

**COWORKERS' PERCEIVED JUSTICE OF DISABILITY ACCOMMODATION:
THE ROLE OF COWORKERS' TRUST AND SUPPORT**

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DEDICATION

This study is dedicated to my parents Madan and Manobaba Lamichhane who inspired me to walk the path of knowledge and whose unceasing support has resulted in this achievement.

ABSTRACT

This study examined the effects of coworkers' perceptions of fairness of disability accommodation on their behavioral outcomes (i.e., coworkers' support, counterproductive work behavior). I used Prolific Academic to collect data from 301 participants from U.K and Canada who had experienced a coworkers' disability accommodation within the last twelve months. I analyzed the data using confirmatory factor analysis, hierarchical regression analysis, and process macro model 3.4 in SPSS. Results showed that coworkers' perceived justice was positively associated with coworkers' support and perceived trust fully mediated the relationship between perceived justice and coworkers' support. However, results did not support the negative relationship between perceived justice and counterproductive work behavior. Trust was not found to be a mediator in the relationship between perceived justice and counterproductive work behavior. This research highlights that understanding coworkers' perceptions of justice during accommodation yields opportunities to enhance the positive role of coworkers in the accommodation process.

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LIST OF ABBREVIATIONS

RTW	Return to work
POJ	Perceptions of Justice
CWB	Counterproductive Work Behavior
DJ	Distributive Justice
PJ	Procedural Justice
PT	Perceived Trust

CHAPTER 1: INTRODUCTION

Disability at the workplace imposes a direct and indirect cost to employers, employees, government, and society. Disability gives rise to direct costs like decreases in income, an increase in medical and rehabilitation expenses, and indirect costs like decreases in employee's productivity and self-efficacy (Galizzi, Leombruni, Pacelli, & Bena, 2016). According to the National Institute of Disability Management and Research, the total cost of disability in Canada is approximately \$36 billion (National Institute of Disability Management and Research, 1997). The Canadian Society of Professionals in Disability Management reported that employers pay 35% of the total disability cost whereas family pays 27% and the rest is paid by society (National Institute of Disability Management and Research, 1997). People with disabilities also face discrimination in organizations and society. Statistics Canada reported that 12% of the people with disabilities indicated they had been refused a job opportunity (Statistics Canada, 2014).

An individual with a disability can have a physical or mental impairment that restricts his/her life activities (Colbridge, 2000). The World Health Organization (WHO) describes disability in three dimensions: as an impairment in a body function or mental functioning, activity limitation such as difficulty in hearing, seeing, walking, and participation restrictions in performing daily activities such as working, or engaging in social activities (Ellis et al., 2016). Illness or injury interrupts an individual's ability to perform their work role and their ability to fulfill social role obligations (Mansfield, Stergiou-Kita, Kirsh, & Colantonio, 2014). Workers can experience severe physical impairments like soft-tissue injuries, cognitive issues like difficulty learning, information processing, and psychosocial challenges like sleep disorders, depression, and post-

traumatic stress after coming back to work from a temporary leave (Mansfield et al., 2014; Nguyen et al., 2016).

In order to manage disability, organizations implement disability accommodations to support new employees with disabilities and to facilitate the safe return of employees who have been off work due to illness or injury. In many countries, including Canada, employers have the responsibility to accommodate the needs of both new employees and pre-existing employees with a disability (Thun, 2007). To support the employer in facilitating the returnee back to work, the medical providers advise the returnee and their employer on their fitness to work (Coole, Radford, Grant, & Terry, 2012). The employer is responsible to provide accommodation and ensure safe and sustained work resumption of the returnee (Young et al., 2005). Supervisors are responsible for implementing and monitoring modified duties (Jetha et al., 2018). Payers (i.e., insurance companies, government agencies) and societal groups also play an important role in disability accommodation (Young et al., 2005). Formal accommodations are decided by the employer and other stakeholders considering the medical restrictions of the returnee (e.g., flexible hours, modification in training and job duties, modifications in the job environment, providing additional equipment and facilities to the returnee) (Gourdeau, Fingold, Colantonio, Mansfield, & Stergiou-Kita, 2020). Informal accommodations may also be used to enhance the employees' work performance or make it easier to do their work (e.g., includes self-directed compensatory strategies to accommodate ongoing memory and cognitive challenges) (Gourdeau et al., 2020).

Employers provide accommodation to enhance worker's productivity and to facilitate worker's reintegration into the social work environment. Organizations also provide accommodation to maintain competitive advantage as they can add value in

attracting qualified workers (Cleveland, Barnes-Farrell, & Ratz, 1997). Although organizations have accommodations in place to facilitate the returnee, disability accommodation practices do not always yield optimal outcomes (Young et al., 2005). Thus, employers face challenges to sustain employees at work after work re-entry with the same level of organizational commitment, productivity, and employee motivation.

Researchers suggest that to improve accommodation success it is important to understand how re-integration affects other stakeholders in the workplace (Tjulin et al., 2010). Stakeholder's roles in disability accommodation are influenced by their interest in the return to work outcomes that are beneficial to them (Young et al., 2005). Social relations acts as an important factor in positively influencing return to work outcomes (Lysaght & Larmour-Trode, 2008). The extent to which adjustments made during return to work will be effective will depend on the quality of the relationship the employee has with other members of the organization (Grant, O-Beirne-Elliman, Froud, Underwood, & Seers, 2019).

Stakeholders' behavior during accommodation can be influenced by the legitimacy of the injury and issues of stigma (Mansfield et al., 2014). Employer's unsympathetic behavior and lack of willingness to understand workers' challenging experience was identified as one of the key barriers to return to work (RTW) (Grant et al., 2019). For example, mistreatment received by cancer survivors who reported being discriminated against and refused promotion after coming back to work was significantly associated with their negative work outcomes (Luo et al., 2019). Besen, Young, and Shaw (2015) found a positive association between organizational and coworkers' support with returnee's confidence in their ability to return to work.

A lack of social support has been identified as a key factor that can negatively impact disability accommodation and RTW outcomes (Lysaght & Larmour-Trode, 2008). During accommodation, the disabled worker is susceptible to job insecurity, reduced self-efficacy, and strained work relationships. Therefore, social support from supervisors and coworkers acts as a crucial factor in the work integration process (Lysaght & Larmour-Trode, 2008).

Many researchers have highlighted the role of supervisors in disability management as they are usually delegated with the task of accommodating employees (Kristman et al., 2016; Williams-Whitt, Kristman, Shaw, Soklaridis, & Reguly, 2016). Supervisors may be asked to modify duties, interpret medical restrictions of the returnee, coordinate with other stakeholders, and regularly monitor the progress of the accommodation after it is implemented (Kristman et al., 2016). However, coworkers are often affected by the disability accommodation process, and there has been much less research on the role of coworkers in achieving successful accommodation outcomes.

The accommodations provided to the returnee through task re-allocation, workspace adjustments, organizational practices, and policies can impact coworkers' job duties, job demands, and job resources. This, in turn, may impact their level of support for a colleague's accommodation and accommodation outcomes. For example, Gagnano, Negrini, Miglioretti, and Corbière (2018) conducted a systematic review that indicated interpersonal support from coworkers and supervisors, are significant predictors of RTW. In another study, Balser (2000) found that forty percent of returnees indicated they had been discriminated against during accommodation. Qualitative studies exploring supervisors' and coworkers' experiences of accommodation have highlighted factors like lack of communication, and lack of information about accommodated worker's work

ability as barriers to coworkers' participation in the accommodation process (Ladekjær Larsen, Labriola, Vinther Nielsen, & Schultz Petersen, 2015; Tiedtke et al., 2012). Other work suggests that the negative response from coworkers in the accommodation process can slow the rate of work integration and impact the overall effectiveness of policies and practices adopted by the organization for managing disability (Dunstan & MacEachen, 2013).

The research on coworkers' support of disability accommodations also suggests that coworkers' responses are influenced by their perceived justice of the accommodation (Dunstan & MacEachen, 2013). Perceived organizational justice (POJ) is described as the perception of fairness based on social comparison with other members of the organization (Sauer & May, 2017). Employees who perceive the organization's actions as fair believe that they are valued and a positive social exchange is created between them and the parties of the organization (Lambert & Hogan, 2013). Employees' perceptions of fairness/unfairness will motivate employees to increase or decrease their input towards the parties (Moorman, 1991). Akremi, Vandenberghe, and Camerman (2010) found that employees' perceptions of injustice in a social exchange relationship with an individual party at work led to deviance directed towards that party. In a disability context, Kosny et al. (2013) identified coworkers' perception of injustice to be one of the factors impeding their support to injured electricians.

Coworkers' responses to accommodation can be described either as supportive behaviors or counterproductive work behaviors (CWB) (Lancman, Barros, Silva, Pereira, & Jardim, 2017; Lysaght & Larmour-Trode, 2008). Coworkers are believed to display CWB through negative emotions and attitudes towards accommodated workers (Staley, Kagle, & Hatfield, 1988). The literature further suggests that coworkers display two kinds

of supportive behaviors. Coworkers display task support when they are delegated the responsibility to accommodate (Ladekjær Larsen et al., 2015). They may also display support through organizational citizenship behavior (OCB) or informal contributions that employees voluntarily make towards the accommodated workers (Tjulin et al., 2010).

In order to understand the nature of social exchange relationships, researchers highlight the importance of studying other subjective factors like perceptions of trust towards other members of the organization. Organizational trust is an employee's belief that the organization will perform actions beneficial to them or at least not cause them any kind of harm. Trust is a manifestation of social exchange which researchers have found explains the relationship between employees' perceptions of justice and their work outcomes (Aryee, Budhwar, & Chen, 2002). Aryee et al. (2002) surveyed 179 subordinates and supervisors who worked full-time in a public sector organization. The responses provided by supervisor-subordinate dyads suggested that trust fully or partially mediated the relationship between perceptions of justice and employee outcomes including job satisfaction, organizational commitment, turnover intentions, and citizenship behavior (Aryee et al., 2002).

When coworkers perceive that they have been fairly treated in the context of accommodation, their degree of trust towards the actions of other parties of the organization may increase due to the belief that the organization and its members have acted for their welfare. As such, they may form a belief that the organization and its members will act for their welfare in the future as well. The increase in the level of coworkers' trustworthiness, in turn, may lead them to reciprocate through positive responses towards the accommodated co-worker (increase in the level of the task and extra-role support during the accommodation). Employees' justice perceptions affect an

employee's experience at work and can also impact their quality of relationships with their coworkers (Nelson, Heftvedt, Haardörfer, & Hayward, 2019).

Despite some evidence for the relationship between coworkers' perceived justice and their work outcomes, no research that I could find has yet assessed how coworkers' justice perceptions of a colleague's disability accommodation impact their level of organizational trust, and if this, in turn, impacts their behavioral outcomes in the accommodation. This study aims to fill this gap by testing a hypothesized model of the relationship between perceived justice and coworkers' responses (i.e., coworkers' support, CWB) towards a colleague who is provided disability accommodation after coming back to work from a temporary leave due to an illness/ injury. Furthermore, this study examines the role of trust within the relationship between perceived justice and coworkers' responses to the accommodated co-worker. The study answers the following research questions:

1. How do coworkers' justice perceptions of accommodation affect the coworkers' behavioral responses (i.e., coworkers' support, CWB) toward the accommodated employee?
2. Is coworkers' perceived justice of accommodation associated with trust towards the accommodated employee?
3. Does trust mediate the relationship between coworkers' perceived justice of disability accommodation and their behavioral responses in the accommodation?

From a theoretical perspective, this study will contribute to the existing disability management literature by examining the influence of coworkers in disability management through their behavioral responses. Furthermore, this study will explore the role of trust

in the context of disability accommodation. The current literature on disability management does not provide a clear picture of psychological mechanisms through which justice types and trust affect employee's behavior in the accommodation process. This research can contribute to the understanding of the role of psychological factors in disability management. Employees' perceptions of disability management could differ from their perceptions of other work situations. Employees' perceptions can be influenced by some additional factors like their attitude about disability, restriction of employers' role due to privacy requirements, some challenges imposed due to the accommodated workers' ability to perform their tasks and socialize at work. Therefore, it is important to understand the nature of the association between employees' perceived justice, perceived trust, and their behavior in the disability context.

From the practitioner standpoint, consideration of coworkers' perspectives of the accommodation may help organizations understand how to better achieve optimal RTW outcomes.

CHAPTER 2: LITERATURE REVIEW

In this chapter, I review the theoretical foundations for the study with a discussion of equity theory and social exchange theory. This is followed by a discussion of the literature on RTW, coworkers' roles in RTW, POJ, trust, and coworkers' responses (i.e., support, CWB) in RTW. Hypotheses are developed based on the theoretical frame and existing research on RTW, justice, and trust.

Theoretical foundations

2.1 Perceived organizational justice (POJ)

Perceived organizational justice (POJ) is described as the perception of fairness based on social comparison with other members of the organization (Sauer & May, 2017). Greenberg (1990) initially conceptualized organizational justice into two dimensions: distributive justice and procedural justice. Distributive justice is the perceived fairness of outcomes. Procedural justice is the perceived fairness of organizational procedures by which outcomes are allocated. The two dimensional model of justice conceptualized distributive justice to be related to personal outcomes like pay satisfaction, whereas procedural justice was related to organizational outcomes like commitment, organizational support, job satisfaction, and work performance (McFarlin & Sweeney, 1992; Roch et al., 2019; Wittmer, Martin, & Tekleab, 2010).

Cohen-Charash and Spector (2001) suggest that perceptions of procedural justice are also influenced by interpersonal factors like interpersonal treatment by decision-makers and the adequate explanations of decisions they provide to the employees. Later, Greenberg introduced the concepts of interactional and informational justice. Interactional justice refers to the degree to which people are treated with respect and dignity when the

procedures are enacted (Colquitt, 2001). Cropanzano, Prehar, and Chen (2002) found interactional justice as a predictor of supervisor evaluation of employees and was linked to developing trust in management (Barling & Phillips, 1993). Informational justice is the perceived fairness of the amount and timeliness of the information provided to employees. Informational justice was found to predict supervisor relationship quality (Roch et al., 2019). Since then, researchers have examined employees' perceptions of justice based on outcomes distributed, procedures used while making decisions, quality of interactions between organizational members, and the adequacy of the information exchanged. Findings from Colquitt (2001) suggest these four different organizational justice dimensions (distributive, procedural, interactional, and informational) are separate constructs that individually lead to different behavioral outcomes (i.e., instrumentality, group commitment, helping behavior, and collective esteem).

Table 1 summarizes the outcomes researchers have found that are associated with the four justice dimensions. POJ is positively related to outcomes such as work performance, OCB, organizational commitment, and job satisfaction. It is negatively associated with withdrawal behavior, turnover intentions, and counterproductive work behavior.

Table 1**Organizational Justice Outcomes**

Outcomes	Study	Findings
Work performance	(Cohen-Charash & Spector, 2001)	Distributive Justice: $r = .13$ Procedural Justice: $r = .45$ Interactional Justice: $r = .16$
Organizational citizenship behavior	(Cohen-Charash & Spector, 2001) (Chiaburu & Lim, 2008)	Distributive Justice: $r = .25$ Procedural Justice: $r = .23$ Interactional justice: $\beta = 0.27$
Withdrawal behavior	(Malinen, Wright, & Cammock, 2013)	Procedural Justice: $r = -0.37$ Distributive Justice: $r = -0.31$
Turnover intentions	(Cohen-Charash & Spector, 2001)	Distributive Justice: $r = -.26$ Procedural Justice: $r = -.26$ Interactional Justice: $r = -.32$
Counterproductive work behavior	(Cohen-Charash & Spector, 2001)	Distributive Justice: $r = -.24$ Procedural Justice: $r = -.29$
Job Satisfaction	(McFarlin & Sweeney, 1992) (Ladebo, Awotunde, & AbdulSalaam-Saghir, 2008)	Procedural Justice: $r = .18$ Distributive Justice: $r = .30$ Interactional justice: $b = .45$
Organizational commitment	(McFarlin & Sweeney, 1992) (Kathairi & Suliman, 2012)	Procedural Justice: $r = .34$ Distributive Justice: $r = .23$ Overall organizational Justice: $r =$
Perceived organizational Support	(Cheung, 2013)	Interactional Justice: $r = 0.65$ Informational Justice: $r = 0.68$

2.2. Coworkers' perceptions of justice of the accommodation process

Theory suggests that in a disability accommodation context, coworkers are likely to form perceptions of distributive justice by comparing their rewards with those of the accommodated employee. For instance, coworkers who help colleagues with complex tasks might perceive it to be unfair if they both receive the same pay. Colella (2001) proposes that factors like the visibility of the accommodation, level of job autonomy, and relevance of the accommodation on coworkers' lives will impact coworkers' perceptions of distributive justice.

Coworkers' perceptions of procedural justice may also be affected when the change in processes are made to facilitate the accommodated employee. Accommodation is generally described as both a process and an outcome (Young et al., 2005). Coworkers' perceptions of procedural justice can be influenced by the fairness of the process adopted by authorities while granting accommodation or through the outcomes of that process (Colella, Paetzold, & Belliveau, 2004). Coworkers can evaluate fair procedures based on their opportunity to be heard while making accommodation decisions, their perceptions of bias in decision-making, the accuracy of accommodation decisions based on the medical condition of the employee, and the level of consistency in the application of the rules among employees. Additionally, outcomes of the processes like changes in job duties, physical work arrangements, extra breaks, and flexible work schedules for an accommodated employee might seem unfair to the coworkers.

Also, coworkers' perceptions of justice can be influenced by perceived interactional justice and informational justice. Preferential treatment given to the accommodated employee may make co-workers believe that they are treated with less respect and dignity in comparison to the accommodated employee. Supervisors may provide preferential treatment to the accommodated employee by increasing their frequency of interactions with him/her, providing more frequent feedback, and being more empathetic towards the accommodated employee. This may influence coworkers to feel less valued and less respected within the group. Coworkers can also make judgements of interactional fairness through their perceptions of being treated kindly and on the extent of their agreement with the authorities implementing the accommodation procedures. Moreover, privacy requirements mean that coworkers cannot be provided with certain types of information, even though accommodation affects their work lives.

Coworkers can sometimes express their willingness to know about the accommodation while having to facilitate the accommodated co-worker. Coworkers expressed their willingness to know about the job ability of the accommodated employee while performing group tasks (Ladekjær Larsen et al., 2015). Furthermore, employers do not normally involve coworkers in the accommodation process. These restrictions on the flow of information can affect coworkers' perception of informational justice.

Table 2 summarizes the studies that have been conducted to identify the factors affecting coworkers' perceptions of the accommodation.

Table 2
Studies on Coworkers' Perceived Fairness of Accommodation

Study	Method	Findings
(Seijts, 2004)	Conducted an experiment with 122 alumni members of Canadian business school	Relationship between employees' perceptions about the accommodation being need-based and fairness of accommodation was positive and significant ($r = .23, p < .05$).
(Tjulin et al., 2010)	Interviewed 33 participants including coworkers,	Coworkers' perceived unfairness led to decreased support.
(Colella et al., 2004)	Narrative review	Factors like legal constraints, individual and organizational factors were proposed to influence coworkers' perceptions of procedural justice.
(Colella, 2001; Colella et al., 2004)	Narrative review	Factors like visibility, relevancy of the accommodation, need of the returnee and equity perceptions were suggested to influence coworkers' perceptions of distributive justice.
(Ladekjær Larsen et al., 2015)	Interviewed and observed coworkers working in Nursing homes	Coworkers' POJ was affected by the returnee's role ambiguity.

2.3 Social exchange theory, perceived organizational justice and trust

Homans (1958) introduced the concept of social exchange theory (SET) to understand human behavior. In an exchange relationship, both parties involved are dependent on each other and can gain or lose through their transactions. Scholars have

suggested that the outcomes of exchange include pay and other monetary outcomes, and socio-emotional outcomes which address social and esteem needs (Cropanzano & Mitchell, 2005).

Social exchange relationships are driven by the rules and norms of exchange, the resources exchanged, and emerging relationships (Cropanzano & Mitchell, 2005).

According to the reciprocity rule, a party involved in the exchange is obligated to reciprocate through their behavior. The reciprocity received in this exchange process is influenced by a belief that “people get what they deserve”. Norms of exchange are the benchmarks of social behavior or the universal principle of reciprocity. Initially, one party is expected to follow the principle in the exchange process and the other party is obligated to reciprocate to the benefit accordingly. For instance, an organizational norm may demand an employee to offer help to a co-worker when needed, and as an exchange, the other party is obligated to reciprocate through the same value of the benefit (i.e., helping behavior). In other words, the behavior of both parties is influenced by the guidelines or norms that define how one should behave. Negotiation rules are rules set by both parties through mutual agreement. Negotiated exchanges are more explicit and mostly involve economic exchanges (e.g., negotiation of salary with the employer) (Cropanzano & Mitchell, 2005).

In organizations, the social exchange relationship built by employers will determine the reciprocal behavior and attitude of employees (Aryee et al., 2002). The fair transaction made by one party in the organization will obligate other parties to reciprocate through positive behavioral outcomes and positive attitudes towards that party (Cropanzano & Mitchell, 2005). The norm of reciprocity is contingent upon the value of the benefit received by the party (Gouldner, 1960). When the norm of reciprocity is

violated, employees will perceive the exchange to be unfair, their debt to reciprocate will be proportionate to only what they have received. Thus, the return they make will be equivalent to the benefit they had received.

Since there is no way to be assured that the other party will discharge their obligations proportionately, social exchanges require the parties to trust each other (Colquitt & Rodell, 2011). As individuals discharge their obligations, they gradually increase the trustworthiness towards the other party (Aryee et al., 2002). Moreover, Molm, Takahashi, and Peterson (2000) suggest that trust will increase when there are frequent and stable reciprocal exchanges. In social exchange relationships, both parties trust each other to exchange equal benefits and there will be a high level of trust towards those parties who have reciprocated through equal terms in a frequency of exchanges.

In the accommodation context, coworkers' interpersonal relationships with supervisors, the accommodated employee, and other stakeholders are likely to be influenced by the principles of social exchange theory. This is particularly true where the employees have had a pre-existing relationship. In the accommodation sense, this is most likely to apply to employees who are returning to their pre-illness/injury workplace, rather than being accommodated when they first start a job. Re-integration into a social environment at work has been suggested as one of the key factors for a successful return to work (Lysaght & Larmour-Trode, 2008). The returnee's social relationships at work can be influenced by both their prior exchanges in pre-existing relationships and new exchange transactions after coming back to work. Stakeholders exchange economic resources like money, information, services, and socio-emotional resources like compassion, support, and other emotions both before a disabling incident and after the

employee returns. Therefore, this research will focus on RTW rather than the accommodation of employees who are starting a new job with the employer.

