you very much for your participation in the first part of the study.

The second questionnaire will be available in one week ("Research study about reactions to workplace unfairness - Part 2"). Please keep an eye on your Prolific account for the study.

The second questionnaire will take you about **4 minutes** to complete, and will pay **0.60 GBP (approximately 0.75 US dollars)**.

Please click "next" to finalize the study.

End of Block: Demographics

Appendix B

AD_project_P2

Start of Block: Introduction

CONSENT FORM

Study procedures and compensation

The present questionnaire is the second part of a two-part research study about people's reactions to workplace unfairness. The study is being conducted by Alina Dihem as part of her MSc degree requirements, and by Dr. Maria Francisca Saldanha (a faculty member at Católica-Lisbon School of Business and Economics).

You have already completed the first questionnaire.

The second questionnaire will take about 4 minutes to complete, and pays 0.6 GBP (approximately 0.75 US dollars). Payment for the second questionnaire will be awarded upon its completion.

Confidentiality and anonymity

To protect your anonymity, you will NOT be asked to provide your name, email, or other potentially identifying information. Instead, you will be asked to enter your Prolific ID. Results will only be analyzed in aggregate form. The investigators who are part of the research team are the only people who will have access to the data. The data file will be stored in the researchers' computers, which are password protected. However, please note that confidentiality cannot be guaranteed while data are in transit over the internet. The researcher acknowledges that the host of the online survey (Qualtrics) may automatically collect participant data without their knowledge (i.e., IP addresses). Although this information may be provided or made accessible, the researcher will not use or save this information without participants' consent.

The data collected will be used solely for research purposes. With regard to the publication of the study's results in scientific journals and conferences, all data will be anonymous, and it will not be possible to identify your individual answers.

Your participation in this study is voluntary, and you can skip questions that you consider

sensitive.

Contact

If you have questions about the study or the procedures, please contact Dr. Maria Francisca Saldanha via your Prolific account. Thank you for taking the time to participate in this research project. Your contribution is greatly appreciated.

Consent

If the preceding information is clear to you, please indicate your consent to participate in this research. By clicking on the “I consent” button below, you understand your rights as a participant and give your consent to participate in this research and to the use of your data for research and publication purposes. If you do not consent to participate in the research, please stop completing the questionnaire.

- I consent to participate in this study (1)
- I DO NOT consent to participate in this study (2)

Page _____

Break

PID Please enter your Prolific ID here (please note that this field should auto-fill with the correct ID):

End of Block: Introduction

Start of Block: Recovery

t2 Recov inst **Please respond to the following questions about what you currently think, feel, or do.**

Break

Forgiveness Please indicate the extent to which you currently feel the following about the person who treated you unfairly.

	1	2	3	4	5	6	7
	Not at all	Slightl y	Somewh at	Moderatel y	Considerab ly	Very much	To a great exten t
I have forgiven this person. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have wholeheartedly forgiven this person. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have fully forgiven this person. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Break

Quality of Relationship Please indicate the extent to which you currently feel the following about your relationship with the person who treated you unfairly. Currently, my relationship with this person...

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewhat	Moderately	Considerably	Very much	To a great extent
Is harmonious (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is enriching (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is satisfying (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspires trust (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page _____

Break

Job Satisfaction Please indicate the extent to which you currently feel the following about your work.

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewhat	Moderately	Considerably	Very much	To a great extent
All in all, I am satisfied	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

with my
job. (1)

In general,
I do not
like my
job. (2)

In general,
I like
working
here. (3)

In this
item,
select
somewhat.
(4)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Page

Break

Work engagement Please indicate the extent to which you currently feel the following about your work.

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewha t	Moderatel y	Considerabl y	Very much	To a great extent
At my work, I feel bursting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

with
energy. (1)

At my job, I
feel strong
and
vigorous.
(2)

When I get
up in the
morning, I
feel like
going to
work. (3)

I am
enthusiasti
c about my
job. (4)

My job
inspires
me. (5)

I am proud
of the work
that I do.
(6)

I feel happy
when I am
working
intensely.
(7)

I am immersed in my work. (8)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

I get carried away when I am working. (9)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Page

Break

Burnout Exhaustion Please indicate the extent to which you currently feel the following about your work.

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewhat	Moderately	Considerably	Very much	To a great extent
I feel emotionally drained from my work. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel used up at the end of the workday. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel tired when I get up in the morning and have to face another day on the job. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please respond with not at all. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working all day is really a strain for me. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel burned out from my work. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Burnout professional efficacy Please indicate the extent to which you currently feel the following about your work.

	1	2	3	4	5	6	7
	Not at all	Slightly	Somewha t	Moderatel y	Considerabl y	Very much	To a great extent
I can effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

solve the problems that arise in my work. (1)

I feel I am making an effective contribution to this organization. (2)

In my opinion I am good in my job. (3)

I feel exhilarated when accomplish something at work. (4)

I have accomplished many worthwhile things in this job. (5)

At my work, I feel confident that I am

effective at
getting
things done.
(6)

Burnout cynism Please indicate the extent to which you currently feel the following about your work.

	1	2	3	4 -	5	6	7
	Not at all	Slightly	Somewha t	Moderatel y	Considerabl y	Very much	To a great extent
I have become less interested in my work. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have become less enthusiastic about my work. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I just want to do my job and not be bothered. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I have become more cynical about whether my work contributes anything.

(4)

I doubt the significance of my work.

(5)

Page

Break

end

Thank you very much for your participation in the second (and last) part of the study.

Please click "next" to finalize the study.

End of Block: Recovery