The perceived fairness of transactions during the accommodation process may influence coworkers' perceptions of justice. When coworkers perceive that they have received benefits from the accommodation transactions, they perceive the accommodation process as fair. According to SET theory, coworkers' would reciprocate through a positive attitude towards the RTW process and other positive behaviors like an increase in support, co-operation, and involvement in the accommodation process. Conversely, unfair transactions may lead them to display negative attitudes towards the RTW process and negative behavior towards the returnee and organization.

Although, SET theory describes the relationships as interdependent exchanges, Cropanzana, Bowen, and Gilliland (2007) note that work relationships also involve interpersonal attachments. Moreover, Cropanzano and Mitchell (2005) suggest that interpersonal attachments can alter the nature of exchanges. For instance, coworkers' interpersonal attachments to a supervisor can alter the nature of exchanges between them.

2.4 Equity theory and perceived organizational justice

Equity theory, initially proposed by Adams (1963) holds that employees' perceptions of justice are formed by comparing the ratio of their work inputs and outcomes to the ratio of inputs and outcomes of another person, either from their organization or from a different workplace. If the ratio is unequal, the individual whose ratio is higher is perceived to be overpaid (Greenberg, 1990). So, employees are believed to either decrease or increase inputs to balance the ratios. When employees feel under-rewarded relative to their comparison other, they may decrease their input so the ratio becomes proportionate (Adams, 1963). Furthermore, employees may attempt to change

their outcomes by either using their voice of dissatisfaction, they may even exit the organization because of the perceived injustice. When employees perceive injustice, they can also change the individual with whom they had previously compared and compare the ratio of work input to outcomes with the other person.

Inequality, or perceived inequality, can also lead employees to display behavioral or psychological reactions (Greenberg, 1990). When employees compare their earnings with coworkers, they might react to inequality by displaying negative behavioral reactions (CWB).

Equity theory is useful to understand coworkers' responses to accommodation because it impacts inputs and outcomes for both the employee with the disability and those around them. Colella et al. (2004) suggest that perceived unfairness may arise when accommodation is believed to reduce the accommodated person's input and both parties receive the same outcomes. In other words, coworkers perceive accommodation as both a reduction in inputs and a special outcome provided to the returnee only. Colella (2001) further suggested that coworkers' reactions to the perceived distributive justice of the accommodation can include a change in their level of cooperation and support as an effort to balance their input with the outcomes distributed by the authorities (i.e., managers, supervisors) during accommodation.

2.5 Hypothesis development

In the following section, the theoretical frameworks described above will be used to develop a series of hypotheses depicted in the model provided in Figure 1.

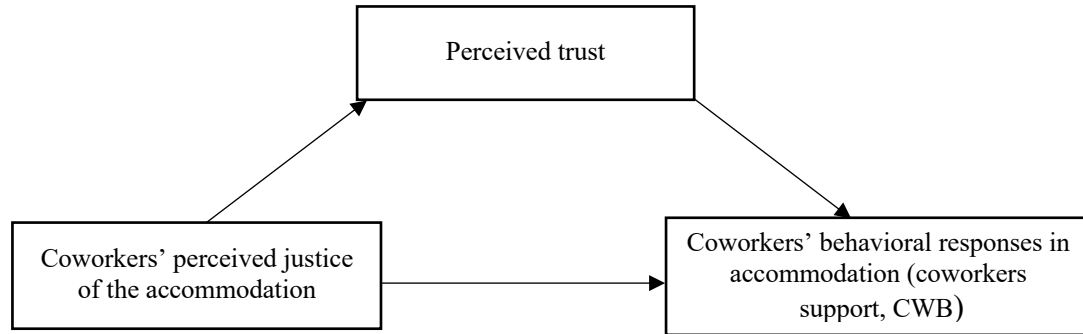


Figure 1: Research Model

2.5.1 Coworkers' perceived accommodation justice

Although employers tend to rely on supervisors to accommodate workers with disabilities, coworkers play an equally critical role in the RTW process (Young et al., 2005). Coworkers' influence the acceptance of the returnee, can act as mentors to help returnees learn new work tasks, and may also provide important information about norms and unofficial rules to be followed in the organization (Kulkarni & Lengnick-Hall, 2011).

In a study conducted by Jetha et al. (2018), returnees who perceived greater social support from both supervisors and co-workers are more likely to maintain their work roles. More specifically, researchers have identified coworkers' perceptions of fairness as a prerequisite for achieving optimal RTW outcomes (Dunstan & Maceachen, 2014). Coworkers' perceptions of inequity due to the accommodation of returnees causes barriers during social exchanges (Kulkarni & Lengnick-Hall, 2011). Factors that affect interactional, distributive, and procedural justice, like the quality of interventions (e.g., practical arrangements in contrast with haphazard arrangements made by the management, the improper allocation of modified duties, or inadequate staff coverage), work culture, the duration of required support and the legitimacy of the injury could influence support. The strength of social relationships between a co-worker and the returnee has been found to influence the returnee's role perceptions, work attitude,

engagement or withdrawal behavior, and the returnee's interpersonal and organizational effectiveness (Dunstan & MacEachen, 2013). Dunstan and MacEachen (2013) also identified a lack of accommodation training provided to coworkers as a factor impacting coworkers' task support. Coworkers expressed being stressed due to the accommodation process when they had to share the workload (Dunstan & MacEachen, 2013).

Lack of management support provided to coworkers while helping returnees in the accommodation process may also affect perceptions of procedural justice and decrease coworkers' motivation to help (Kosny et al., 2013). Furthermore, Larson et al (2015) suggested that privacy legislation restrains information about returnees' ability which results in coworkers faced with role ambiguity when dividing tasks with the returnee (Ladekjær Larsen et al., 2015). In Canada, employees with disabilities are required to provide information about abilities and limitations but are not required to provide a diagnosis to their employers. Furthermore, employers are prohibited from sharing any personal information about the employee with the disability, unless they have the employee's consent (Canadian Council on Rehabilitation and Work, 2016). So, employers try to maintain the privacy of the returnee during accommodation and implement the accommodation with an objective to facilitate employees regain their pre-injury/illness workability. However, coworkers are often unaware of the condition or limitations of the returnee which may negatively influence their informational justice perceptions.

Kulkarni (2012) suggests that disabled employees themselves might refrain from asking for assistance with job duties from those coworkers with whom they sense a negative attitude and behavior towards them.

2.5.2 Perceived justice and coworkers' support in the accommodation process

Granting special treatment to a person triggers fairness evaluations. As a form of special treatment insofar as it is differentially granted to one employee over others, accommodation may be likely to trigger fairness assessments. Perceptions of justice are formed during the exchange relationships with other parties including the supervisor, and the accommodated employee. The outcomes received through the transactions of the interpersonal relationships influence coworkers' perception of justice (Sauer & May, 2017).

If coworkers believe accommodation is fair, it can influence them to display positive behaviors. Researchers have found a positive association between POJ and organizational citizenship behaviors (OCB). Organizational citizenship behaviors are characterized as informal contributions that employees voluntarily make towards the organization (Cohen-Charash & Spector, 2001). Organizational citizenship behavior is defined as the extra-role behavior which cannot be forced on employees by formal role obligations. Citizenship behavior is described in dimensions like altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Lavelle, Rupp, & Brockner, 2007).

The findings of a meta-analysis conducted by Cohen-Charash and Spector (2001) suggest that all four dimensions of justice (i.e., distributive, procedural, interpersonal, and informational) are related to organizational citizenship behavior. Moorman (1991) found interactional justice to be strongly related to OCB whereas Lambert and Hogan (2013) found procedural justice to be related to organizational citizenship behavior. The findings of the study conducted with white-collar workers in Taiwan showed the perceptions of distributive justice as a predictor of job-focused OCB (Chen, Lin, Tung, & Ko, 2008). As

employees perceive that they are treated fairly by their supervisors and other members of the organization, they exhibit citizenship behaviors (Moorman, 1991). Moorman (1991) explained the underlying causes for the relationship between the perceptions of justice and OCB. Relating to the concepts of equity theory, perceptions of fairness motivates employees to increase their input towards the organization. Also, when the social exchange relationships in the organizations develop beyond formal contracts, employees get involved in prosocial behavior towards that party (Moorman, 1991).

In addition, social exchange theory suggests that coworkers will reciprocate positive behaviors if they believe they will be treated similarly should they require accommodation at some point down the road. Reciprocation occurs when there is an expectation of future return. Social exchange theory suggests that exchanges among employees can be of two types: economic exchange and social exchange. Although both types of exchange relationships are influenced by self-interest, in economic exchange there is an exchange of outcome beneficial to both the parties whereas social exchange relationships occur with non-specified agreements with the expectation of return in the future from the other party (Moorman, 1991; Moorman & Blakely, 1995). Returnees may also appreciate good treatment when they are facilitated by accommodation and coworkers' support. This treatment obliges returnees to reciprocate through positive behaviors (Cleveland et al., 1997).

Coworkers themselves believe that their support is necessary throughout all stages of RTW (Dunstana, Mortelmansa, Tjulina, & MacEachena, 2015). Coworkers reported that their role was driven by social responsibility and corporate citizenship. Lysaght and Larmour-Trode (2008) interviewed full-time workers who had experienced workplace injuries. They reported that returnees sought coworkers' support in terms of moral

support (understanding of their contribution and circumstances) and support in covering their work responsibilities. Social support in disability accommodation was expressed in divisions like emotional support, informational support, instrumental support, and appraisal support (Lysaght & Larmour-Trode, 2008). Returnees indicated that coworkers provided more emotional support than supervisors in the form of behaviors like empathy, trust, and care. They expected the least informational support from coworkers which included advice about injury care, and benefits that employers provide. Sharing the workload and helping the accommodated worker with heavy equipment were some kinds of instrumental support provided by coworkers. Returnees also expected performance-related feedback from their coworkers (Lysaght & Larmour-Trode, 2008). Returnees have also expressed coworkers' support as a motivating factor at work (Tjulin et al., 2010).

Kosny et al. (2013) found that coworkers described their support to employees with disabilities as psycho-social support and social support which involved asking about their health, taking them to the hospital, and calling or visiting them. Coworkers were considerate towards the returnee, they were aware of returnees' special needs, showed more team spirit, and were more open to helping the returnees (Ladekjær Larsen et al., 2015). Moreover, researchers found that coworkers are likely to exhibit citizenship behaviors in the first two stages of the accommodation (Ladekjær Larsen et al., 2015). During the first stage (off work), coworkers depicted brotherly feelings for coworkers who got sick. Coworkers called the returnees and cared about their wellness. In the second stage (back to work), coworkers were found to offer help by going beyond their responsibilities. They changed schedules, shared their workload, and assisted them in the absence of their supervisor.

Farmer, Van Dyne, and Kamdar (2015) found that high-quality team member exchange relationships are associated with helping OCB. Researchers suggest that in high exchange quality relationships, employees are more concerned and responsible for each other. Therefore, they exhibit more helping behavior towards each other. Tufail, Muneer, and Manzoor (2016) suggest that an employee engages in OCB because they believe that such behavior will lead to beneficial outcomes for themselves. Employees can display OCB as a genuine help to others or they want to make an impression of how others perceive about them in the organization (Tufail et al., 2016).

Thus it is expected that the relationship between the accommodation and coworkers' behavior towards the disabled employee can be influenced by coworkers' perceptions of accommodation fairness (Dunstan & MacEachen, 2013). If coworkers perceive distributive, procedural, interpersonal, and informational fairness of the accommodation of a returnee, it will increase the likelihood that coworkers will engage in supportive behaviors directed toward returnees. Coworkers will consider the employer (i.e., managers, supervisors, etc.) as the source of justice of the accommodation since they are responsible for formulating rules, policies, and procedures for reward allocation, developing the work culture and organizational values which guide accommodation decisions. Put formally,

Hypothesis 1a: Coworkers' perceived justice of the accommodation is positively related to their supportive behaviors directed towards the returnee.

2.5.3 Perceived accommodation justice and counterproductive work behavior

Counterproductive work behaviors are negative work behaviors exhibited through negative emotions and attitudes towards the employees and the organization (Wu, Sun, Zhang, & Wang, 2016). Lavelle et al. (2018) recommend considering the multi-foci

source of justice to understand employees' unfairness perceptions. Employees exhibit unfavorable attitudes and behavior towards the individual party, whether CWB towards the organization or CWB directed towards the individuals (Lavelle et al., 2018).

Some examples of counterproductive work behaviors directed towards individuals (CWB-I) are abuse against others, mobbing, bullying, and retaliation. Le Roy, Bastounis, and Poussard (2012) suggest that CWB can be active or passive. Active CWB-I involves more aggressive behaviors directed towards individuals like interpersonal aggression. Passive CWB-I is believed to be in a relatively milder form (e.g., ignoring colleagues, making rude gestures). Both types of CWB-I can lead to an increase in organizational cost. Active CWB-I can lead to direct costs and passive CWB-I can lead to indirect costs through a decrease in employee productivity (Le Roy et al., 2012).

Robinson and Bennett (1995) used the multidimensional scaling method to develop a typology of counterproductive work behavior. Robinson and Bennett (1995) divided counterproductive work behavior towards the organization into two dimensions as property deviance and production deviance. Property deviance refers to employees' behaviors causing serious damage to the organization's assets without authorization such as stealing from the company, sabotaging equipment (Robinson & Bennett, 1995). Employees display a relatively minor behavior towards the organization with a decline in quality and quantity of work which is defined as production deviance. Some examples of production deviance include wasting resources, working intentionally slow.

Furthermore, Robinson and Bennett (1995) categorized counterproductive work behavior towards the individual as political deviance and personal aggression. Political deviance refers to the negative interpersonal behaviors displayed through social interactions which put individuals at political disadvantage (Robinson & Bennett, 1995).

Some examples of political deviance are blaming co-workers and showing favoritism. Personal aggression is more harmful aggressive behaviour that individuals display in interpersonal relationships. Personal aggression includes behaviors like sexual harassment, verbal abuse, stealing from co-workers (Robinson & Bennett, 1995).

Researchers have identified justice perceptions as an antecedent of CWB (Cohen-Charash & Spector, 2001; Colquitt, 2001; Dalal, 2005). Organizational injustice is a violation of moral conduct that leads to harmful reactions (Wu et al., 2016). Based on the concepts of social exchange theory, when employees perceive unfairness, they exhibit CWB to punish other parties (Wu et al., 2016). Procedural justice and interactional justice perceptions were negatively associated with counterproductive work behavior towards the organization (Jawahar & Stone, 2017). Khattak, Khan, Fatima, and Shah (2019) suggest that distributive injustice and procedural injustice influences counterproductive behaviors towards the organization whereas interactional justice influences counterproductive behavior towards the individual.

Cohen-Charash and Spector (2001) found that procedural and distributive justice perceptions were related to counterproductive work behavior. Cohen-Charash and Spector (2001) justify this relationship through the concepts of equity theory. According to Cohen-Charash and Spector (2001), when employees perceive procedural injustice, they reduce their inputs which will negatively impact the performance of organizational parties. Also, when employees perceive distributive injustice, they will display negative behaviors towards the parties of the organization which will equalize the equity ratio (Cohen-Charash & Spector, 2001).

Since distributive justice describes the economic relationships where parties have specified inputs and outcomes, distributive injustice is associated with reducing outputs

and engaging in CWB (Chernyak-Hai & Tziner, 2014). However, Le Roy et al. (2012) suggest that because the elements of interactional justice are more prominent in the work environment, it is the most influential form of justice in CWB. When employees perceive informational injustice, they feel they lack enough satisfactory information which is likely to prompt passive CWB (Le Roy et al., 2012). Organizational justice has also been identified as a role stressor that may lead to negative responses (Fox, Spector, & Miles, 2001). A job stress model presented by Spector et al. (2006) suggests that an individual's behavior is a response to job stressors at work. When individuals perceive certain environmental events to be harmful to them, they exhibit their responses to those events through CWB (Spector et al., 2006). Further, Spector et al. (2006) suggest that individuals' negative perceptions formed through the impact of environmental factors are physiologically influenced by negative emotions which in turn leads to CWB.

Since CWB is discretionary, the personality of individuals influences an individual's interpretation and response to situations (Fox et al., 2001). Personality traits like negative affectivity and dispositional affect are found to be relevant to influence employees' perceptions. Negative affectivity is the tendency of individuals to experience negative emotions in most situations. Individuals with this personality trait are more likely to consider situations as stressful and evaluate situations to be unfair (Fox et al., 2001). Dispositional affect is a personality trait of individuals to experience and respond to situations in a stable way. Generally, individuals with this personality trait are likely to experience situations in a stressful way. Fox et al. (2001) suggest that individuals with these two personality traits develop negative emotions from their perceptions and depict counterproductive work behavior.

Accommodation is a complex process that should involve policies and procedures designed to facilitate the workers, and the needs of supervisors and coworkers to ensure that changes due to accommodation do not interfere with their job performance (Gates, 2000).

Ethnographic fieldwork conducted at two nursing homes in Denmark to study the coworkers' experiences of the work re-integration process identified the factors affecting the social positions of coworkers and the returnees (Ladekjær Larsen et al., 2015).

Coworkers described difficulties while negotiating the work tasks and expressed that the management's expectation for them to take the additional responsibility to assist the returnees while maintaining a high level of performance in their job was unfair to them (Ladekjær Larsen et al., 2015). Coworkers were found to perceive the accommodation to be less fair in the competitive work environment and their fairness perceptions were lowest when the accommodated worker outperformed others (Paetzold et al., 2008). A pilot study conducted by Colella, DeNisi, and Varma (1998) also found that coworkers had a negative bias towards workers with a disability when the accommodation had consequences for them.

Privacy requirements were also found to reduce coworkers' support for accommodated returnees. When coworkers are uncertain about the returnee's workability, they have reduced their support with the job tasks and pushed the returnees with a higher workload than agreed (Ladekjær Larsen et al., 2015). Accommodated workers have expressed feelings of social exclusion in the workgroup from their coworkers when they were allocated easier tasks and excluded from team discussions (Ladekjær Larsen et al., 2015). Accommodated workers expressed overt behaviors like providing hostile

comments for receiving preferential treatment, ignoring them at the office, and ignoring their phone calls (Lysaght & Larmour-Trode, 2008).

Accommodated workers also described estrangement and harassment when they came back to work after work-related injury (Kosny et al., 2013). Similarly, coworkers have expressed negative emotions like sadness and envy towards their colleagues during accommodation (Dunstan & MacEachen, 2013; Kim, O'Neill, & Cho, 2010). A meta-analysis conducted by Vornholt, Uitdewilligen, and Nijhuis (2013) found that coworkers have less interaction with the returnee and they believe that the returnee is less capable of performing jobs. Lack of awareness of returning workers' ability may lead coworkers to misperceive a returnee's ability and performance (Nichols, 2008).

A study conducted by Cleveland et al. (1997) found that subjects believed that organizational members had more negative reactions when the accommodation was a major one. The negative perceptions can result in workers' resentment, loss of status, discrimination, and harassment at work (Paetzold et al., 2008).

In the context of disability accommodation, when employees perceive the ratio of their efforts to outcomes to be smaller than the ratio of the returnee (distributive injustice), they are likely to exhibit CWB. Similarly, perceived unfairness from the other three dimensions of justice is likely to act as an environmental stressor that can lead to CWB.

Therefore, I predict that when coworkers perceive distributive, procedural, interactional, or informational injustice of accommodation, they are more likely to display counterproductive work behaviors towards the returnee.

Hypothesis 1b: Coworkers' perceived justice of the accommodation is negatively associated with counterproductive work behavior directed towards the returnee.

2.5.4 Trust as a mediator between organizational justice and work outcomes

Organizational trust is the employees' trustworthiness that the organization will perform actions beneficial to them or at least not cause them any kind of harm.

Trustworthiness is the quality of a trustee to inspire trust in the trustor. The concepts of likeability, benevolence, and integrity define the trustworthiness of a party. Employees can form a trusting relationship from multiple sources in the organization and trust relationships are "foci specific" (trust towards the organization, trust towards supervisors, trust towards coworkers, trust towards management) (Tlaiss & Elamin, 2015, p. 264). Studying trust from a multi-foci perspective is important to understand the influence of individual parties. Moreover, trust from one party can also contribute to developing trust towards another party.

Trust is the foundation of interactions in organizations (Yilmaz & Altinkurt, 2012). When parties are involved in transactions in social exchange relationships, they gradually develop trust over time (Colquitt & Rodell, 2011). The social exchange relationships in organizations start developing when parties perceive being fairly treated by the other party. An individual's beliefs about another party will influence the risk-taking behavior of individuals (Dirks & Ferrin, 2002).

Studies have suggested perceived justice as a predictor of trust in the parties. Tlaiss and Elamin (2015) found that employees' perceptions of justice (distributive, procedural, interactional) are positively related to trust in the supervisor, manager, and organization. Colquitt and Rodell (2011) have also found that informational justice is a predictor of trust measured over time. When managers role modeled to the non-supervisory employees by treating their co-workers fairly, responses of the non-supervisory employees revealed that the role modeling influenced positive perceptions of

fairness in them and their perceptions of fairness led to an increase in their trust and morale towards their co-workers (Forret & Sue Love, 2008).

Another survey conducted by Nelson et al. (2019) among teachers concluded that when authorities in the organization act fairly in terms of distribution, they have an indirect effect on enhancing employees' trustworthiness towards the authorities and also towards their coworkers. When the resources are distributed fairly among the subordinates, employees are assured that future outcomes will be just. They feel valued and secure in their workgroups and these positive feelings in employees make them more vulnerable to their co-workers (Nelson et al., 2019).

In the context of accommodation, employees may question the legitimacy of a returnee's illness/ injury because the returnees' work absence or inability to perform their tasks affects the coworkers' work performance (Ladekjær Larsen et al., 2015; Williams-Whitt & Taras, 2009). Managers and other parties in the organization may also rely on a returnees' disciplinary history and interpersonal relationships (before and after injury/ illness) with their coworkers while making judgements about the returnee's behavior after returning to work (Williams-Whitt & Taras, 2009). Stone and Colella (1996) further suggest that employees' perceptions of returnees may be influenced by stereotypes associated with disability. Returnees may be perceived to be less competent in comparison to other employees. Co-workers' perceptions when influenced by stereotypes can negatively influence their willingness to perform group tasks with the returnee which, in turn, may negatively influence their interpersonal interaction at work. Thus, trust in a co-worker is likely to decrease.

The fair allocation of rewards, consistent policies and procedures, respectful treatment, and coworkers' consideration in information exchange can increase co-

workers' positive attitudes towards work and favorable feelings like trust towards the returnee. Co-workers' judgments of fairness are also likely to be influenced by the perceptions they had about the returnee pre-injury/illness. Coworkers' positive judgments on all types of justice dimensions during accommodation will influence them to react positively towards the returnee (Colella et al., 2004). Based on prior research where coworkers' POJ of the accommodation is positive, this will result in higher levels of trust. This will occur if coworkers believe that the implementation of the accommodation will not yield unfavorable outcomes for them and if they believe the accommodation granted to the returning worker is reasonable. Therefore, I predict that coworkers' POJ of the accommodation is positively related to trust towards the returnee and the management.

Hypothesis 2a: Coworkers' POJ of accommodation is positively related to their perceived trust towards the returnee and the management.

Trust in individuals has been linked to positive work outcomes. Tan and Lim (2009) suggest that trust at both the interpersonal level and organizational level predicts employees' behavior which in turn affects organizational outcomes. Tan and Lim (2009) found that trust in the organization fully mediated the relationship between trust in the co-worker and employee outcomes. Researchers have found a direct influence of trust on employee outcomes. Trust in coworkers was related to higher organizational support and lower turnover intention (Tan & Lim, 2009). Trust in management, supervisor, and coworkers were related to employee satisfaction and commitment (Cho & Park, 2011).

Table 3 summarizes studies that have shown a positive association between trust and behavioral outcomes like organizational commitment, job satisfaction, normative commitment, employees' performance, group performance, and organizational openness.

In a similar way, I anticipate coworkers' perceived trust will influence their behavioral responses in the accommodation.

Table 3

Perceived Trust Outcomes

Trust Outcomes	Study	Findings
Organizational commitment	(Yang & Mossholder, 2010)	$r = .33, p < .01$
	(Tan & Lim, 2009)	$\beta = .36, p < .01$
Job satisfaction	(Yang & Mossholder, 2010)	$r = .47, p < .01$
	(Driscoll, 1978)	$r = 0.52, p < 0.05$
	(Muchinsky, 1977)	$r = 0.40, p < 0.05$
Normative commitment	(Colquitt, Lepine, Piccolo, Zapata, & Rich, 2012)	$\beta = .51, p < .05$
Employees' performance	(Neves & Caetano, 2009)	$\beta = .17, p < .05$
Group performance	(Dirks, 1999)	$r = 0.57, p < 0.05$
Organizational openness(openness(Thomas, Zolin, & Hartman, 2009)		$r = .26, p < .001$
in organization) communication)		$r = 0.47, p < 0.05$

Pillai, Schriesheim, and Williams (1999) suggest that individuals develop fairness perceptions and an attitude of trust in long-term relationships in the organization. Studies have found evidence for the relationship between trust and OCB. Trust towards co-workers was positively associated with OCB directed towards the co-workers (Halbesleben & Wheeler, 2015). Pillai et al. (1999) found that in cases of quality leader-subordinate social exchange relationships, trust mediates the relationship between procedural justice and OCB. Additionally, employees display OCB when the use of fair procedures used by the supervisor demonstrates that the rights of employees are not violated (Konovsky & Pugh, 1994).

Researchers clarify the concepts that define this relationship. The relational exchanges between parties in the organization allow flexibility for the employees to

behave voluntarily (Pillai et al., 1999). Therefore, employees can go above and beyond the employers' expectations. Perceived fairness in outcomes, practices, information, and interpersonal treatment encourages employees to trust the parties in the organization. Employees also trust the parties to reciprocate through extra-role behaviors (Pillai et al., 1999). Firstly, employees do not have a specified obligation to reciprocate in social exchange and secondly, their perceptions of fairness lead them to reciprocate through supportive behaviors. Thus, employees reciprocate through supportive actions like OCB because they trust they will be fairly treated in the future (Pillai et al., 1999).

When employees receive support and other positive behaviors from authorities of the organization, they perceive that they have been treated fairly and they are obligated to reciprocate through positive behaviors. Although both parties do not have any formal contract during exchange relationships, the parties trust each other to reciprocate accordingly. When employees perceive justice, they cognitively process this information which leads to an increase in their perceived trustworthiness towards other parties (Gilstrap & Collins, 2012). Increased trustworthiness leads to the improvement of this relationship through the encouragement of positive behaviors like support. Trust explains the underlying mechanism of the effect of perceived justice on employee outcomes. Employees perceive that justice is positively correlated with perceived trust and perceived trust, in turn, leads to employee outcomes. It is therefore expected that trust acts as a mediator because it strengthens the relationship between perceived fairness and employee outcomes.

Aryee et al. (2002) found that trust partially mediates the relationship between justice and employees' work attitudes and work behavior (job satisfaction, OCBO, OCBI, task performance). Gilstrap and Collins (2012) found evidence for the mediation

effect of trust on the relationship between perceived (procedural, informational) justice from the supervisors and subordinates' job satisfaction. Further, Gilstrap and Collins (2012) suggest that employees' trust will increase when leaders involve them in decision making and make unbiased decisions consistently. Employees are satisfied with their jobs when they believe that leaders have adopted fair procedures.

In the context of disability accommodation, authorities (supervisors and managers) are involved in making decisions about the RTW. Coworkers' trust towards the returnee is influenced by their perceptions of how fairly their employer has acted for them while granting the accommodation to the returnee. Employer's actions can influence relationships within groups (Seppälä, Lipponen, & Pirttilä-Backman, 2012). The co-worker's relationship with the returnee and the perceived legitimacy of the disability influence coworkers' fairness perceptions of the accommodation (Ladekjær Larsen et al., 2015). When coworkers perceive the accommodation granted by their employer as fair, they develop trust towards the returnee. Coworkers' perceptions of trustworthiness towards the returnee can also be influenced by their perceived fairness of past accommodation decisions. For example, if a co-worker had the same type of disability as the returnee, and had received a similar type of accommodation, the co-worker may feel the accommodation for the returnee is fairer than if the accommodations were very different.

When coworkers have positive perceptions of accommodations and believe they are fair, it influences their level of trust towards their co-workers and other members of the organization. Positive perceptions of justice and trust will lead employees to reciprocate through supportive behaviors during the accommodation. Coworkers can exhibit OCB-I like support towards the returnee in order to reciprocate to the trusting

relationship developed towards the returnee. Coworkers can also assist each other beyond their job requirements and the recipients of OCB-I may either reciprocate or may pass the help to other employees in the organization (Bowler & Brass, 2006). Therefore, coworkers' perceived trust towards the returnee and the management during accommodation explains the underlying mechanism of the effect of coworkers' perceived justice on coworkers' behavioral responses. Therefore I predict:

Hypothesis 3a: A positive relationship between coworkers' POJ and coworkers' support in accommodation is mediated by coworkers' perceived trust towards the returnee and the management.

In contrast, when employees perceive unfairness, they do not trust that the other party will act for their welfare. Since there is no defined obligation for the parties to reciprocate accordingly in social exchange relationships, individuals are not assured that the other party will reciprocate accordingly (Pillai et al., 1999). So, their tendency to engage in positive discretionary behavior will decrease because they are not assured about receiving a return (Dirks, 1999).

From the employees' perspective, their behavior will only be an advantage to the other party or there will be no exchange (Dirks & Ferrin, 2002). Colquitt et al. (2012) suggest that a lack of trust can create feelings of uncertainty in employees. Employees perceive unfairness when they experience inconsistencies in the judgment of the authorities. So, they are not able to trust the organizational parties and are not able to predict their work life. Uncertainty, in turn, has been found to decrease employees' attention and was negatively related to their job performance (Colquitt et al., 2012).

Demir (2011) found organizational justice and trust to be negatively related to organizational deviance. Fox et al. (2001) describe the impact of negative emotions on

employee's behavior through the job stress/ CWB model. Fox et al. (2001) suggest that negative emotions can act as a job stressor which leads to CWB. Therefore, employees' negative emotions like the perception of unfairness, lack of trust are most likely to lead to CWB. In social exchange relationships, when employees perceive that the organization and its members have treated them unfairly, their perceptions of unfairness will influence negative emotions like lack of trust in them which will lead employees to act against the individuals and the organization (Fox et al., 2001).

Researchers specify that the presence of stressors in the interpersonal relationship between co-workers will lead to CWB directed towards the co-worker. Perceived social loafing of a co-worker was positively related to CWB directed towards that co-worker (Hung, Chi, & Lu, 2009). Interpersonal conflict with the co-worker led to CWB directed towards the co-worker (Brock-Lee & Spector, 2006).

In the context of the accommodation, when coworkers perceive that their employer has acted unfairly to them, their level of trust towards the accommodated employee is likely to decrease. The decreased level of employees' trustworthiness will influence them to display negative behaviors towards the returnee. In this context, I assume that coworkers' perceived injustice of the accommodation will decrease their trust towards the returnee and the management which in turn influences them to display CWB towards the returnee.

Hypothesis 3b: A negative relationship between coworkers' POJ of accommodation and coworkers' displayed CWB is mediated by coworkers' perceived trust towards the returnee and the management.

CHAPTER 3: RESEARCH METHOD

This chapter describes the research design of the study used to collect data. Further, this chapter provides an overview of the sample of the study, measures used to study the constructs, and the statistical techniques used in data analysis.

3.1 Research Design

To test the hypotheses, data was collected through the distribution of an online survey in Qualtrics, a global provider that allows online data collection and analysis for various purposes including academic research. Participants were recruited using Prolific Academic, an online survey platform that lets researchers filter participants from around the world using demographic screeners to target a specific sample population. A letter was included before beginning the survey which described the purpose of the study, participant's rights, and the protection of anonymity and confidentiality. Informed consent was obtained before beginning the survey. Participants were informed that by clicking on 'next' to proceed with the survey, participants would provide their consent to participate in the survey. At the end of the survey, participants were guided to click on the completion link to receive compensation and their responses were recorded.

After the ethics approval was obtained from the research ethics committee at the University of Lethbridge, a pilot study was conducted to ensure the survey questionnaire was interpreted as intended and the survey instruments are effective in collecting desired data. Seven eligible participants filled the questionnaire for the pilot survey. The responses were examined for variability in the data, missing data, time taken to complete the survey, and their answers to screening questions.

An initial screening question was used to ensure participants understood the concept of accommodation. The survey began with several screening questions related to coworkers' accommodation experience to trigger participants' past experience of disability accommodation. Respondents were asked to answer one open-ended and six closed-ended questions. For instance, participants were asked "How long did you work with the accommodated co-worker before the injury/illness?" and "Please briefly describe what you know about your co-worker's job accommodation." Screening questions were followed by several other questions for construct measurement.

The responses from the pilot survey indicated that the survey was working as intended. Most importantly, participants' answers to the open-ended question asking participants to describe their experience of a co-worker's disability accommodation was effective for screening participants. Responses to remaining items were examined for variability in the data, missing data, time taken to complete the survey, and their answers to screening questions. The responses from the pilot survey indicated that the survey was working as intended. The estimated time for the completion of the pilot survey was allocated as fifteen minutes which was later adjusted to twelve minutes on the main survey as most participants submitted their responses in the pilot survey by twelve minutes.

3.2 Population and Sample

A convenience sample of participants was recruited from the United Kingdom and Canada. A convenience sample is a non-probability sample and was collected to easily recruit coworkers with an experience of colleague's disability accommodation within the past twelve months. These countries were selected based on their similar legal

requirements for workplace disability accommodations. Coworkers' accommodation experiences in both countries are expected to be similar since countries with similar legal requirements for workplace disability have similar rights of the returnee and responsibilities of employers to accommodate the returnee. Also, employers have the responsibility to provide reasonable accommodation to remove barriers and provide workers with equal opportunity in both countries (Hewett, Douglas, McLinden, & Keil, 2020). To be eligible, participants must have experienced the disability accommodation of a colleague within the past twelve months. As disability accommodation events can be more frequent in some organizations than others, the larger number of participants could be recruited when asked to recall the accommodation event within the past twelve months. Researchers highlight the importance of using aided recall on providing cues to participants to facilitate their memory of the past event (Johnson, Sallis, & Hovell, 2000). For example, the use of aided recall increased the validity of the participant's self-assessment of walking (Johnson et al., 2000). The sample for the current study included participants between the age of 18 to 65, working in any occupation or industry. To receive the adequate number of participants required for quantitative research, the responses from participants working in any industry were accepted. The findings of this research will thus be generally applicable to any industry. The participants recruited for the study were employed full-time.

The size of the data required for this research was estimated using the following widely adopted sample size estimation formula developed by Burrows (1954): $n = Z^2 * s^2 / e^2$ where Z (also known as Z -score) is the abscissa of the normal distribution curve that cuts off an area α at the tails ($1 - \alpha$ equals the desired confidence level). For a confidence level of 95%, $Z = 1.96$, s is the standard of deviation and represents the degree

of variance in the responses, and e represents the margin of error in the sample data. Taking a pessimistic value of 0.45 for s , the confidence level of 95%, and the margin of error of 5%, the ideal sample size is 312.

A pre-screening survey was done to select the eligible participants for the main survey. A total of 890 participants filled out the pre-screening survey. The pre-screening survey included one pre-screening question which asked participants if they had a co-worker who had experienced an illness or injury of any type within the past twelve months and needed modifications to their job duties to enable them to return to work. Additional demographic screeners were used in Prolific Academic to filter eligible participants for age and home country. A total of 368 participants filled the main survey questionnaire. Participants were compensated £ 0.11/\$0.19 CAD for the pre-screening survey and £1.25/\$2.15 CAD for the main survey.

To further ensure that participants had the necessary experience with the disability accommodation of a co-worker, I asked potential participants to describe their coworkers' disability accommodation. Sixty-five responses were excluded based on participant's answers to the check question in the main survey "Please briefly describe what you know about your co-worker's job accommodation." The participants had responded that they have experienced a co-worker's disability accommodation experience within the past twelve months in the pre-screening survey. However, they did not describe or provide a relevant answer to the check question in the main survey. Additionally, two responses with missing data were deleted. The final sample included 301 participants, which was not the ideal size but considered to be adequate to perform CFA (Anthoine, Moret, Regnault, Sébille, & Hardouin, 2014).

3.3 Measures

The self-report survey contained 105 questions and was estimated to take approximately 10-15 minutes for the participants to complete. The participants were asked to recall the co-worker's disability accommodation within the past twelve months to respond to the survey questions for coworkers' support in the return to work scale, perceived procedural justice scale, perceived distributive justice scale, perceived informational justice scale, perceived interactional justice scale, trust towards the co-worker scale and work interdependence scale. All the scales used in this study were used in the previous research and are suggested to be reliable. Some items were modified from the existing scales to study the variable in the context of disability accommodation. The measures and modifications are described below (see Appendix 4).

Table 4
Measures

Measures	No of items	Authors	Alpha
Coworkers' support in RTW	12 items	(Lysaght & Larmour-Trode, 2008)	.95
Perceived Procedural justice	7 items	(Moorman, 1991)	.94
Perceived Distributive	5 items	(Moorman, 1991)	.94
Perceived Informational	5 items	(Colquitt, 2001)	.90
Perceived Interpersonal	4 items	(Colquitt, 2001)	.93
Trust towards the co-worker	Affective based: 5 items	(McAllister, 1995)	.89
	Cognition based: 6 items	(McAllister, 1995)	.91
Trust towards the management	Cognition based: 5 items	(Yang & Mossholder, 2010)	.95
	Affective based: 4 items		.94
Counter productive work behavior	14 items	(Spector et al., 2006)	.85
Positive and Negative Affect	10 items	(Thompson, 2016)	.80
Social desirability	10 items	(Strahan & Gerbasi, 1972)	.70
Work interdependence	Initiated	(Morgeson & Humphrey, 2006)	.80
	Interdependence: 3 items	(Morgeson & Humphrey, 2006)	.84
	Received		
Total	93 items		

3.3.1 Coworkers' support in the accommodation process

The coworkers' support scale used by Lysaght, Fabrigar, Larmour-Trode, Stewart, and Friesen (2012) was modified for this study. Lysaght et al. (2012) have measured coworkers' support in accommodation in terms of task support and support offered as an extra-role behavior. While the scale used by Lysaght et al. (2012) measures the accommodated employees' perspective of their coworkers' support, this research studies the coworkers' perspective of the support they had provided to the returnee in the accommodation. The items, therefore, were modified to measure coworkers' perspective of the support they had offered in the accommodation to the accommodated workers. For example, the item "My coworkers offered to help me in some way" was modified to "I offered help to my co-worker in some way".

3.3.2 Perceived Procedural justice

A seven-item scale used by Moorman (1991) was used in this study to measure coworkers' perceived fairness in terms of procedures used by authorities (i.e., management and the supervisor) during accommodation. Responses were measured on a 4-point Likert-type scale ranging from a lot (1) to none at all (5).

3.3.3 Perceived Distributive justice

A five-item scale used by Moorman (1991) was used for this study to measure the coworkers' distributive justice perceptions of the accommodation. Responses were measured on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

3.3.4 Perceived Informational justice

A five-item scale used by Colquitt (2001) was used to measure coworkers' perceived informational justice of the accommodation. The scale used accesses

truthfulness, justification, adequacy, and timeliness of the information. Responses are measured on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

3.3.5 Perceived Interactional justice

A four-item scale used by Colquitt (2001) was used to measure the justice perceptions influenced by the authorities. The scale measures the behaviors like truthfulness, kindness displayed during the accommodation process. Responses were measured on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

3.3.6 Trust towards the co-worker

This study measured the behavior displayed towards the coworkers in accommodation. A five-item scale used by McAllister (1995) was used to measure affect-based trust towards the co-worker. Responses were measured on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5). A 6 -item scale used by McAllister (1995) was used to measure cognition-based trust towards the co-worker and five-item scale by McAllister (1995) was used to measure affect-based trust towards the co-worker. Responses were measured on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

3.3.7 Trust towards the management

A five-item scale used by Yang and Mossholder (2010) was used to measure cognitive trust in the leader. Responses were measured on an 8-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5). A low score on this scale (1) indicated a low level of cognitive trust directed towards the leader.

A four-item scale by Yang and Mossholder (2010) was used to measure affective trust in the leader. Responses were measured on an 8-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5). A low score on this scale (1) indicated a low level of affective trust directed towards the leader.

3.3.8 Counterproductive work behavior

The CWB checklist used by Spector et al. (2006) was used for this study. An employees' counterproductive behavior towards his/her accommodated co-worker was measured through the 14 items representing CWB-P (directed towards people). The scale was modified to measure counterproductive behavior directed towards the coworkers. For example, the item "I verbally abused someone at work" was modified to "I verbally abused my co-worker at work".

This study examines the behavior displayed towards the accommodated worker. Therefore, the items representing CWB-O directed towards the organization were not relevant in this study. Seventeen items representing CWB-O directed towards the organization were excluded from the measurement and the reliability and validity of the modified scale were checked. Responses were measured on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

3.3.9 Attention check items

Attention check items are valuable to enhance the data quality by ensuring scale validity (Abbey & Meloy, 2017). Attention check items were used to screen inattentive, careless respondents, and avoid misleading conclusions. One open-ended question, six closed-ended questions about the accommodation, and two directed queries are included in the survey. An example of the directed query is "Please select false for this question".

Inattentive respondents who failed attention checks were excluded from the data.3.4

Control Variables

3.4.1 Gender

I statistically controlled for gender effects in the study because the findings in the justice literature highlight the differences in the male and female preferences about reward allocation and adhere to equity rules (Leventhal & Lane, 1970). Men are likely to consider distributive justice more than women (Clay-Warner, Culatta, & James, 2013). Women were found to prioritize interactional justice more than men (Clay-Warner et al., 2013). The differences found in justice perceptions among gender is likely to distort the findings.

3.4.2 Positive affectivity and negative affectivity (PANAS)

Researchers have suggested that personality traits like positive affectivity and negative affectivity can affect the outcomes of reactions to justice perceptions (George, 1991). Negative affectivity was found to moderate the relationship between the perception of fairness and negative behavior (i.e., retaliation) (Skarlicki, Folger, & Tesluk, 1999). Positive affectivity is defined as the characteristics of individuals to experience positive affect which in turn affects their response and interaction with others. Negative affectivity is the tendency of individuals to experience negative emotions. Positive and negative affectivity can influence an individual's responses to the survey questionnaire and account for the systematic variance in the relationship between the variables (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Since PANAS can distort the findings from studying the true variance between the variables, its effect is controlled in this study. A 10 item version of PANAS (5 PA subscales, 5 NA subscales) by Thompson (2016) was used in this study.

3.4.3 Social Desirability

The tendency of individuals to be socially desirable can create biased answers and distort the nature of relationships between variables. Social desirability can either act as a suppressor or as a moderator to influence the relationships (Podsakoff et al., 2003). Social desirability is an individuals' tendency to present himself/ herself positively to others. For social approval, individuals present their false feelings and beliefs that are defined as culturally acceptable and appropriate by society (Podsakoff et al., 2003). The responses faked by the individual creates measurement error by increasing the correlation between the scales (Ziegler & Buehner, 2009). Researchers have attributed the influence of social desirability on self-reported behaviors when self-reporting method is used to measure both dependent and independent variables (Ziegler & Buehner, 2009). To avoid measurement error and the possible occurrence of common method variance, social desirability is statistically accounted for in this study. Social desirability is controlled to avoid spurious relationships and to study the true nature between the variables (Podsakoff et al., 2003). A 10 item of the scale Strahan and Gerbasi (1972) was used to measure social desirability. Responses describing the individuals were measured as "true" (1); if not, "false" (0).

3.4.4 Work interdependence

Disability accommodation is mostly found to affect the coworkers when their job is affected by the changes brought due to accommodation (Colella, 2001; Ladekjær Larsen et al., 2015). For instance, those coworkers whose job cannot be completed without the completion of accommodated workers' job, coworkers who are responsible to share the accommodated workers' workload and resources will likely be more affected by the accommodation. Thus, the level of coworkers' job interdependence with the

accommodated worker's job can impact their perceptions of the accommodation. A six-item scale by Morgeson and Humphrey (2006) was used to measure the work interdependence of employees. The scale was modified to measure employees' job interdependence with the accommodated coworkers' job. For example, the item "My job cannot be done unless others do their work" was modified to "My job cannot be done unless co-worker does his/her work". Responses were measured on a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5).

3.4.5 Nature of Disability

Employees' perceptions of disability is not free from stereotypes. Researchers have found evidence on how students rated teachers with learning disabilities lower on their performance in comparison to the performance of other teachers who had other types of disability or no disability (Moorman & Blakely, 1995). Individuals observing the accommodated person tend to categorize them according to their disability subtypes (Stone & Colella, 1996). The inferences employees make about the accommodated person are highly influenced by the type of disability they have (Dunstan & MacEachen, 2013). The type of disability which is not visible (e.g., psychological disability) might influence more negative emotions and negative perceptions in comparison to a type of disability that is visible (e.g., physical disability) (Colella et al., 2004). Coworkers' perceptions of the colleague's disability accommodation might be influenced by the type of disability they have and create a spurious relationship between the constructs. Therefore, the nature of disability is controlled in this study. The nature of disability was measured by the question "What type of illness/ injury did your accommodated co-worker have?". Responses for the types of disability were measured as "Physical injury/illness", "Mental injury/illness", "Both physical and mental injury/illness", "Not sure".

3.4.6 Prior Experience with Disability

Coworkers who understand the system and empathize with the returnees' situation are most likely to react positively towards the accommodated worker (Kulkarni, 2012; Tjulin et al., 2010). Coworkers who have detailed information on the accommodation are likely to understand that the types of accommodation provided to the returnee will differ as per their needs (Colella et al., 2004). So, coworkers who had a prior experience of being accommodated may be more likely to react positively towards the colleague's disability accommodation. The responses provided by those coworkers could inflate the relationships between the constructs and distort from understanding the true relationships. Coworkers' prior experience of being accommodated was measured by the question "Have you ever been accommodated at work because of a disability or health condition?". Responses were measured as "Yes" (1); if not, "No" (0).

3.4.7 Prior relationship with the accommodated co-worker

Stone and Colella (1996) propose that an individuals' frequency of interactions with the accommodated employee may impact their perceptions about disability and their responses to the treatment of accommodated individuals in the organization. Colella et al. (2004) found that coworkers who had previous contact with the accommodated employee are likely to infer accommodation to be fair. Coworkers who know the returnee can gather detailed information about the returnee and support the returnee as an individual with unique needs (Colella et al., 2004). Since those coworkers may perceive their colleague's accommodation to be fair, responses from those coworkers could distort the findings by increasing the positive correlation between some constructs (i.e., perceived fairness, coworkers support). Coworkers' prior relationship with the accommodation co-worker is measured by the single choice question "How long did you work with the

accommodated co-worker before the injury/illness?”. Responses are measured through the list of choices as “ I did not work with him/her before the accommodation”, “ less than 1 year”, “ between 1 year and 3 years”, “ more than 3 years but less than 5 years”, “ 5 years or more”.

3.5 Analyses

The data in SPSS was cleaned by removing the incomplete responses. The missing data was dealt with by recoding with a mean score. Descriptive statistics information was obtained to check for outliers. Outliers in the data were detected by analyzing the z-scores of each variable. A data point with an absolute z-score greater than 3.29 was deemed as an outlier (Tabachnick & Fidell, 2012). In order to minimize the influence of such outliers, data was winsorized where outliers in each variable were replaced by a maximum or minimum data value in that variable with an absolute z-score just below the threshold. The winsorization method de-weights the influence of outliers without having to completely remove the data points (Kwak & Kim, 2017).

Participants’ demographics and their relationship with the returnee were examined and summarized through descriptive statistics. The internal consistency reliability of the scales was tested by computing Cronbach Alpha for all the measures. The intercorrelation among the variables was observed through one correlation matrix to observe the patterns on how all the variables are related to each other. Further, the association between the dependent variable and the independent variable was also observed through partial correlation by controlling the effect of control variables.

Reliability, convergent validity, and discriminant validity of the factors were tested through CFA, measured in values of composite reliability, average variance

extracted. Confirmatory factor analysis was then carried out to test the goodness of the fit (Chi-square test, RMSEA, GFI, NFI) of the models. CFA method is appropriate instead of EFA for this study because I am using existing scales.

I tested the hypotheses of the model using hierarchical regression analysis. The two dependent variables (i.e., perceptions of justice and perceptions of trust) were treated as continuous variables. Several regression models were built by adding variables to the previous model. The variables are entered in an order as specified by theory. Literature suggests adjusting for the effect of confounding variables on the relationships being studied. This analytical procedure was followed for model development and perceived justice was regressed on coworkers' support (hypothesis 1a), counterproductive work behavior (hypothesis 1b), and perceived trust (hypothesis 2a).

Two models were developed for each of the three hypotheses. The first model for each hypothesis included all confounding variables (i.e., age, gender, job interdependence, positive and negative affectivity, social desirability, prior experience with disability, prior relationship with the accommodated worker, work interdependence, and nature of the disability) as independent variables to observe the effect of those variables on the dependent variable. Another model for each hypothesis was developed by adding the independent variable to the first model. For instance, the first model for hypothesis 1a included all the confounding variables as the independent variables and coworkers support as the dependent variable. The second model was then developed by adding perceptions of justice as the independent variable in the first model to observe the role of perceived justice as a predictor of coworkers support by controlling for the effects of all confounding variables.

The mediation effect of trust in the relationship between perceived justice and coworkers' support and the mediation effect of trust in the relationship between perceived justice and counterproductive work behavior was analysed using SPSS Process 3.4.

3.6 Common method bias

Common method bias can be present in the self-reporting survey. The self-report bias can be present when the dependent and independent variables are measured from the same source or the same respondent (Podsakoff et al., 2003). Some procedural remedies were adopted to reduce the effect of common method variance as follows:

1. The variables in the study had different scale anchors which can help prevent the tendency of individuals to respond to consistent scale anchors without much cognitive processing.
2. Common method bias was potentially reduced by informing participants in the letter of information that data is collected anonymously and confidentiality is protected.
3. Open-ended and close-ended questions were used at the beginning of the survey followed by Likert scales. Since the questions were not in a standardized format, the participant's attention may be increased. Common method bias can be reduced when participants' are paying attention while submitting their responses.

Common method bias can arise when the predictor and the criterion variables are measured from the same source (Podsakoff et al., 2003). Partial correlation analysis was conducted to measure common method bias. Partial correlation analysis was performed to understand to what extent social desirability and positive-negative affect influence the relationships between the constructs.

CHAPTER 4: RESULTS

This chapter discusses the results of the data analysis. It provides an overview of descriptive statistics, construct validity of measures using CFA, and the results of hypotheses testing. On testing the relationships, the analysis of the study supported the assumed relationships that coworkers' perceived justice is positively related to the supportive behaviors directed towards the returnee and that coworkers' perceptions of justice of accommodation are positively related to their perceived trust towards the management and the returnee. I also found support for the mediation of coworkers' perceived trust in the relationship between coworkers' perceptions of justice and coworkers' support in the accommodation. However, the negative association between coworkers' POJ of the accommodation with counterproductive work behavior was not supported. The analysis did not support the mediation of coworkers' perceived trust in the relationship between coworkers' POJ of the accommodation and coworkers' displayed CWB.

4.1 Descriptive Statistics

As shown in Table 5, participants had the following demographic characteristics: 59.9% are female, 53.5% belonged to the age group of 26-35 and 86.4% of the participants lived in the United Kingdom. The majority of the participants (64.1%) had coworkers who were accommodated due to physical injury/illness and only 12.3% of the participants did not work with the co-worker before accommodation. About one-third of the participants had been accommodated at work themselves due to an illness/ injury.

Table 5**Descriptive Statistics**

Variable	Number	Percentage
Age : 18-25	26	8.6
26-35	161	53.5
36-45	72	23.9
46-55	39	13.0
56-65	3	1.0
Gender : Male	120	40.1
Female	179	59.9
Country of Residence: Canada	41	13.6%
United Kingdom	260	86.4%
Accommodated at work personally		
Yes	105	34.9
No	196	65.1
Types of injury co-worker had		
Physical injury/illness	193	64.1
Mental injury/illness	82	27.2
Both physical and mental injury/illness	23	7.6
Not sure	3	1.0
Worked with the accommodated co-worker before accommodation		
I did not work with him/her before the accommodation	37	12.3
less than 1 year	84	27.9
between 1 year and 3 years	121	40.2
more than 3 years but less than 5 years	30	10.0
5 years or more	29	9.6
Quality of your relationship with your co-worker before he/she became injured/ill		
Excellent	134	44.5
Average	160	53.2
Poor	5	1.7
Quality of your relationship after your co-worker returned to the accommodated job		
Excellent	137	45.5
Average	154	51.2
Poor	10	3.3

Table 6 shows the correlation between the variables of the study. A positive correlation indicates that an increase in one variable is accompanied by a positive consistent change in the other variable. A negative correlation indicates that when the value of one variable increases, the other variable tends to decrease. Researchers

recommend using a rule of thumb for measuring the strength of the linear relationship between variables as weak correlation ($|r| < 0.7$), moderate correlation ($|r| > 0.7$ to $|r| < 0.85$), and high correlation ($|r| > 0.85$) (Kwak & Kim, 2017). The weak positive relationships between procedural justice ($r = .22, p < .01$), distributive justice ($r = .12, p < .01$), informational justice ($r = .18, p < .01$), and interactional justice ($r = .21, p < .01$) with coworkers' support are statistically significant. Similarly, the weak negative associations of distributive justice ($r = -.17, p < .01$) and interactional justice ($r = -.19, p < .01$) with counterproductive work behavior are statistically significant.

Trust towards the co-worker has a weak negative significant relationship with counterproductive work behavior ($r = -.29, p < .01$) and weak positive significant correlations with coworkers' support and four dimensions of justice (i.e., distributive, procedural, interactional, informational). Trust towards the management has moderate positive significant relationships with four dimensions of justice (i.e., distributive, procedural, interactional, informational) and a weak positive linear relationship with coworkers support ($r = .15, p < .01$). However, the negative association of trust towards the management with counterproductive work behavior is not statistically significant.

Positive and negative affect has a weak negative significant association with coworkers' support ($r = -.17, p < .01$) and a weak positive significant association with distributive justice ($r = .14, p < .05$). The negative associations of positive and negative affect with all other constructs are not significant. Social desirability has non-significant relationships with all the constructs.

Table 6**Mean, Standard Deviation and Intercorrelations of all Variables**

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. CS	2.35	.55	1	.49	.15	-.18	.15	.22	.12	.18	.21	.17	.00
2. TTC	2.22	.81	.49**	1	-.067	.29**	.19**	.12*	.33**	.23**	.28**	-.06	.04
3. JI	3.53	.90	.15**	-.07	1	.24**	.05	.06	-.16**	.05	-.02	-.137*	.05
4. CWB	4.77	.33	-	-	.241**	1	-.02	-.03	-.17**	-.03	-.19**	-.01	.1
			.18**	.29**									
5. TTM	3.15	1.37	.15**	.19**	.05	-.02	1	.66**	.41**	.59**	.56**	-.03	-.04
6. PJ	2.12	.70	.22**	.12*	.06	-.03	.66**	1	.39**	.59**	.51**	-.02	.02
7. DJ	2.22	.78	.12*	.33	-.16**	-	.41**	.39**	1	.45**	.50**	.14*	-.04
						.17**							
8. In J	2.45	.82	.18**	.23**	.04	-.03	.59**	.59**	.45**	1	.56**	.04	-.06
9. IJ	1.88	.66	.21**	.28**	-.02	-	.56**	.51**	.49**	.56**	1	.06	-.08
						.19**							
10. PA-NA	2.77	.37	-	-.06	-.14*	-.01	-.03	-	.14*	.04	.06	1	-.02
			.17**					.024					
11. SD	1.35	.13	.00	.04	.04	.10	-.04	.022	-.04	-.06	-.09	-.02	1

Note. N=301, CS= Coworkers' Support, TTC= Trust towards the co-worker, JI= Job Interdependence, CWB= Counterproductive work behavior, TTM= Trust towards the management, PJ= Procedural justice, DJ= Distributive justice, In J= Informational justice, IJ= Interactional justice, PANAS= Positive Affectivity and Negative Affectivity, SD= Social Desirability. * $p < .05$. ** $p < .01$.

4.2 CFA Models, Validity and Reliability

Construct validity of the scale was analyzed by testing five models through CFA.

The seven-factor model included distributive justice, procedural justice, informational justice, interpersonal justice, perceived trust, coworkers' support, and counterproductive work behavior. The four-factor model included four justice dimensions combined into a single factor as perceived justice, perceived trust, coworkers' support, and counterproductive work behavior. The three-factor model included perceived justice, perceived trust, and co-worker's responses (i.e., coworkers' support and counterproductive work behavior were combined) as one factor. The two-factor model included the predictors (i.e., perceived justice and perceived trust) as one factor and co-worker's responses (i.e., coworkers' support, and counterproductive work behavior) as the second factor. Lastly, the one-factor model included all four variables perceived

justice, perceived trust, coworkers' support, counterproductive work behavior as a single factor.

Table 7

Confirmatory Factor Analysis Models

Model	Chi-square	DF	CMIN/DF	GFI	CFI	RMSEA
1 Factor	11663.339	2144	5.440	.291	.334	.122
2 Factor	9323.125	2143	4.351	.373	.497	.106
3 Factor	8604.582	2141	4.019	.392	.547	.100
4 Factor	5865.352	1820	3.223	.545	.696	.0861
7 Factor	5486.178	1869	2.935	.553	.733	.080

Tabachnick and Fidell (2012) suggest rules of thumb for accessing the fitness of the model. The ratio of chi-square to the degrees of freedom less than 2 indicates a good fitting model (Tabachnick & Fidell, 2012). CFI value greater than .95 and RMSEA value of .06 or less indicates a good-fitting model (Tabachnick & Fidell, 2012). GFI value higher than .90 typically indicates a better fit (Hair, William, & Rolph, 2014).

The fit indices for the final models are provided in Table 7. An initial four-factor model gave the following results: Chi-square= 7912.631, DF=2138, CMIN/DF=3.701, GFI=.445, CFI=.596, RMSEA= .095. Four items (coworkers' support Q16, trust towards the co-worker Q53, trust towards the co-worker Q43, trust towards the co-worker Q47) were found to have very low loadings (-0.36, -0.134, 0.628, 0.668) and were removed to improve the model fit. The covariance between the error terms e28 and e29, e31 and e32, e34, and e35 were added to improve the model fit. The standardized estimates for the final four-factor model ranged from .143 to .916. Hair et al. (2014) suggested a rule of thumb that standardized loading estimate value of 0.5 or higher indicates that the indicator strongly related to the construct or shared a high proportion of variance in

common. The standardized loading estimates higher than 0.5 in the four-factor model provide evidence for convergent validity.

The fit indices for the first seven-factor model gave the following results: Chi-square= 6446.451, DF= 2123, CMIN/DF=3.036, GFI=.507, CFI= .697, RMSEA= .082. The standardized estimates for the final seven-factor model after removing the four items ranged from .132 to .915. The seven-factor model was found to have the strongest model fit among the five models.

4.2.1 Reliability

Cronbach's alpha values for the scales were computed to check the internal consistency and reliability of the scales. Hair et al. (2014) suggest a rule of thumb that the Cronbach alpha value of .7 or higher indicates good reliability of the scale. Cronbach's alpha values for all the scales indicated that the items measure the distinct latent constructs (see Appendix 3).

4.2.2 Convergent validity

Convergent validity is considered to be a stable validity test to establish construct validity (Cowin et al., 2008). Convergent validity is the degree to which two measures of the same construct are correlated (Hair et al., 2014). High convergent validity indicates that the scale is measuring the construct it is intended to measure (Hair et al., 2014). Most of the scales had standardized loading estimates values of more than 0.7 which indicates convergent validity of the scales. Although some scales had the standard estimate value less than 0.5, most of the items with low loadings were retained as they were theoretically important to measure the construct. To test the convergent validity of the scales, the average variance extracted value of the scales was computed. Hair et al. (2014) suggest that an AVE value of 0.5 or greater indicates the convergent validity of the scales. The

average variance extracted value for most of the scales was greater than 0.5 (see Appendix 3).

4.2.3 Discriminant validity

Discriminant validity is the degree to which measures of the constructs that should not be theoretically related are distinct (Hair et al., 2014). Evidence of the discriminant validity suggests that the scale is sufficiently different from a similar concept (Hair et al., 2014). To test the discriminant validity, the square root of the average variance extracted is compared to the inter-construct correlation. The inter-construct correlation values of all the measures were higher than the square root of the average variance extracted. The presence of discriminant validity can be examined by comparing if the values of average shared squared variance (ASV) and maximum shared variance (MSV) are lower than average variance extracted (AVE) (Alumran, Hou, Sun, Yousef, & Hurst, 2014). The average shared squared variance (ASV) values were lower than average variance extracted (AVE) values for all the constructs indicating the discriminant validity of all the constructs. However, when examining the discriminant validity through another criterion, the maximum shared variance (MSV) values of some scales were higher than average variance extracted (AVE) values indicating insufficient discriminant validity for some constructs (see Appendix 3). Overall, the results indicate the presence of discriminant validity in the scales and that the scales are measuring different concepts. Although the AVE value of few constructs was not satisfactory to support the convergent validity of those constructs, the items of different measures seem to be related to different constructs.

4.3. Partial correlation analysis

The tendency of individuals to respond in a socially desirable way and the tendency to respond in a positive or negative mood state can create bias in data. Common method bias can affect the true relationship between the constructs (Podsakoff et al., 2003). Researchers suggest partialling the effects of social desirability and positive, negative affectivity from the dependent and independent variables to control the bias (Podsakoff et al., 2003). A partial correlation analysis was done to check the common method bias. Social desirability scale and PANAS scale were measured directly in the study. I partialled the effects of both variables and the differences in the partial correlation were compared to zero-order correlations for all the predictor and criterion variables in the study. The comparison was made in the relationships being studied. Zero-order correlation was conducted between perceived justice, perceived trust, counterproductive work behavior, and coworkers' support, social desirability, and positive-negative affect. Then, partial correlation analysis was performed by partialling out socially desirability and PANAS. Results show that the correlation between the constructs has not changed significantly in zero-order correlation and partial correlation which suggests that the relationships studied were not affected by common method variance (see Appendix 4).

4.4 Hypothesis testing

Hypotheses were tested using regression analysis. The effects of gender, positive and negative affectivity, social desirability, prior experience with disability, prior relationship with the accommodated worker, work interdependence, and nature of the disability was controlled in the hypothesis testing.

Researchers suggest that the presence of a high correlation between the independent variables indicates the presence of multicollinearity (Hair et al., 2014).

Multicollinearity decreases the ability of the independent variable to predict the dependent variable in a regression model (Hair et al., 2014). Variance Inflation Factor (VIF) indicates the degree of variance in the regression coefficient caused due to multicollinearity (Hair et al., 2014). A VIF value greater than 4 indicates harmful multicollinearity in the regression model (Kouda et al., 2018). On testing the VIF values between the independent variables, the VIF values for all the independent variables were less than the VIF cut off value (see Appendix 5). This indicates that multicollinearity has not affected the prediction ability of the regression model and on the estimation of the regression coefficient.

I tested the relationship between perceived justice and coworkers' support and found that perceived justice had a positive significant association with coworkers' support ($\beta = .228$, $CI = .11$ to $.32$). This supports **hypothesis 1a** that perceived justice is positively related to the supportive behaviors directed towards the returnee.

I tested **hypothesis 1b**, that coworkers' perceived justice of the accommodation is negatively associated with counterproductive work behavior. I found that perceived justice had a negative, but the non-significant association with counterproductive work behavior ($\beta = -.106$, $CI = -.13$ to $.004$) which does not support **hypothesis 1b**.

On testing **hypothesis 2a**: coworkers' perceptions of justice of accommodation are positively related to their perceived trust towards the returnee and management, the analysis showed a high positive significant association between perceived justice and perceived trust ($\beta = .708$, $CI = .93$ to 1.18) supporting **hypothesis 2a**.

The direct and indirect effect of perceived trust in the relationship between perceived justice and coworkers' support, and in the relationship between perceived justice and counterproductive work behavior were tested through SPSS Process 3.4

(Hayes & Rockwood, 2017). As SPSS Process 3.4 computes unstandardized regression coefficient to measure the relationship between the variables, the mediation effects were tested through the unstandardized regression coefficient denoted by “B”.

Earlier I found support for **hypothesis 1a** that perceived justice of accommodation was positively associated with coworkers’ support. When I included perceived trust in the mediation model, the positive relationship between perceived justice of accommodation and coworkers’ support became insignificant. The direct effect, shown in Table 8, is insignificant whereas the indirect effect is significant ($B = .2277$, $CI = .11$ to $.35$), which suggests that the relationship between perceived justice and coworkers’ support is completely mediated by perceived trust. The results, therefore, support **hypothesis 3a**.

Table 8

Mediation Effect of Perceived Trust on Perceived Justice and Coworkers' Support

IV: Perceived Justice

Mediator: Perceived Trust

DV: Coworkers' Support

CVs: Age, Gender, Nature of disability, Prior Experience with Disability

Prior relationship with the accommodated co-worker, Social desirability, PANAS, Work interdependence

Mediation Analysis Outcomes				
	M: Perceived Trust		Y: Coworkers' support	
	Path	B	Path	B
X: Perceived Justice (PJ)	a₁	1.06**	c₁	-.02
C1: Age	a₂	.01	c₂	-.06
C2: Gender				
C2a: Male	a₃	-.39	c₃	-.13
C2b: Female	a₄	-.39	c₄	-.22
C3: Nature of disability				
C3a: Physical	a₅	.63	c₅	-.17
C3b: Mental	a₆	.61	c₆	-.26
C3c: Both	a₇	.48	c₇	-.29
C4: Prior relationship with the accommodated co-worker				
C4a: Did not work with him/her before the accommodation	a₈	-.02	c₈	.36**
C4b: Worked less than 1 year	a₉	-.25	c₉	.15
C4c: Worked between 1 year and 3 years	a₁₀	-.04	c₁₀	.15
C4d: Worked more than 3 years but less than 5 years	a₁₁	-.28	c₁₁	.28*
C5: Prior experience with disability	a₁₂	-.06		-.12
C6: Social Desirability	a₁₃	-.02	c₁₂	.02
C7: PANAS	a₁₄	-.22*	c₁₃	-.09
C8: Work interdependence	a₁₅	.01	c₁₄	.08**
M: Perceived Trust				.21
	R²	.24		.18
	ΔR²			-.06
		Mediation Index		95% Bootstrap CI
X to Y through M	ab	.23		.11 to .35
X to Y	C	-.02		-.15 to .12

N = 301, Significance Level, p<.10, p*<.05 and p<.01**

Trust is foci specific and each type of trust is expected to lead to different outcomes (Cho & Park, 2011). To test the mediation effect of individual dimensions of trust, simple mediation was performed by accessing SPSS Process 3.4 through the option

of regression in SPSS. Bias corrected 10000 bootstrapping sample option was selected to test the mediation effect. Bootstrapping is a way to resample the original dataset many times to create the simulated dataset. Bootstrapping is used to create confidence intervals for the indirect effect (Kane & Ashbaugh, 2017). To test the mediation effect of trust towards the co-worker on perceived justice and coworkers' support, the mediating variable (i.e., trust towards the co-worker) was selected along with perceived justice as the independent variable, coworkers' support as the dependent variable, and the covariates were adjusted.

As shown in Table 9, the direct effect ($B = .0963$, $CI = .0007$ to $.1918$) and indirect effect are both significant ($B = .1205$, $CI = .0610$ to $.1868$). This indicates that trust towards the co-worker partially mediates the relationship between perceived justice and coworkers' support. Trust towards the co-worker does account for part of the relationship between perceived justice and coworkers' support, but, perceived justice still predicts coworkers' support even when taking trust towards the co-worker into account.

The mediation effect of trust towards management was also tested on the relationship between perceived justice and coworkers' support. The indirect effect of trust towards the management, as shown in Table 10, is negative and non-significant ($B = -.0151$, $CI = -.124$ to $.090$) whereas the direct effect is negative and significant ($B = -.1976$, $CI = .067$ to $.329$). This indicates that the entire effect is direct and perceived justice accounts for all of the relationship to predict coworkers' support.

Table 9

Mediation Effect of Perceived Trust towards the Co-worker on Perceived Justice and Coworkers' Support

IV: Perceived Justice

Mediator: Perceived trust towards the co-worker

DV: Coworkers' Support

CVs: Age, Gender, Nature of disability, Prior Experience with Disability

Prior relationship with the accommodated co-worker, Social desirability, PANAS, Work interdependence

	Mediation Analysis Outcomes			
	M: Perceived trust towards the co-worker		Y: Coworkers' support	
	Path	B	Path	B
X: Perceived Justice (PJ)	a₁	.40 **	c₁	.09
C1: Age	a₂	-.04	c₂	-.04
C2: Gender				
C2a: Male	a₃	-.95	c₃	.08
C2b: Female	a₄	-.95	c₄	-.003
C3: Nature of disability				
C3a: Physical	a₅	.30	c₅	-.12
C3b: Mental	a₆	.40	c₆	-.25
C3c: Both	a₇	.18	c₇	-.25
C4: Prior relationship with the accommodated co-worker				
C4a: Did not work with him/her before the accommodation	a₈	.39	c₈	.23
C4b: Worked less than 1 year	a₉	.07	c₉	.068
C4c: Worked between 1 year and 3 years	a₁₀	.20	c₁₀	.070
C4d: Worked more than 3 years but less than 5 years	a₁₁	.10	c₁₁	.18
C5: Prior experience with disability	a₁₂	-.09		-.10
C6: Social Desirability	a₁₃	.32	c₁₂	-.071
C7: PANAS	a₁₄	-.13	c₁₃	-.101
C8: Work interdependence	a₁₅	-.06	c₁₄	.106**
M: Perceived Trust				.303 **
	R²	.35		.18
	ΔR²			0.17
		Mediation Index	95% CI	
X to Y through M	ab	.1205	.061 to .186	
X to Y	C	.0963	.0007 to .192	

N = 301, Significance Level, p<.10, p*<.05 and p<.01**

Table 10

Mediation Effect of Perceived Trust towards the Management on Perceived Justice and Coworkers' Support

IV: Perceived Justice

Mediator: Perceived trust towards the management

DV: Coworkers' Support

CVs: Age, Gender, Nature of disability, Prior Experience with Disability

Prior relationship with the accommodated co-worker, Social desirability, PANAS, Work interdependence

	Mediation Analysis Outcomes			
	M: Perceived trust towards the management		Y: Coworkers' support	
	Path	B	Path	B
X: Perceived Justice (PJ)	a ₁	1.69**	c ₁	.197**
C1: Age	a ₂	0.54	c ₂	-.048
C2: Gender				
C2a: Male	a ₃	.106	c ₃	-.099
C2b: Female	a ₄	.112	c ₄	-.183
C3: Nature of disability				
C3a: Physical	a ₅	.903	c ₅	.069
C3b: Mental	a ₆	.821	c ₆	-.033
C3c: Both	a ₇	.737	c ₇	-.106
C4: Prior relationship with the accommodated co-worker				
C4a: Did not work with him/her before the accommodation	a ₈	-.448	c ₈	.281
C4b: Worked less than 1 year	a ₉	-.579	c ₉	.063
C4c: Worked between 1 year and 3 years	a ₁₀	-.293	c ₁₀	.098
C4d: Worked more than 3 years but less than 5 years	a ₁₁	-.636	c ₁₁	.186
C5: Prior experience with disability	a ₁₂	-.031		-.119
C6: Social Desirability	a ₁₃	-.221	c ₁₂	.025
C7: PANAS	a ₁₄	-.296	c ₁₃	-.114
C8: Work interdependence	a ₁₅	.064	c ₁₄	.0934
M: Perceived trust towards the management				-.009
	R ²	.523		.178
	ΔR ²			0.34
		<i>Mediation Index</i>	<i>95% CI</i>	
X to Y through M	ab	-.0151	-.124 to .093	
X to Y	C	-.198	.067 to .329	

N = 301, Significance Level, p<.10, p*<.05 and p**<.01

The mediation effect of perceived trust on perceived justice and counterproductive work behavior was also tested. The indirect effect of perceived trust is negative and non-

significant ($B = -.0407$, $CI = -.10$ to $.02$), as shown in Table 11. The direct effect is also negative and non-significant. No significant interaction effect of perceived trust was found in the assumed relationship between coworkers' support and counterproductive work behavior. The results do not support **hypothesis 3b**.

Table 11

Mediation Effect of Perceived Trust on Perceived Justice and Counterproductive Work Behavior

IV: Perceived Justice

Mediator: Perceived Trust

DV: Counterproductive work behavior (CWB)

CVs: Age, Gender, Nature of disability, Prior Experience with Disability

Prior relationship with the accommodated co-worker, Social desirability, PANAS, Work interdependence

	Mediation Analysis Outcomes			
	M: Perceived Trust		Y: CWB	
	Path	B	Path	B
X: Perceived Justice (PJ)	a₁	1.06**	c₁	-.02
C1: Age	a₂	.01	c₂	.06*
C2: Gender				
C2a: Male	a₃	-.39	c₃	.13
C2b: Female	a₄	-.39	c₄	.22
C3: Nature of disability				
C3a: Physical	a₅	.63	c₅	.09
C3b: Mental	a₆	.61	c₆	.11
C3c: Both	a₇	.48	c₇	.09
C4: Prior relationship with the accommodated co-worker				
C4a: Did not work with him/her before the accommodation	a₈	-.02	c₈	-.07
C4b: Worked less than 1 year	a₉	-.25	c₉	.24
C4c: Worked between 1 year and 3 years	a₁₀	-.04	c₁₀	-.39
C4d: Worked more than 3 years but less than 5 years	a₁₁	-.28	c₁₁	-.07
C5: Prior experience with disability	a₁₂	-.06		-.31
C6: Social Desirability	a₁₃	-.02	c₁₂	.23
C7: PANAS	a₁₄	-.22*	c₁₃	.00
C8: Work interdependence	a₁₅	.01	c₁₄	.08**
M: Perceived Trust				-.04
	R²			
	ΔR²			
		Mediation Index		95% CI
X to Y through M	ab	-.04		-.10 to .02
X to Y	C	-.02		-.11 to .07

N = 301, Significance Level, $p < .10$, $p^* < .05$ and $p^{**} < .01$

Now, the mediation effect of two trust dimensions (i.e., trust towards the co-worker, trust towards the management) on the relationship between perceived justice and counterproductive work behavior was tested.

As shown in Table 12, the indirect effect of trust towards the co-worker on the relationship between perceived justice and counterproductive work behavior is negative and significant ($B = -.0432$, $CI = -.0735$ to $-.0185$) whereas the direct effect is non-significant ($B = -.0268$, $CI = -.0951$ to $.0415$). With 95% confidence, the inclusion of the variable trust towards the co-worker accounts for all of the relationships between the variables as it drops the relationship of perceived justice and counterproductive work behavior to zero.

When tested for the indirect effect of trust towards the management on the relationship between perceived justice and counterproductive work behavior, the direct effect is negative and significant ($B = -.121$, $CI = -.216$ to $-.025$) as shown in Table 13 whereas the indirect effect is non-significant ($B = .051$, $CI = -.0131$ to $.1190$). Therefore, trust towards the management does not account for the observed relationship between perceived justice and counterproductive work behavior.

Table 12

Mediation Effect of Perceived Trust towards the Co-worker on Perceived Justice and Counterproductive Work Behaviour

IV: Perceived Justice

Mediator: Perceived trust towards the co-worker

DV: Counterproductive work behavior (CWB)

CVs: Age, Gender, Nature of disability, Prior Experience with Disability

Prior relationship with the accommodated co-worker, Social desirability, PANAS, Work interdependence

	Mediation Analysis Outcomes			
	M: Perceived trust towards the co-worker		Y: CWB	
	Path	B	Path	B
X: Perceived Justice (PJ)	a₁	.397**	c₁	-.027
C1: Age	a₂	-.042	c₂	.061*
C2: Gender				
C2a: Male	a₃	-.96	c₃	.016
C2b: Female	a₄	-.96	c₄	.108
C3: Nature of disability				
C3a: Physical	a₅	.31	c₅	.433
C3b: Mental	a₆	.41	c₆	.459
C3c: Both	a₇	.189	c₇	.428
C4: Prior relationship with the accommodated co-worker				
C4a: Did not work with him/her before the accommodation	a₈	.392	c₈	-.017
C4b: Worked less than 1 year	a₉	.076	c₉	.047
C4c: Worked between 1 year and 3 years	a₁₀	.200	c₁₀	-.013
C4d: Worked more than 3 years but less than 5 years	a₁₁	.108	c₁₁	-.044
C5: Prior experience with disability	a₁₂	-.098		-.044
C6: Social Desirability	a₁₃	.320	c₁₂	.251
C7: PANAS	a₁₄	-.133	c₁₃	-.003
C8: Work interdependence	a₁₅	-.061	c₁₄	.078
M: Perceived Trust				-.108**
	R²	.149		.198
	ΔR²			-0.05
		Mediation Index		95% CI
X to Y through M	ab	-.043		-.073 to -.018
X to Y	C	-.026		-.0951 to .0415

N = 301, Significance Level, p<.10, p*<.05 and p<.01**

Table 13

Mediation Effect of Perceived Trust towards the Management on Perceived Justice and Counterproductive Work Behavior

IV: Perceived Justice

Mediator: Perceived trust towards the management

DV: Counterproductive work behavior (CWB)

CVs: Age, Gender, Nature of disability, Prior Experience with Disability

Prior relationship with the accommodated co-worker, Social desirability, PANAS, Work interdependence

	Mediation Analysis Outcomes			
	M: Perceived trust towards the management		Y: CWB	
	Path	B	Path	B
X: Perceived Justice (PJ)	a ₁	1.68**	c ₁	-.121
C1: Age	a ₂	.053	c ₂	.063
C2: Gender				
C2a: Male	a ₃	.106	c ₃	.117
C2b: Female	a ₄	.112	c ₄	.207
C3: Nature of disability				
C3a: Physical	a ₅	.903	c ₅	.372
C3b: Mental	a ₆	.820	c ₆	.392
C3c: Both	a ₇	.736	c ₇	.385
C4: Prior relationship with the accommodated co-worker				
C4a: Did not work with him/her before the accommodation	a ₈	-.448	c ₈	-.046
C4b: Worked less than 1 year	a ₉	-.579	c ₉	.056
C4c: Worked between 1 year and 3 years	a ₁₀	-.293	c ₁₀	-.027
C4d: Worked more than 3 years but less than 5 years	a ₁₁	-.635	c ₁₁	-.037
C5: Prior experience with disability	a ₁₂	-.031		-.033
C6: Social Desirability	a ₁₃	-.221	c ₁₂	.223
C7: PANAS	a ₁₄	-2.96	c ₁₃	.0194
C8: Work interdependence	a ₁₅	.063	c ₁₄	.0828
M: Perceived trust towards the management				.0303
	R ²	.524		.153
	ΔR ²			.37
		Mediation Index		95% Bootstrap CI
X to Y through M	ab	.0510		-.013 to .119
X to Y	C	-.1210		-.216 to -.025

N = 301, Significance Level, p<.10, p*<.05 and p<.01**

Researchers conceptualize overall justice as a distinct construct from the four dimensions of justice and suggest the four justice dimensions individually predict different attitudes and outcomes (Nicklin, McNall, Cerasoli, Strahan, & Cavanaugh, 2014). Therefore, I tested the mediation effects of individual trust dimensions (i.e., trust towards the co-worker, trust towards the management) in the relationships between four individual justice dimensions and coworkers' behavioral outcomes (i.e., coworkers' support and counterproductive work behavior) (see Appendix 6). Researchers suggest that conducting multiple analyses on the same dependent variable increases the chances of committing a type I error (Glickman, Rao, & Schultz, 2014). To reduce the probability of rejecting a true null hypothesis, researchers suggest making adjustments to the significance level by altering the p-value to a more stringent value (Glickman et al., 2014). Therefore, I used the Bonferroni procedure to adjust for the significance level and avoid the chances of committing a type I error. The Bonferroni procedure suggests rejecting the null hypothesis which has a p-value less than α/n (Glickman et al., 2014). Letting n be the number of tests performed which is four hypothesis tests for each of the four justice dimensions in this study and the significance level $\alpha= 0.05$ as normally used in research, the new adjusted alpha is computed as $\alpha/n= 0.05/4 = 0.0125$. The mediation effects were tested by selecting the confidence interval of 99% and bias-corrected 10000 bootstrapping sample option in SPSS Process 3.4.

I found that trust towards the co-worker fully mediated the relationships or accounts for all of the relationships between all three justice dimensions (i.e., distributive justice, interactional justice, and informational justice) and coworkers' support (see Appendix 6). The indirect effect of trust towards the co-worker on distributive justice and

coworkers' support was positive and significant ($B = .1053$, $CI = .0480$ to $.1777$) whereas the direct effect was non-significant ($B = -.0244$, $CI = -.1222$ to $.0734$). The indirect effect of trust towards the co-worker on interactional justice and coworkers' support was positive and significant ($B = .0974$, $CI = .0305$ to $.1758$) whereas the direct effect was non-significant ($B = .0564$, $CI = -.0584$ to $.1712$). Similarly, the indirect effect of trust towards the co-worker on informational justice and coworkers' support was positive and significant ($B = .0653$, $CI = .0150$ to $.1290$) and the direct effect was non-significant ($B = .0786$, $CI = -.0108$ to $.1680$) (see Appendix 6).

Of all the four justice dimensions, only trust towards the co-worker mediated the relationship between distributive justice and counterproductive work behavior, with 99% confidence. The indirect effect was negative and significant ($B = -.0364$, $CI = -.0685$ to $-.0127$) whereas the direct effect was negative and non-significant ($B = -.0279$, $CI = -.0973$ to $.0416$) (see Appendix 6).

Trust towards management did not mediate the relationships between all four justice dimensions and coworkers' support (see Appendix 6). Also, trust towards management did not play a mediating role in the relationships between all four justice dimensions and counterproductive work behavior (see Appendix 6).

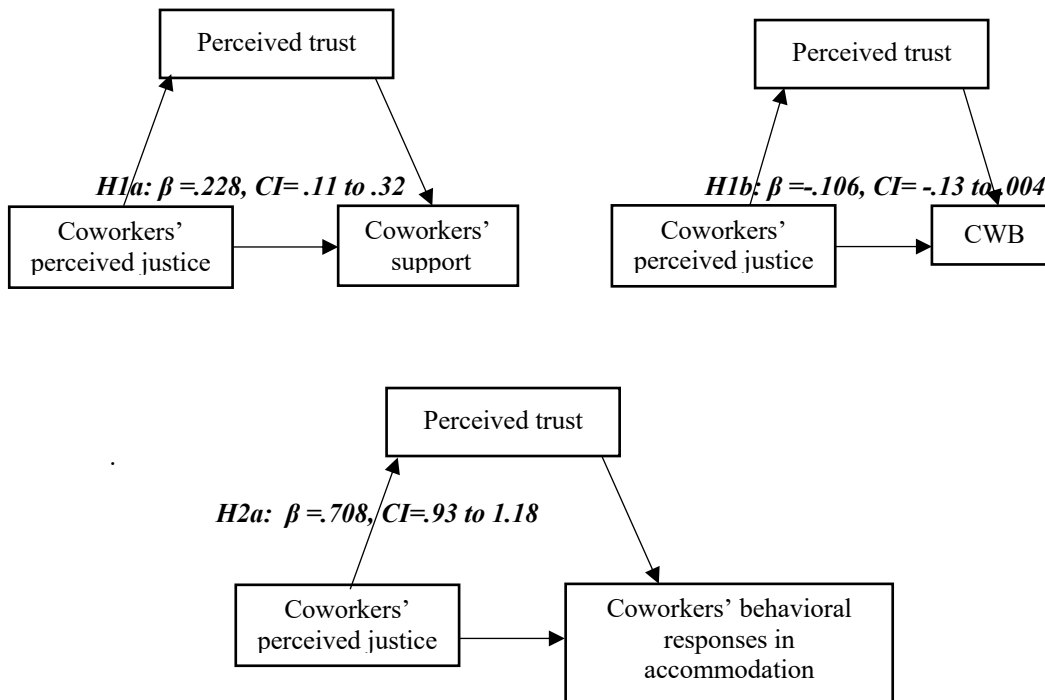


Figure 2: Models Showing Direct Relationships of Perceived Justice

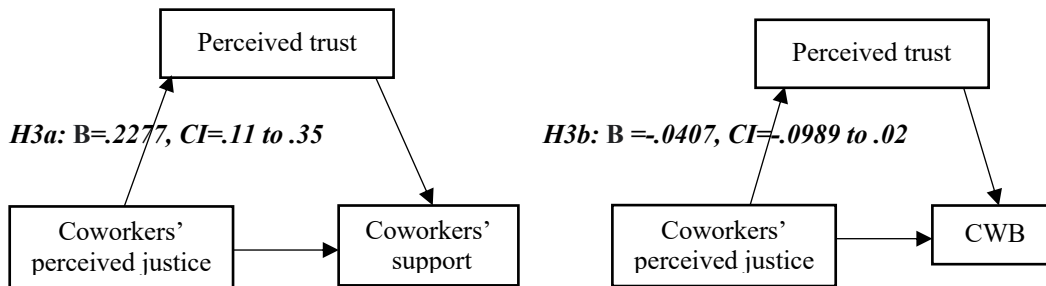


Figure 3: Mediation Models Showing Perceived Trust as a Mediator

CHAPTER 5: DISCUSSION

Researchers have long suspected that coworkers can play an important role in disability accommodation and stressed the importance of considering coworkers' experiences of the accommodation to understand their impact on the accommodation (Kosny et al., 2013). Colella (2001) suggested that coworkers' perceptions of the fairness of accommodation can have an impact on their behavior. The present study has explored the relationship between coworkers' perceptions of accommodation and the impact of their perceptions on their behavior. This research contributes to the emerging body of knowledge on coworkers' impact on accommodation by providing evidence that coworkers' justice perceptions influence their behavior towards the returnee.

In this study, I examined the relationship between coworkers' perceived justice of the accommodation and their behaviors (coworkers' support and counterproductive work behavior). Also, the mediating effect of trust in these relationships was examined.

5.1 Coworkers' perceived justice and coworkers' support

According to the principles of equity theory and social exchange theory, when coworkers perceive justice, they will attempt to equalize their ratio of inputs to outputs by displaying positive behaviors in accommodation and will reciprocate to perceived justice through supportive behaviors (Adams, 1963; Cropanzano & Mitchell, 2005).

In this study, I found that coworkers' perceived justice of accommodation is positively associated with their support of the accommodated worker. There is only a small positive correlation between perceived justice and coworkers' support ($\beta=.228$, $p<.01$). When I tested the relationships between four justice dimensions individually and coworkers' support, I found little positive correlations between four justice dimensions and coworkers' support: distributive justice ($\beta=.135$ $p =.0190$), procedural justice ($\beta =.$

203, $p < .01$), informational justice ($\beta = .205$, $p < .01$), and interactional justice ($\beta = .183$, $p < .01$). This suggests that coworkers' perceptions of justice of accommodation had a small positive effect on coworkers' supportive behavior towards the returnee.

This finding provides evidence of the direct relationship between coworkers' perceptions of the accommodation and their behavior towards the returnee. In other words, considering coworkers' perceptions of accommodation is important because coworkers' may positively influence the accommodation when they perceive they have been treated fairly.

5.2 Coworkers' perceived justice and counterproductive work behavior

According to the principles of equity theory, coworkers are expected to display negative behavior towards the returnee to balance the equity ratio (Adams, 1963). In the context of social exchange theory, when coworkers perceive that the employer has not reciprocated for their efforts, coworkers are expected to reciprocate through negative behaviors when they perceive injustice.

Contrary to the theoretical expectations, in this study, I found that coworkers' perceived injustice was not associated with counterproductive behavior towards the returnee. Perceived justice had a small negative and non-significant relationship with counterproductive behavior towards the returnee ($\beta = -.106$, $p = .065$). However, on testing the relationships between four justice dimensions individually and counterproductive behavior towards the returnee, I found that interactional justice ($\beta = -.169$, $p = .003$) and distributive justice ($\beta = -.120$, $p = .039$) had little negative and significant correlations with counterproductive behavior towards the returnee. Procedural justice ($\beta = -.051$, $p = .370$) and informational justice ($\beta = -.044$, $p = .445$) had non-significant correlations with counterproductive behavior towards the returnee.

It is an interesting observation and a new contribution to disability management literature. This relationship in disability accommodation differs from the findings in the general context (Colquitt, 2001; Dalal, 2005). The findings suggest that although coworkers perceive injustice, they do not necessarily display negative behavior towards the returnee.

In disability accommodation, coworkers' perceptions towards the disability accommodation provided to the returnee may be affected by legislative requirements and organizational values (Stone & Colella, 1996). Stone and Colella (1996) propose that employee characteristics and organizational values can affect their behavior towards the returnee (Stone & Colella, 1996). Organizational values define the appropriate behaviors to be displayed towards the members of the organization (Stone & Colella, 1996). Employees are not likely to display negative behaviors towards the returnee in an organizational culture where disability accommodation is common, positive behaviors towards the returnee are promoted and the negative behaviors are defined as inappropriate. Additionally, the legal requirements increase returnee's access to the organization when employers purchase equipment and modify jobs to accommodate the returnee. Increased contact and interactions with coworkers after returning to work and their prior relationship before the injury/illness can affect their behavior towards the returnee (Stone & Colella, 1996).

Coworkers' perceived injustice is also influenced by the actions of the employer in the accommodation, so may be that coworkers' will display counterproductive behavior towards the employer but not the returnee. Khattak et al. (2019) suggest that individuals direct counterproductive behaviors towards the perceived source of unfairness. Khattak et al. (2019) found that procedural injustice influenced

counterproductive behaviors towards the organization whereas interactional justice influenced counterproductive behaviors towards the individual. Consistent with this finding, the results of this study showed that perceived interactional justice had a negative significant association with counterproductive behaviors towards the returnee.

Coworkers expect clear communication on role assignment and recognition in the social group for their input in the accommodation from the management (Dunstan & MacEachen, 2013; Ladekjær Larsen et al., 2015). Thus, coworkers' perceived procedural and distributive injustice of the accommodation is more likely to influence them to display negative behaviors towards the returnee. It is likely for coworkers' to direct counterproductive work behaviors towards the employer when they perceive unfairness from other justice dimensions.

5.3 Coworkers' perceived justice and perceived trust

Theory suggests that trust is developed over time and when employees perceive that they have been treated fairly in multiple social exchanges, they form a belief that the parties in the organization will reciprocate accordingly in the future as well (Colquitt & Rodell, 2011; Dirks & Ferrin, 2002).

Similar to the findings of other research, I expected perceived justice to be positively associated with perceived trust (Pillai et al., 1999; Tlaiss & Elamin, 2015). In this study, I found a high positive significant relationship between coworkers' perceived justice of accommodation and coworkers' perceived trust ($\beta=.708, p<.01$). On testing the relationships of four justice dimensions individually with perceived trust, I found that distributive justice had a low positive significant correlation ($\beta=.479, p<.0$) with perceived trust. The other three dimensions of justice had moderate positive significant

correlations with perceived trust: procedural justice ($\beta=.593, p<.01$), informational justice ($\beta=.593, p<.01$), interactional justice ($\beta=.590, p<.01$). The result shows that positive perceptions of justice influence positive perceptions like trust in coworkers during accommodation.

5.4 Perceived trust as a mediator of perceived justice and coworkers' support

Theory suggests that when employees perceive fairness from a party, they are likely to rely on that party and trust the party to reciprocate in the future. Positive perceptions of trust will create an obligation in employees to display positive behaviors towards that party (Dirks & Ferrin, 2002; Young et al., 2005). So, it is expected that when coworkers perceive justice, they develop positive perceptions of trust over time, and trust in turn influences them to exhibit supportive behavior towards the returnee.

The results of the present study showed that trust fully mediated the relationships between perceived justice and coworkers' support. The inclusion of the mediating variable (i.e., perceived trust) accounts for all of the relationship between perceived justice and coworkers' support. Perceived trust influenced to drop the relationship between perceived justice and coworkers' support to zero and described the relationship between perceived justice and coworkers' support. There is a significant relationship between perceived justice and coworkers' support through a perceived trust but not a direct relationship between perceived justice and coworkers' support. In other words, when coworkers perceive the justice of the accommodation, it is the positive perceptions of trust developed by receiving fair treatment that in turn influences coworkers to display supportive behaviors in accommodation.

When I tested the mediating role of individual trust dimensions, I found that although trust towards the co-worker mediated the relationships between three-justice dimensions (i.e., distributive, informational, interactional) and coworkers' support, trust towards the co-worker did not mediate the relationship between procedural justice and coworkers' support. This suggests coworkers may place more value on the fairness of the procedures adopted during accommodation and are likely to pay higher attention to how fair organizational authorities are when they enact the procedures through which outcomes are allocated. Therefore, coworkers' procedural fairness perceptions are found to have a direct influence on coworkers' support.

The role of trust in accommodation was not realized as an influential factor guiding social relationships in accommodation. This finding has highlighted the role of trust as an important factor to enhance the effectiveness of accommodation.

5.5 Perceived trust as a mediator of perceived justice and counterproductive work behavior

Coworkers were expected to display positive behaviors when they perceive fairness which leads them to trust the authorities in accommodation, conversely, when coworkers perceive that they have not received the positive reciprocal behavior from the employer, they have a feeling of uncertainty that their positive behaviors will not be reciprocated (Colquitt et al., 2012). Since coworkers do not receive reciprocal behavior, they will not be able to rely on the authorities. These negative emotions are expected to influence coworkers to display negative behavior towards the returnee. Researchers found a negative association between organizational justice and trust with negative work behaviors (Fox et al., 2001).

I expected coworkers' perceptions of injustice to negatively affect their trusting relationship which in turn would influence coworkers to display negative behaviors towards the returnee. The results of this study show no mediation effect between perceived justice and counterproductive work behavior. In the context of disability accommodation, an understanding of the legal requirement to provide accommodation to the returnee can affect coworkers' perceptions and behavioral responses. Although coworkers perceive the injustice of the accommodation when they observe a preferential treatment provided to the returnee, coworkers are aware that employers have the obligation to accommodate. However, coworkers are unaware of the medical condition of the returnee. Coworkers do not have the complete information to make judgement on if the accommodation decision made by the management is reasonable. Coworkers have expressed feels of ambiguity on management's accommodation decision (Ladekjær Larsen et al., 2015). So, although coworkers perceive the unfairness of the accommodation, coworkers may be unable to form stronger perceptions like trust due to the uncertainty of information. Although coworkers must have experienced frequent accommodation in the workplace, employers provide different types of accommodation each time which is unique to the medical condition of the returnee. Coworkers' are not fully aware of the accommodation situation due to privacy requirements. Therefore, coworkers' negative perceptions of injustice might not influence them to form perceptions of trust during accommodation.

Contradictory to what I had found earlier when testing the mediating effect of trust on overall justice and counterproductive work behavior towards the returnee, the results differed when I tested the mediating effect of individual trust dimensions (i.e., trust towards the co-worker) in the relationship between distributive justice and

counterproductive work behavior. I found that trust towards the co-worker fully mediated the relationship between distributive justice and counterproductive work behavior.

Coworkers can more visibly experience and evaluate the fairness of the accommodation through the rewards and resources provided to them and the returnee. So, they are likely to easily compare their work input to the visible outcomes they have received. When they perceive unfairness or inequity through the outcomes, their trust towards the accommodated co-worker is likely to decrease which in turn influences them to display counterproductive work behavior.

Thus, although coworkers do not generally form stronger negative perceptions like a decrease in the level of trust towards the co-worker, coworkers form negative perceptions like a decrease in the level of trust towards the co-worker when they perceive unfairness of the outcomes which in turn influences them to display negative behaviors towards the returnee.

CHAPTER 6: IMPLICATIONS

6.1 Theoretical

Research examining coworkers' roles in workplace disability accommodation is quite new. This research has contributed to the return to work literature by providing evidence for the influence of coworkers' role in disability accommodation. The findings of this study suggest that coworkers' play an important role in disability accommodation by displaying positive behaviors towards the returnee. This research contributes to the disability management literature by highlighting the importance of coworkers' perceptions of justice and trust during accommodation in influencing coworkers' positive behavior.

The finding of this research that coworkers' justice perceptions of the accommodation influence their positive behavior align with the concepts of social exchange theory. As coworkers perceive justice of the accommodation, the fair transaction in the social exchange relationship obligates the coworkers to reciprocate through positive behavior like support towards the returnee.

The research has contributed to the literature by identifying the factors to be considered while measuring the perceived justice of the accommodation. The measurement of four dimensions of justice in the context of disability accommodation has contributed to the understanding of justice perceptions in disability accommodation. This study has introduced the role of perceived trust in the context of accommodation and described the underlying mechanism of social exchange relationships in accommodation. This study contributes to the disability management literature by providing evidence of the mediation effect of trust on perceived justice and behavioral outcome.

I also found that co-workers' perceptions of justice are not negatively associated with counterproductive behavior towards the returnee. This finding raises questions on considering additional factors like legislation requirements, coworkers' prior relationship with the returnee, organizational and individual values, organizational policies, and practices that coworkers are likely to consider while perceiving injustice of accommodation. Stone and Colella (1996) suggest that coworkers' perceptions of injustice are likely to be affected by the type of accommodation provided to the returnee. For instance, coworkers' perceptions of injustice are likely to be affected more when the accommodation involves major changes like modification of job schedule than when the returnee is provided an ergonomic chair.

6.2 Practical

The results of this study suggest that when coworkers believe the organization is fair, they may play an important role in accommodation success by making additional efforts to support the returnee. Employers are responsible for providing accommodations and the supervisor is usually held responsible for the successful re-integration of the employee at work. Coworkers are not normally involved in accommodation planning for privacy reasons, however, they still have the responsibility of sharing the workload and helping returnees with their tasks.

Organizations should involve coworkers in the accommodation process from the accommodation planning to the implementation phase. This helps to ensure that coworkers' perspective of the accommodation is considered while planning and implementing the accommodation. Supervisors should increase coworkers' participation and feedback on different stages of return to work considering the privacy requirements.

During the off-work phase of work re-integration, supervisors re-access work ability of the returnee and plan on work goals (Young et al., 2005). Coworkers' participation should be encouraged while planning on tasks division between them and the returnee and adjustments on coworkers' schedules after work re-integration. Coworkers' participation in the off-work phase of return to work would help them to prepare on assisting the returnees effectively.

In the re-entry and the maintenance phase of work- reintegration, supervisors re-access the returnee's work performance and work goals which helps them to make advancements on the return to work plan (Young et al., 2005). Supervisors should encourage coworkers' feedback on the effectiveness of group tasks. This will help supervisors to make adjustments accordingly. Through increased participation, coworkers' are likely to perceive the accommodation to be fair and display positive behavior towards the returnee.

Coworkers have expressed feelings of ambiguity and increased complexity in coordinating with the returnee when supervisors do not take the responsibility for tasks division and do not clarify on combined tasks (Ladekjær Larsen et al., 2015). So, coworkers end up taking more workload which is likely to negatively affect their justice perceptions of the accommodation. In jobs with high social intensity, the frequent interactions during accommodation between the supervisor and the subordinate can influence coworkers to perceive that they have received support and timely information from their supervisor. So, coworkers' are likely to form justice perceptions of the accommodation which will influence them to display positive behavior towards the returnee. Researchers have found a direct relationship between leader-member exchange and organizational citizenship behavior (Kim et al., 2010). However, in jobs with low

social intensity where supervisors are not required to communicate frequently with the subordinates, coworkers may not have a good level of understanding about work re-integration and on coordinating with returnee to perform tasks. Therefore, quality interactions with the supervisor can play an important role in positively influencing coworkers' perceptions of the accommodation.

As perceived justice is found to be positively associated with perceived trust and perceived trust in turn influences positive behavior, organizations should focus on building a trusting relationship with the employees. Heavey, Halliday, Gilbert, and Murphy (2011) described trust in three dimensions as benevolence, integrity, and ability. Increasing openness and frequent communication can increase perceived integrity in coworkers towards the employer and consistency in organizational policies and practices while making accommodation decisions can increase coworkers' perceived trust towards their employer.

CHAPTER 7: LIMITATIONS AND FUTURE RESEARCH

7.1 Limitations

Studies with self-reported data are susceptible to common method bias. Common method bias arises when the same rater is used to obtain both predictor and the criterion variables (Podsakoff et al., 2003). Common method bias can arise due to the measurement items themselves (Podsakoff et al., 2003). Therefore, I used different scale anchors to avoid participant's tendency of neglecting the survey content to respond to similar scale anchors. I used a few open-ended and close-ended questions at the beginning of the survey to avoid a standardized format of questions which can increase participant's attention.

Researchers suggest that dispositions like positive and negative affectivity in the self-report questions can lead to measurement error (Podsakoff et al., 2003). The use of a similar scale format is linked to a reduction in the cognitive processing of individuals and consistent responses. I have used different scale response anchors to measure the PA- NA scale, social desirability scale, trust towards the management scale, and procedural justice scale. To control the common method bias, I controlled for the effects of social desirability, positive and negative affectivity. The partial correlation method was conducted to understand the impact of social desirability, positive and negative affectivity in the relationships studied. Results of the partial correlation method indicated that there is no common method variance in the relationships studied.

Participants had to recall the past accommodation experience within the past twelve months, the responses can, therefore, be influenced by time-effect. An open-ended question was asked to describe the disability accommodation and several closed-ended

questions were asked at the beginning of the survey. These questions help trigger the participant's experience of the accommodation and receive effective responses.

The nature of a colleague's disability accommodation can impact coworkers' perceptions of the accommodation. Cleveland et al. (1997) suggest that employees' reactions during the accommodation will differ according to the duration and cost of the accommodation. Coworkers' support is likely to decrease over time when the accommodation is longer in effect (Cleveland et al., 1997). The effect of the nature of accommodation was not controlled in this study.

Participants for this study were recruited from Canada and UK, however, the majority of the participants were residents of the U.K. So, I acknowledge that the majority of the responses received represent the disability accommodation experience of employees working in the U.K.

Participants were recruited from an online survey platform, Prolific Academic. The quality of the data could be affected by the limitations of the online survey. Reliability is an issue in an online survey where participants cannot be judged on their sincerity while expressing their opinions in an online survey (Nayak & Narayan, 2019).

7.2 Directions for future research

The findings of this research introduce the importance of some additional factors to be considered in disability accommodation research. The finding that coworkers' perceived justice is not negatively associated with counterproductive work behavior could be reinvestigated to identify the factors that impact this relationship. This study only tested the coworkers' behavioral responses towards the returnee. It would be interesting

to know if coworkers would display different behavior towards the management during accommodation.

This research contributes to the understanding that accommodation impacts coworkers' perceptions. It is crucial to prioritize stakeholders' wellbeing during disability accommodation to enhance their role in the return to work process. It could also be important to explore if coworkers' perceptions of accommodation impact their performance during the accommodation.

Coworkers expect supervisors guidance and instructions while facilitating the returnee, researchers should explore the relationship by taking trust towards the supervisor into consideration when researching peer behaviour during accommodation. The participants for this research were recruited from U.K and Canada. Future research can be conducted by recruiting participants from other countries that have similar disability laws.

CHAPTER 8: CONCLUSION

Researchers have realized the importance of stakeholders' involvement in disability accommodation to achieve the optimal return to work outcomes (Young et al., 2005). Among the stakeholders, researchers highlight that the role of coworkers has been neglected in disability accommodation (Colella et al., 1998; Colella et al., 2004). The present study fills an existing gap to help better understand the coworkers' role in accommodation.

Researchers had proposed the factors affecting co-worker's inferences on procedural and distributive justice of the accommodation (Colella, 2001; Colella et al., 2004). By identifying the nature of relationships between coworkers' justice perceptions of the accommodation, trust, and their behaviors (i.e., support and counterproductive behavior) towards the returnee, this research has provided a new direction for the researchers and organizations to prioritize on understanding disability accommodation from coworkers' perspectives.

This study suggests that psychosocial factors like perceptions of justice and perceptions of trust play an important role in influencing positive behaviors like coworkers' support towards the returnee. Contrary to the expectations, the perceived injustice of the accommodation did not influence counterproductive work behavior. Furthermore, there was no support for the perceived trust to act as a mediator between coworkers' perceived injustice of the accommodation and counterproductive work behavior.

Therefore, organizations should focus on increasing positive perceptions like justice and trust in coworkers to enhance their role in disability accommodation. These

positive perceptions can be increased by providing social support from the supervisor and management during the accommodation through frequent two-way communication, becoming more considerate towards coworkers' increased workload, increasing coworkers' participation in different stages of return to work, and providing them return to work training programs to help better understand the accommodation process.

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APPENDIX 1: STUDY DESCRIPTION AND INFORMED CONSENT



Study Description and Informed Consent

Please read the following letter of information carefully before beginning the survey:

Principal Investigator: Ashmita Lamichhane, Dhillon School of Business, University of Lethbridge, Canada

What is this study about?

You are invited to participate in an anonymous survey of employees from the U.K and Canada with an experience of disability accommodation after a colleague has returned to work. This research studies the influence of co-workers' perceptions of justice on their behavioural reactions towards the accommodated worker. Your participation will contribute to the understanding of factors that influence justice perceptions and behaviours during accommodation. This research is conducted as the Master's thesis project in partial fulfilment of the requirements of the Master's degree.

What is expected of you?

The survey contains 103 questions and will take approximately twelve minutes to complete. You will be asked to respond to statements asking to what degree you agree with them. You may choose to skip any question you prefer not to answer.

What are the anticipated uses of the data collected?

The responses to the survey will be aggregated, analysed and presented in the Master's thesis project at the Dhillon School of Business at the University of Lethbridge. The aggregated findings may also be published in scholarly presentations and publications.

What are the risks and benefits of participating?

There are no anticipated risks of participating in this study. A direct benefit of participation is gaining further knowledge of factors influencing perceptions during accommodation and knowing how the researcher assesses them. Those participants who would like to know more about the study can contact the researcher on her email address (lamichhane@uleth.ca).

How will your confidentiality and anonymity be protected?

Participation is voluntary and your responses will not be identified with you personally as the survey collects no identifying information. However, as with any online survey, neither anonymity nor confidentiality can be completely guaranteed. The survey is being

hosted on [<https://www.qualtrics.com>] and their privacy policy can be accessed at [https://www.prolific.ac/assets/docs/Prolific_privacy-policy.pdf].

The data can be accessed by the researcher and the supervisory committee members only. The responses to this survey will be stored on a password-protected computer with restricted access and will be deleted two years after data collection has been completed.

How can a participant withdraw?

Your participation is completely voluntary. You may withdraw your participation at any time without penalty or loss of benefits to which you are otherwise entitled by simply answering the questions you choose to and skipping the questions to the end. If you choose to discontinue participation after you have submitted your responses, it will not be possible to withdraw your responses because they will not have identifying information linked to them. Participants who choose to discontinue participation without providing any responses will not be compensated. In order to be compensated, please answer the questions and click the submission link at the end of the final page of the survey.

Who is conducting this research?

For more information on this study or for a summary of the findings (available after July 2020), you may contact the researcher at lamichhane@uleth.ca. Questions regarding your rights as a participant in this research may be addressed to the Office of Research Ethics, University of Lethbridge (Phone: 403-329-2747 or Email: research.services@uleth.ca).

This research study has been reviewed for ethical acceptability and approved by the University of Lethbridge Human Subject Research Committee.

INFORMED CONSENT

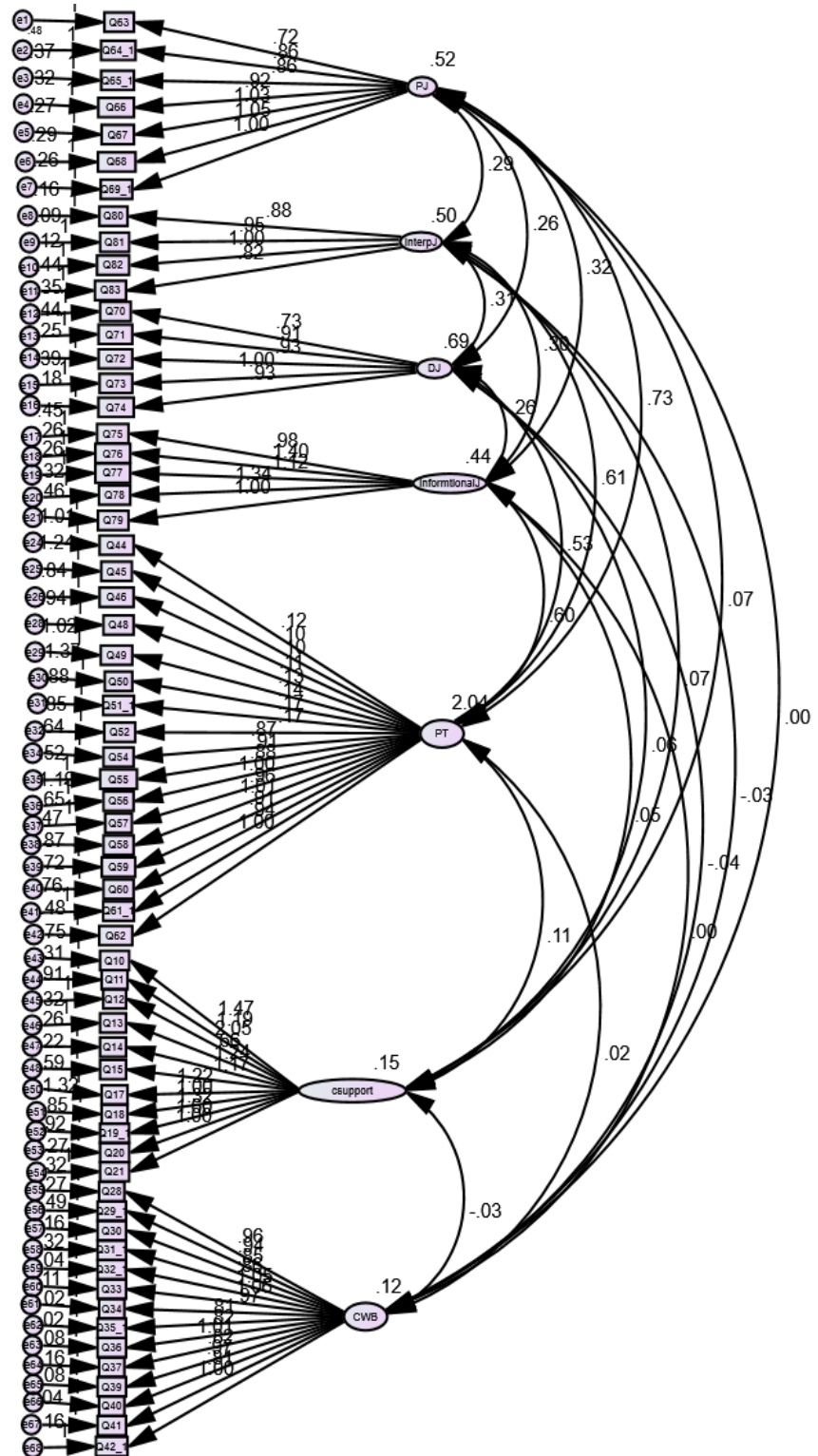
By submitting my responses on the survey, I indicate that I have read my rights as a participant, I have read the study description, nature of the study and understand the information provided. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study and agree to have my data included in the final results of this study.

Participant's signature _____ Date _____

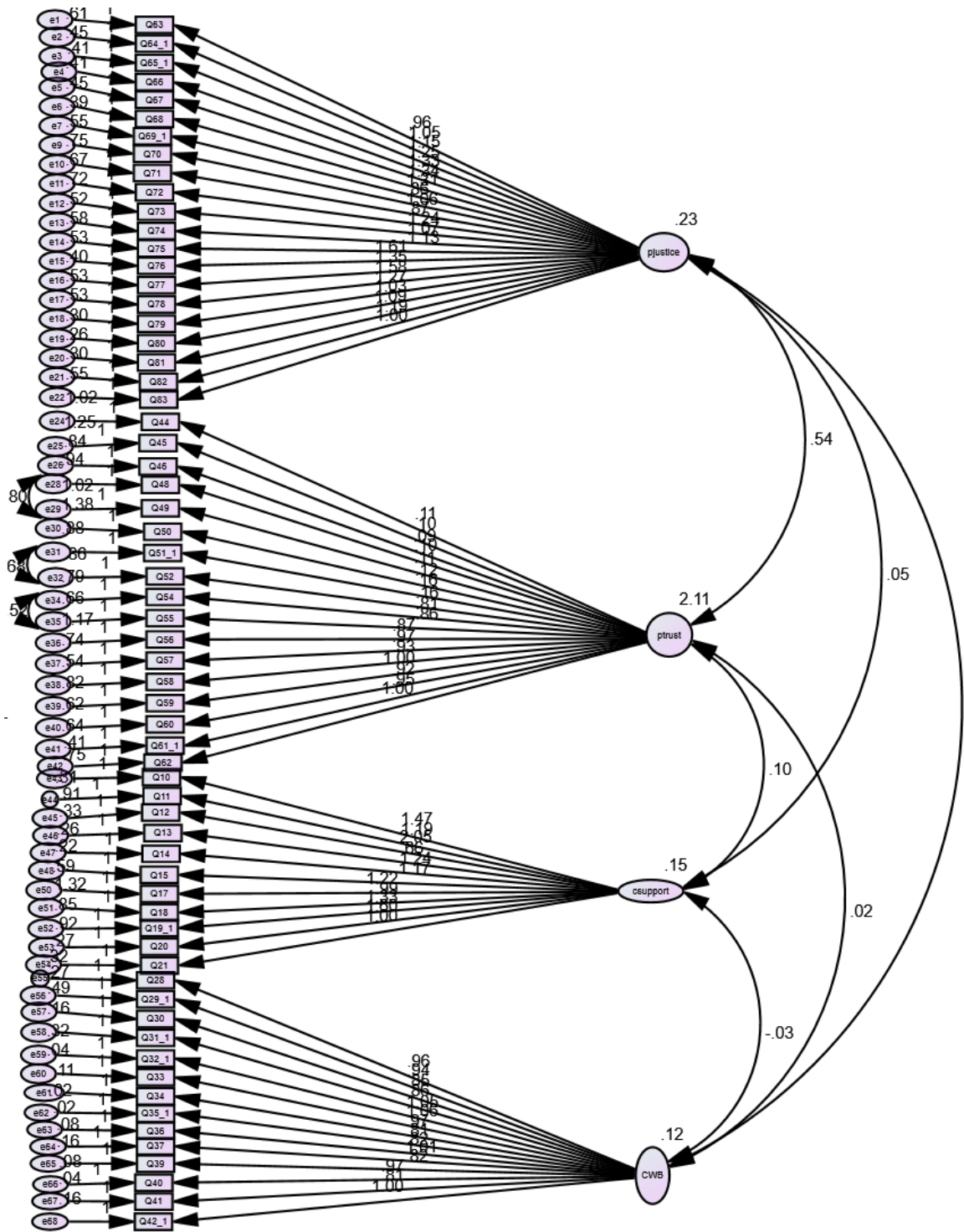
If you wish to participate in the survey, please proceed to the questions now by clicking please click the “>>” button. Thank you in advance for your participation.

APPENDIX 2: CFA MODELS

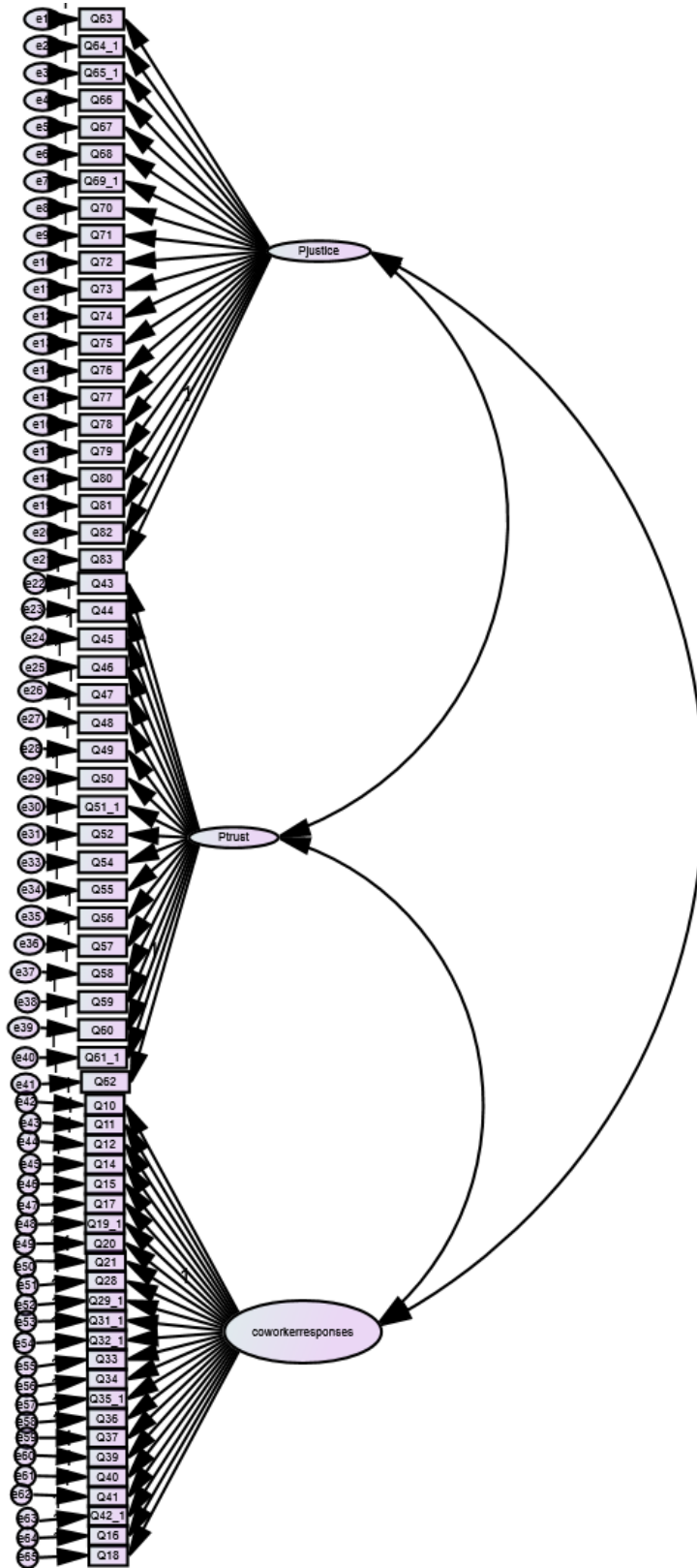
Seven Factor Model



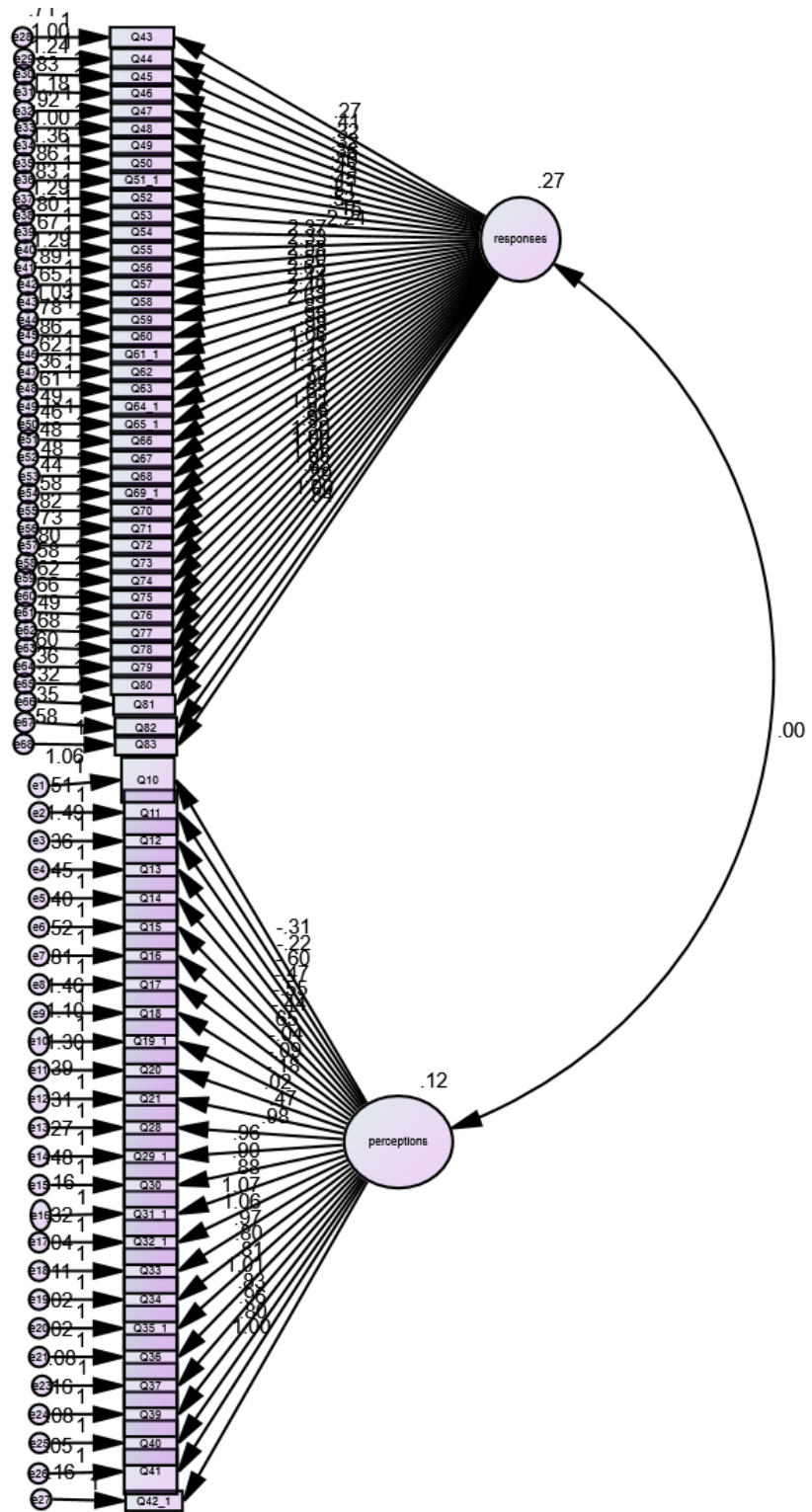
Four Factor Model



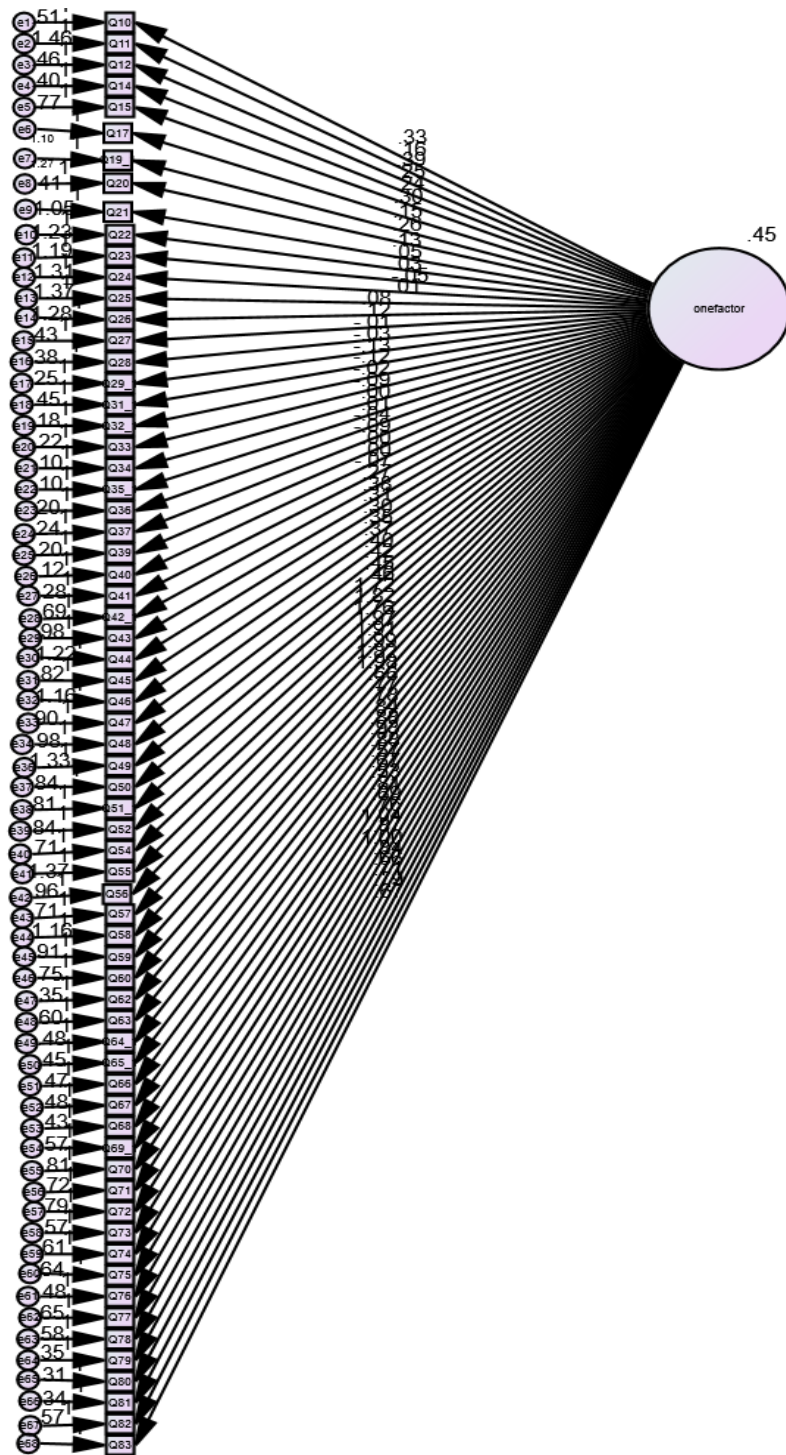
Three factor model



Two factor Model



One factor model



APPENDIX 3: MEASUREMENT PROPERTIES OF THE SCALES

RELIABILITY

Scales	N	Cronbach Alpha	Composite Reliability
Coworkers' support	12	.812	0.81
Work	6	.895	0.87
Trust towards the co-	11	.908	0.85
Trust towards the	9	.959	0.90
Procedural Justice	7	.904	0.92
Distributive Justice	5	.894	0.90
Informational Justice	5	.891	0.89
Interpersonal Justice	4	.890	0.92
Counterproductive	14	.911	0.96
PANAS		.813	
Social Desirability		.607	

AVERAGE VARIANCE EXTRACTED

Scales	AVE
Coworkers' support	0.28
Work interdependence	0.58
Counterproductive work behavior	0.49
Trust towards the co-worker	0.41
Trust towards the management	0.72
Procedural Justice	0.55
Distributive Justice	0.64
Informational Justice	0.60
Interpersonal Justice	0.67

MAXIMUM SHARED VARIANCE AND AVERAGE SHARED VARIANCE

Scales	ASV	MSV
Coworkers' support	0.092	0.421
Work interdependence	0.010	0.028
Counterproductive work	0.019	0.059
Trust towards the co-	0.095	0.421
Trust towards the	0.187	0.499
Procedural Justice	0.189	0.499
Distributive Justice	0.132	0.275
Informational Justice	0.193	0.443
Interactional Justice	0.188	0.394

**APPENDIX 4: ZERO-ORDER AND PARTIAL CORRELATIONS FOR SOCIAL
DESIRABILITY, POSITIVE AFFECT AND NEGATIVE AFFECT**

Zero-Order and Partial Correlation for Social Desirability				
Zero-Order Correlation	1	2	3	4
1.) CS				
2.) Counterproductive behaviour towards co-worker	-.183**			
3.) PJ	.227**	-.131*		
4.) PT	.373**	-.114*	.701**	
Control Variable = Social Desirability				
1.) CS				
2.) Counterproductive behaviour towards co-worker	-.184**			
3.) PJ	.227**	-.127*		
4.) PT	.373**	-.112	.701**	

N = 301, Significance Level, p<.10, p*<.05 and p**<.01

Zero-Order and Partial Correlation for PANAS				
Zero-Order Correlation	1	2	3	4
5.) CS				
6.) Counterproductive behaviour towards co-worker	-.183**			
7.) PJ	.227**	-.131*		
8.) PT	.373**	-.114*	.701**	
Control Variable = PANAS				
5.) CS				
6.) Counterproductive behaviour towards co-worker	-.187**			
7.) PJ	.243**	-.131*		
8.) PT	.367**	-.114*	.709**	

N = 301, Significance Level, p<.10, p*<.05 and p**<.01

Zero-Order and Partial Correlation for Social Desirability and PANAS

Zero-Order Correlation				
	1	2	3	4
9.) CS				
10.) Counterproductive behaviour towards co-worker	-.183**			
11.) PJ	.227**	-.131*		
12.) PT	.373**	-.114*	.701**	
Control Variable = Social Desirability and PANAS				
9.) CS				
10.) Counterproductive behaviour towards co- worker	-.188**			
11.) PJ	.243**	-.127*		
12.) PT	.367**	-.113	.709**	

N = 301, Significance Level, $p < .10$, $p^* < .05$ and $p^{**} < .01$

APPENDIX 5: COLLINEARITY STATISTICS

Dependent variable	Independent variables	Tolerance	VIF
Model 1 Perceived Justice	TTC	.965	1.036
	TTC	.965	1.036
Model 2 Trust towards the co-worker (TTC)	TTC	.510	1.961
	Perceived Justice	.510	1.961
Model 3 Trust towards the management (TTC)	Perceived Justice	.905	1.105
	TTC	.905	1.105

APPENDIX 6: REGRESSION COEFFICIENTS FOR ANALYSES

APPENDIX 6.1: Mediation effect of trust towards the co-worker on procedural justice and coworkers' support (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the co-worker)						
Constant	2.733	1.0092	2.708	.0072	.1163	5.3502
X: Procedural Justice	.1159	.0662	1.7510	.0810	-.0557	.2875
Dependent variable model (DV= Coworkers' support)						
Constant	1.869	.589	3.172	.0017	.3416	3.398
X: Procedural Justice	.1327	.0384	3.45	.0006	.0332	.2322
Trust towards the co-worker	.3031	.0341	8.89	.0000	.2147	.3915

Mediator model summary: $R^2 = .0781$, $F = 1.7311$, $p = .0492$

DV model summary: $R^2 = .3394$, $F = 9.7605$, $p = .0000$

Direct Effect of X on Y: Effect= .1327, $t = 3.4594$, $p = .0006$; 99% CI LLCI= .0332
ULCI=.2322

Indirect Effect of X on Y: Effect= .0351, 99% CI: -.0283 to .1053

Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.2: Mediation effect of trust towards the co-worker on distributive justice and coworkers' support (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the co-worker)						
Constant	2.276	.9550	2.383	.0178	-.2005	4.752
X: Distributive Justice	.3264	.0580	5.623	.0000	.1759	.4769
Dependent variable model (DV= Coworkers' support)						
Constant	2.263	.5946	3.806	.0002	.7213	3.8053
X: Distributive Justice	-.0244	.0377	-.647	.5180	-.1222	.0734
Trust towards the co-worker	.3227	.0365	8.852	.0000	.2282	.4173

Mediator model summary: $R^2 = .1610$, $F = 3.920$, $p = .0000$

DV model summary: $R^2 = .3126$, $F = 8.642$, $p = .0000$

Direct Effect of X on Y: Effect= -.0244, $t = -.647$, $p = .5180$; 99% CI LLCI= -.1222
ULCI = .0734

Indirect Effect of X on Y: Effect= .1053, 99% CI: .0480 to .1777
 Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.3: Mediation effect of trust towards the co-worker on interactional justice and coworkers' support (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the co-worker)						
Constant	2.1822	.9812	2.224	.0269	-.3622	4.727
X:	.3209	.0707	4.5359	.0000	.1374	.5044
Interactional Justice						
	Coefficient	SE	t	p	LLCI	ULCI
Dependent variable model (DV= Coworkers' support)						
Constant	2.1052	.5982	3.5192	.0005	.5539	3.6565
X:	.0564	.0443	1.2746	.2035	-.0584	.1712
Interactional Justice						
Trust towards the co-worker	.3035	.0357	8.4907	.0000	.2108	.3962

Mediator model summary: R²= .1308, F= 3.0733, p= .0002
 DV model summary: R²= .3155, F= 8.7588, p= .0000
 Direct Effect of X on Y: Effect= .0564, t= 1.2746, p= .2035; 99% CI LLCI= -.0584
 ULCI = .1712
 Indirect Effect of X on Y: Effect= .0974, 99% CI: .0305 to .1758
 Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.4: Mediation effect of trust towards the co-worker on informational justice and coworkers' support (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the co-worker)						
Constant	2.3065	.9898	2.3304	.0205	-.2601	4.8731
X:						
Informational Justice	.2198	.0564	3.8952	.0001	.0735	.3661
	Coefficient	SE	t	p	LLCI	ULCI
Dependent variable model (DV= Coworkers' support)						
Constant	2.0060	.5949	3.3722	.0008	.4634	3.5486
X:						
Informational Justice	.0786	.0345	2.2813	.0233	-.0108	.1680

Trust towards the co-worker	.2972	.0352	8.4430	.0000	.2060	.3885
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Mediator model summary: $R^2 = .1152$, $F = 2.6592$, $p = .0011$
 DV model summary: $R^2 = .3240$, $F = 9.1055$, $p = .0000$
 Direct Effect of X on Y: Effect = .0786, $t = 2.2813$, $p = .0233$; 99% CI LLCI = -.0108
 ULCI = .1680
 Indirect Effect of X on Y: Effect = .0653, 99% CI: .0150 to .1290
 Control variables: (Age, Gender, Nature of disability, Prior relationship with the
 accommodated co-worker, Prior experience with disability, Social Desirability,
 PANAS, Work interdependence)

APPENDIX 6.5: Mediation effect of trust towards the co-worker on procedural justice and counterproductive work behavior (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the co-worker)						
Constant	2.733	1.0092	2.708	.0072	.1163	5.3502
X: Procedural Justice	.1159	.0662	1.7510	.0810	-.0557	.2875
	Coefficient	SE	t	p	LLCI	ULCI
Dependent variable model (DV= Counterproductive work behavior)						
Constant	4.0403	.4278	9.4433	.0000	2.9308	5.1498
X: Procedural Justice	-.0043	.0279	-1.1559	.8762	-.0766	.0679
Trust towards the co-worker	-.1196	.0248	-4.8313	.0000	-.1838	-.0554

Mediator model summary: $R^2 = .0781$, $F = 1.7311$, $p = .0492$
 DV model summary: $R^2 = .1599$, $F = 3.6157$, $p = .0000$
 Direct Effect of X on Y: Effect = -.0043, $t = -1.1559$, $p = .8762$; 99% CI LLCI = -.0766
 ULCI = .0679
 Indirect Effect of X on Y: Effect = -.0139, 99% CI: -.0454 to .0116
 Control variables: (Age, Gender, Nature of disability, Prior relationship with the
 accommodated co-worker, Prior experience with disability, Social Desirability,
 PANAS, Work interdependence)

APPENDIX 6.6: Mediation effect of trust towards the co-worker on distributive justice and counterproductive work behavior (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the co-worker)						
Constant	2.2760	.9550	2.3832	.0178	-.2005	4.7525
X: Distributive Justice	.3264	.0580	5.6235	.0000	.1759	.4769
	Coefficient	SE	t	p	LLCI	ULCI
Dependent variable model (DV= Counterproductive work behavior)						

Constant	4.0708	.4224	9.6367	.0000	2.9754	5.1663
X: Distributive Justice	-.0279	.0268	-1.0403	.2991	-.0973	.0416
Trust towards the co-worker	-.1115	.0259	-4.3046	.0000	-.1786	-.0443

Mediator model summary: $R^2 = .1610$, $F = 3.9203$, $p = .0000$

DV model summary: $R^2 = .1630$, $F = 3.6997$, $p = .0000$

Direct Effect of X on Y: Effect = $-.0279$, $t = -1.0403$, $p = .2991$; 99% CI LLCI = $-.0973$ ULCI = $.0416$

Indirect Effect of X on Y: Effect = $-.0364$, 99% CI: $-.0685$ to $-.0127$

Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.7: Mediation effect of trust towards the co-worker on interactional justice and counterproductive work behavior (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the co-worker)						
Constant	2.1822	.9812	2.2240	.0269	-.3622	4.7267
X: Interactional Justice	.3209	.0707	4.5359	.0000	.1374	.5044
	Coefficient	SE	t	p	LLCI	ULCI
Dependent variable model (DV= Counterproductive work behavior)						
Constant	4.1433	.4245	9.7596	.0000	3.0424	5.2442
X: Interactional Justice	-.0535	.0314	-1.7016	.0899	-.1349	.0280
Trust towards the co-worker	-.1088	.0254	-4.2897	.0000	-.1746	-.0430

Mediator model summary: $R^2 = .1308$, $F = 3.0733$, $p = .0002$

DV model summary: $R^2 = .1683$, $F = 3.8435$, $p = .0000$

Direct Effect of X on Y: Effect = $-.0535$, $t = -1.7016$, $p = .0899$; 99% CI LLCI = $-.1349$ ULCI = $.0280$

Indirect Effect of X on Y: Effect = $-.0349$, 99% CI: $-.0700$ to $-.0099$

Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.8: Mediation effect of trust towards the co-worker on informational justice and counterproductive work behavior (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the co-worker)						

	Coefficient	SE	t	p	LLCI	ULCI
Constant	2.3065	.9898	2.3304	.0205	-.2601	4.8731
X: Informational Justice	.2198	.0564	3.8952	.0001	.0735	.3661
Dependent variable model (DV= Counterproductive work behavior)						
Constant	3.9871	.4267	9.3447	.0000	2.8807	5.0935
X: Informational Justice	.0148	.0247	.5995	.5493	-.0493	.0789
Trust towards the co-worker	-.1234	.0253	-4.8862	.0000	-.1889	-.0579

Mediator model summary: $R^2 = .1152$, $F = 2.6592$, $p = .0011$

DV model summary: $R^2 = .1609$, $F = 3.6423$, $p = .0000$

Direct Effect of X on Y: Effect= .0148, $t = .5995$, $p = .5493$; 99% CI LLCI= -.0493
ULCI = .0789

Indirect Effect of X on Y: Effect= -.0271, 99% CI: -.0578 to -.0059

Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.9: Mediation effect of trust towards the management on procedural justice and coworkers' support (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the management)						
Constant	.9830	1.3063	.7525	.4523	2.4043	4.3704
X: Procedural Justice	1.2952	.0857	15.1196	.0000	1.0730	1.5173
Dependent variable model (DV= Coworkers' support)						
Constant	2.6922	.6583	4.0898	.0001	.9852	4.3992
X: Procedural Justice	.1597	.0578	2.7611	.0061	.0097	.3097
Trust towards the management	.0063	.0298	.2107	.8333	-.0709	.0835

Mediator model summary: $R^2 = .4697$, $F = 18.0917$, $p = .0000$

DV model summary: $R^2 = .1563$, $F = 3.5198$, $p = .0000$

Direct Effect of X on Y: Effect= .1597, $t = 2.7611$, $p = .0061$; 99% CI LLCI= .0097
ULCI= .3097

Indirect Effect of X on Y: Effect= .0081, 99% CI: -.0998 to .1133

Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.10: Mediation effect of trust towards the management on distributive justice and coworkers' support (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the management)						
Constant	3.0286	1.5853	1.9104	.0571	1.0824	7.1396
X: Distributive Justice	.7325	.0963	7.6023	.0000	.4826	.9823
Dependent variable model (DV= Coworkers' support)						
Constant	2.8432	.6641	4.2813	.0000	1.1211	4.5653
X: Distributive Justice	.0435	.0440	.9898	.3231	-.0705	.1575
Trust towards the management	.0511	.0246	2.0748	.0389	-.0128	.1149

Mediator model summary: $R^2 = .2062$, $F= 5.3060$, $p= .0000$

DV model summary: $R^2= .1367$, $F= 3.0085$, $p= .0002$

Direct Effect of X on Y: Effect= .0435, $t= .9898$, $p= .3231$; 99% CI LLCI= -.0705
ULCI = .1575

Indirect Effect of X on Y: Effect= .0374, 99% CI: -.0134 to .0947

Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.11: Mediation effect of trust towards the management on interactional justice and coworkers' support (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the management)						
Constant	1.3896	1.4342	.9689	.3334	2.3294	5.1086
X: Interactional Justice	1.2324	.1034	11.9184	.0000	.9643	1.5006
Dependent variable model (DV= Coworkers' support)						
Constant	2.7267	.6636	4.1086	.0001	1.0057	4.4476
X: Interactional Justice	.1176	.0584	2.0122	.0451	-.0340	.2692

Trust towards the management	.0294	.0273	1.0758	.2829	-.0415	.1002
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Mediator model summary: $R^2 = .3624$, $F = 11.6128$, $p = .0000$
 DV model summary: $R^2 = .1459$, $F = 3.2447$, $p = .0001$
 Direct Effect of X on Y: Effect = .1176, $t = 2.0122$, $p = .0451$; 99% CI LLCI = -.0340
 ULCI = .2692
 Indirect Effect of X on Y: Effect = .0362, 99% CI: -.0730 to .1404
 Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.12: Mediation effect of trust towards the management on informational justice and coworkers' support (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the management)						
Constant	1.3520	1.4215	.9511	.3424	2.3341	5.0380
X: Informational Justice	.9909	.0810	12.2279	.0000	.7808	1.2010
	Coefficient	SE	t	p	LLCI	ULCI
Dependent variable model (DV= Coworkers' support)						
Constant	2.6686	.6595	4.0465	.0001	.9584	4.3788
X: Informational Justice	.1271	.0463	2.7444	.0064	.0070	.2472
Trust towards the management	.0170	.0274	.6210	.5351	-.0540	.0880

Mediator model summary: $R^2 = .3734$, $F = 12.1722$, $p = .0000$
 DV model summary: $R^2 = .1560$, $F = 3.5127$, $p = .0000$
 Direct Effect of X on Y: Effect = .1271, $t = 2.7444$, $p = .0064$; 99% CI LLCI = .0070
 ULCI = .2472
 Indirect Effect of X on Y: Effect = .0169, 99% CI: -.0616 to .0935
 Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.13: Mediation effect of trust towards the management on procedural justice and counterproductive work behavior (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the management)						

	Coefficient	SE	t	p	LLCI	ULCI
Constant	.9830	1.3063	.7525	.4523	2.4043	4.3704
X: Procedural Justice	1.2952	.0857	15.1196	.0000	1.0730	1.5173
Dependent variable model (DV= Counterproductive work behavior)						
Constant	3.7078	.4398	8.4308	.0000	2.5674	4.8483
X: Procedural Justice	-.0255	.0386	-.6603	.5096	-.1257	.0747
Trust towards the management	.0057	.0199	.2841	.7765	-.0459	.0572

Mediator model summary: $R^2 = .4697$, $F = 18.0917$, $p = .0000$

DV model summary: $R^2 = .0913$, $F = 1.9097$, $p = .0221$

Direct Effect of X on Y: Effect = $-.0255$, $t = -.6603$, $p = .5096$; 99% CI LLCI = $-.1257$ ULCI = $.0747$

Indirect Effect of X on Y: Effect = $.0073$, 99% CI: $-.0596$ to $.0757$

Control Variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.14: Mediation effect of trust towards the management on distributive justice and counterproductive work behavior (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Constant	3.0286	1.5853	1.9104	.0571	1.0824	7.1396
X: Distributive Justice	.7325	.0963	7.6023	.0000	.4826	.9823
Mediator model (DV= Trust towards the management)						
Constant	3.7747	.4339	8.7004	.0000	2.6496	4.8998
X: Distributive Justice	-.0745	.0287	-2.5939	.0100	-.1490	.0000
Trust towards the management	.0140	.0161	.8706	.3847	-.0277	.0557
Dependent variable model (DV= Counterproductive work behavior)						
Constant	3.7747	.4339	8.7004	.0000	2.6496	4.8998
X: Distributive Justice	-.0745	.0287	-2.5939	.0100	-.1490	.0000
Trust towards the management	.0140	.0161	.8706	.3847	-.0277	.0557

Mediator model summary: $R^2 = .2062$, $F = 5.3060$, $p = .0000$

DV model summary: $R^2 = .1109$, $F = 2.3706$, $p = .0031$

Direct Effect of X on Y: Effect = $-.0745$, $t = -2.5939$, $p = .0100$; 99% CI LLCI = $-.1490$ ULCI = $.0000$

Indirect Effect of X on Y: Effect = $.0103$, 99% CI: $-.0222$ to $.0446$

Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.15: Mediation effect of trust towards the management on interactional justice and counterproductive work behavior (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the management)						
Constant	1.3896	1.4342	.9689	.3334	2.3294	5.1086
X:						
Interactional Justice	1.2324	.1034	11.9184	.0000	.9643	1.5006
Dependent variable model (DV= Counterproductive work behavior)						
Constant	3.8628	.4327	8.9270	.0000	2.7407	4.9849
X:						
Interactional Justice	-.1266	.0381	-3.3212	.0010	-.2254	-.0277
Trust towards the management	.0310	.0178	1.7390	.0831	-.0152	.0772

Mediator model summary: $R^2 = .3624$, $F = 11.6128$, $p = .0000$

DV model summary: $R^2 = .1238$, $F = 2.685$, $p = .0008$

Direct Effect of X on Y: Effect= $-.1266$, $t = -3.3212$, $p = .0010$; 99% CI LLCI= $-.2254$ ULCI = $-.0277$

Indirect Effect of X on Y: Effect= $.0382$, 99% CI: $-.0158$ to $.1044$

Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 6.16: Mediation effect of trust towards the management on informational justice and counterproductive work behavior (N= 301)

	Coefficient	SE	t	p	LLCI	ULCI
Mediator model (DV= Trust towards the management)						
Constant	1.3520	1.4215	.9511	.3424	2.3341	5.0380
X:						
Informational Justice	.9909	.0810	12.2279	.0000	.7808	1.2010
Dependent variable model (DV= Counterproductive work behavior)						
Constant	3.7001	.4407	8.3958	.0000	2.5573	4.8430

X:						
Informational						
Justice	-.0140	.0310	-.4536	.6504	-.0943	.0662
Trust towards						
the						
management	.0018	.0183	.0963	.9234	-.0457	.0492

Mediator model summary: $R^2 = .3734$, $F = 12.1722$, $p = .0000$

DV model summary: $R^2 = .0906$, $F = 1.8928$, $p = .0237$

Direct Effect of X on Y: Effect= -.0140, $t = -.4536$, $p = .6504$; 99% CI LLCI= -.0943
ULCI = .0662

Indirect Effect of X on Y: Effect= .0017, 99% CI: -.0416 to .0463

Control variables: (Age, Gender, Nature of disability, Prior relationship with the accommodated co-worker, Prior experience with disability, Social Desirability, PANAS, Work interdependence)

APPENDIX 7: SURVEY QUESTIONNAIRE

Demographics

1. What is your age: _____
2. What gender do you most identify with:
 - a) Male
 - b) Female
 - c) Non-Binary
 - d) Prefer not to say
3. Have you ever been accommodated at work because of a disability or health condition?
 - a) Yes
 - b) No

Instructions: Think about your experience of a job accommodation granted to a co-worker who you worked with before and after the injury/illness. Think about one particular experience that occurred within the past six months and answer the following questions about that particular experience.

4. Please briefly describe what you know about your co-worker's job accommodation.
5. What type of illness/ injury did your accommodated co-worker have ?
 - a) Physical injury/illness
 - b) Mental injury/illness
 - c) Both physical and mental injury/illness
 - d) Not sure
6. How long did you work with the accommodated co-worker before the injury/illness?
 - a) I did not work with him/her before the accommodation
 - b) less than 1 year
 - c) between 1 year and 3 years
 - d) more than 3 years but less than 5 years
 - e) 5 years or more
7. How would you rate the quality of your relationship you're your co-worker before he/she became injured/ill?
 - a) Excellent b) Average c) Poor
8. How would you rate the quality of your relationship after your co-worker returned to the accommodated job?
 - a) Excellent b) Average c) Poor
9. How often do people receive health-related job accommodations at your workplace?
 - a) Often b) Sometimes c) Rarely d) Never e) Not sure

Coworkers' support in the accommodation process: (Lysaght et al., 2012)

Instructions: Recalling the co-worker accommodation experience you described earlier, please report your response to the questions below by clicking the button that best corresponds to your level of agreement or disagreement.

Strongly disagree Disagree Neutral Agree Strongly agree

10. I gave my co-worker help in knowing the steps to follow regarding their injury/disability.
11. I offered help to my co-worker in some way.
12. I checked in with my co-worker outside of work to see how he/she was doing.
13. I let my co-worker have as much privacy as needed when he/she was not wanting to talk.
14. I genuinely cared about my coworkers' health and well-being.
15. I would ask my co-worker how he/she was doing.
16. I was hostile or distant when my co-worker was functioning below capacity.
17. I gave my co-worker good advice related to their injury/disability.
18. I was able to share information to my co-worker from my own experience.
19. I jumped in and offered to take some load off the co-worker.
20. I offered to help my co-worker with things outside of work.
21. I was willing to listen to my coworkers' problems.

Work Interdependence scale: (Morgeson & Humphrey, 2006)

Instructions: Think about how much your work and your accommodated co-worker's work are interconnected, and answer the following questions.

Strongly disagree Disagree Neutral Agree Strongly agree

Initiated Interdependence.

22. My co-worker's job requires me to accomplish my job before he/she completes his/her job.
23. My co-worker's job depends directly on my job.
24. Unless my jobs gets done, my co-worker's jobs cannot be completed.

Received Interdependence.

25. My job activities are greatly affected by the work of my co-worker.
26. My job depends on the work of co-worker for its completion.
27. My job cannot be done unless co-worker does his/her work.

Counterproductive work behavior checklist: (Spector et al., 2006)

Instructions: Thinking honestly about your actions towards your accommodated co-worker, how much would you agree with the following statements?

Strongly disagree Disagree Neutral Agree Strongly agree

28. I insulted my co-worker about his/her job performance.
29. I made fun of my co-worker's personal life.
30. I ignored my co-worker at work.
31. I blamed my co-worker at work for an error I made.

32. I started an argument with my co-worker at work.
33. I verbally abused my co-worker at work.
34. I made an obscene gesture at my co-worker at work.
35. I threatened my co-worker at work with violence.
36. I threatened my co-worker at work, but not physically.
37. I said something obscene to my co-worker at work to make him/her feel bad.
38. For this question, please select strongly agree.
39. I did something to make my co-worker at work look bad.
40. I played a mean prank to embarrass my co-worker at work.
41. I hit or pushed my co-worker at work.
42. I insulted or made fun of my co-worker at work.

Trust towards the co-worker: (McAllister, 1995)

Instructions: Please recall your relationship with the accommodated worker and report your response by clicking the button that best corresponds to your level of agreement or disagreement.

Strongly disagree Disagree Neutral Agree Strongly agree

Affect-based trust

43. We have a sharing relationship. We can both freely share our ideas, feelings, and hopes.
44. I can talk freely to this individual about the difficulties I am having at work and know that (s)he will want to listen.
45. We would both feel a sense of loss if one of us was transferred and we could no longer work together.
46. If I shared my problems with this person, I know she would respond constructively and caringly.
47. I would have to say that we both made considerable emotional investments in our working relationship.

Cognition-based trust

48. This person approaches his/her job with professionalism and dedication.
49. Given this person's track record, I see no reason to doubt my his/her competence and preparation for the job.
50. I can rely on this person not to make my job more difficult by careless work.
51. Most people, even those who aren't close friends of this individual, trust, and respect him/her as a co-worker.
52. Other work associates of mine who must interact with this individual consider him/her to be trustworthy.
53. If people knew more about this individual and his/her background, they would be more concerned and monitor his/her performance more closely.

Trust towards the management subscale: (Yang & Mossholder, 2010)

Instructions: Please report your response by clicking the button that best corresponds to your level of agreement or disagreement.

Strongly disagree Disagree Neutral Somewhat disagree Neither agree nor disagree Somewhat agree Agree Strongly agree

Cognitive trust in management

- 54. I can depend on management to meet its responsibilities.
- 55. I can rely on management to do what is best at work.
- 56. Top managers follow through with the commitments they make.
- 57. Given management's track record, I see no reason to doubt its competence.
- 58. I'm confident in management because it approaches work with professionalism.

Affective trust in management

- 59. I am confident that management will always care about my personal needs at work.
- 60. If I shared my problems with management, I know they would respond with care.
- 61. I am confident that I could share my work difficulties with management.
- 62. I feel secure with management because of its sincerity.

Procedural justice subscale: (Moorman, 1991)

Instructions: When you think about how your organization handled your co-worker's accommodation, how much would you agree that procedures were designed to:

A lot A moderate amount A little None at all

- 63. Collect accurate information necessary for making decisions.
- 64. Provide opportunities to appeal or challenge the decision.
- 65. Have all sides affected by the decision represented.
- 66. Generate standards so that decisions could be made with consistency.
- 67. Hear the concerns of all those affected by the decision.
- 68. Provide useful feedback regarding the decision and its implementation.
- 69. Allow for requests for clarification or additional information about the decision.

Distributive justice subscale: (Moorman, 1991)

Instructions: When you think about how your co-worker's accommodation affected you, how much would you agree with the following statements?

Strongly disagree Disagree Neutral Agree Strongly agree

- 70. My work schedule was fair.
- 71. I think that my level of pay was fair.
- 72. I consider that my workload was fair.
- 73. Overall, the rewards I received were fair.
- 74. I feel that my job responsibilities were fair.

Informational justice subscale: (Colquitt, 2001)

Instructions: When you think about how communications during coworkers' job accommodation, how much would you agree with the following statements?

Strongly disagree Disagree Neutral Agree Strongly agree

- 75. Communications with me were candid.
- 76. Procedures were explained thoroughly.
- 77. Explanations regarding the procedures were reasonable.
- 78. Details were communicated in a timely manner.
- 79. Communications seemed to be tailored to peoples' specific needs.

Interpersonal justice subscale: (Colquitt, 2001)

Instructions: When you think about how the people responsible for implementing and managing the accommodation interacted with you, how much would you agree with the following statements?

Strongly disagree Disagree Neutral Agree Strongly agree

- 80. I was treated in a polite manner.
- 81. I was treated with dignity.
- 82. I was treated with respect.
- 83. They refrained from improper remarks or comments.

The International Positive and Negative Affect Schedule Short Form (I-PANAS-SF) : (Thompson, 2007)

Instructions: The following measures refer to your general positive and negative mood. Please report your response by clicking the button by thinking about yourself and to what extent do you generally feel:

Interval measure: *Never 1 2 3 4 5 Always*

Items in order:

- 84. Upset
- 85. Hostile
- 86. Alert
- 87. Ashamed
- 88. Inspired
- 89. Nervous
- 90. Determined
- 91. Attentive
- 92. Afraid
- 93. Active

Social Desirability Scale: (Strahan & Gerbasi, 1972)

Instructions: Please read each statement carefully and decide if that statement describes you or not. If it describes you, check the word “true” (1); if not, check the word “false” (0).

- 94. I am always willing to admit it when I make a mistake.
- 95. I always try to practice what I preach.
- 96. I never resent being asked to return a favor.
- 97. I have never been irked when people expressed ideas very different from my own.
- 98. For this question, please select false.
- 99. I have never deliberately said something that hurt someone's feelings.
- 100. I like to gossip at times.
- 101. There have been occasions when I took advantage of someone.
- 102. I sometimes try to get even rather than forgive and forget.
- 103. At times I have really insisted on having things my own way.
- 104. There have been occasions when I felt like smashing things.