

ORGANIZATIONAL JUSTICE AS A PREDICTOR OF JOB SATISFACTION

Organizational Justice as a Predictor of Job Satisfaction among Teachers - A Case Study on

University of the Punjab

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Abstract

Organizational justice means perceptions of people regarding justice on justice issues in the organization. Justice is considered as a major concern in our daily life, both in home or work related issues especially when decisions are made regarding limited resources. The study aims to identify the relationship between organizational justice and employee's vital work-related behavior i.e., job satisfaction. Education sector was selected for this research study and sample was consisted of 250 teachers from 5 faculties of University of the Punjab. Multistage sampling technique was used, questionnaire was used as data collection instrument, and SPSS 17.0 software was used to analyze the data. Findings revealed that there was significant and positive relationship of organizational justice with overall job satisfaction so organizational justice is strong predictor of job satisfaction. This study is a useful addition in research that will help educationist and authorities of educational institutions to increase teachers' job satisfaction.

Key words: Organizational justice, job satisfaction, Punjab University.

1. Introduction

Organizational justice is a key factor associated with the success of every organization. In order to keep employees satisfied, committed, and loyal to the organization, the organization needs to be fair in its system regarding distributive justice, procedural justice, and interactional justice. When employees feel that they are treated fairly by the organization in every aspect, they are inclined to show more positive attitude and behaviors like job satisfaction. Issues like allocating monetary resources, hiring employees in organizations, policy making and policy implications that affect decision maker and the people who are affected from such decisions require special attention in respect of justice (Colquitt, Greenberg, & Zapata-Phelan, 2005).

Human Resource is considered as most powerful resource of a country to make it prosperous. All other resources like monetary resources, natural resources etc. are dependent on talented and capable human resources for their optimal utilization. Every employee wants justice in working environment, in terms of fair procedures used to determine rewards, distribution of rewards, interaction with supervisors to make them more satisfied and committed with their work and organization. When employees are treated fairly overall in the organization, they feel need of reciprocal response to the organization in positive behaviors. Teachers also need justice in their working environment which in turn motivates them to properly guide and teach their students. Taking this importance of teachers into consideration, I have chosen the topic of impact of organizational justice on job satisfaction in teachers.

This is the first case study that aims to find out the impact of organizational justice (Distributive, procedural and interactional justice) on work related behavior i.e. job satisfaction among teachers

of University of the Punjab. So this research certainly will be a great addition in educational sector research.

2. Literature Review

As organizational justice is a versatile concept so it covers everything from system of payment to treatment of your boss. Researchers of Organizational behavior identified four types of organizational justice that is distributive, interactional, informational and procedural justice (Colquitt et al. 2005, Greenberg, & Zapata-Phelan, 2005).

Organizational justice is an essential component and predictor of successful organizations. Organization that is fair and just in its procedures, policies, interactions and distribution systems, employees of that organization give better response to the organization (in terms of their positive behaviors and productivity). Enhancing organizational justice resulted in improved outcomes from employees. Managers should take actions to improve employees' job satisfaction and organizational commitment so to decrease employees' turnover intension with the help of distributive and procedural justice (Elanain, 2009).

2.1 Organizational Justice and Job Satisfaction

Employees' perceptions regarding organizational environment and its characteristics are very important but only few studies have been conducted on this topic (Lee, 2000). The influence of different dimensions of organizational justice (procedural, distributive, interactional) on job satisfaction is a widely researched topic and hence explains the importance of organizational justice in an organization (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Viswesvaran & Ones, 2002).

A basic element in employee's satisfaction and organizational productivity is organizational justice (Aydin & Kepenekci, 2008). A meta-analysis found that distributive justice is a crucial predictor of job satisfaction (Colquitt et al., 2001).

Tepper (2000) found that employee's perception of procedural justice explained effects on job satisfaction when abusive supervision acted as mediator. Previous research showed that Organizational trust acted as mediating variable between organizational justice and several outcomes such as job satisfaction (Aryee et al., 2002). Distributive justice is among various determinants of job satisfaction (Feinstein & Vondrasek, 2001).

Fernandes and Awamleh (2006) conducted a research to find the impact that three dimensions of organizational justice (procedural, distributive and interactional justice) have on job satisfaction and self assessment performance among two groups; the expatriate employees in UAE and UAE nationals. The results of the study revealed that among group of UAE nationals, distributive and interactional justice significantly influenced both job satisfaction and performance although all three dimensions of organizational justice were significantly influenced job satisfaction of expatriates but no dimension of justice influenced self assessment performance of expatriate employees.

Past researches showed that procedural justice also has a relationship with employee satisfaction (Konovsky & Cropanzano, 1991; Taylor et al., 1995; Cobb & Frey, 1996), because when employees observe that performance rating and chances of promotion are not based on justice practices but on political and biased motives, and their performance is not truly considered, they become de-motivated and their satisfaction with job decreased.

A source of motivation for employees is the existence of equitable distribution of rewards means when they observe rewards to be linked with level of work efforts, they feel satisfaction regarding working environment and co-workers which ultimately resulted in favorable attitude of employees towards work group and enhance their morale (Nadler & Lawler, 2007 cited in Forret & Love, 2008).

A comparative study conducted by Fernandes and Awamleh (2006) to measure the impact of three dimensions of organizational justice (Distributive, procedural and interactional justice) on employee self assessed performance and job satisfaction among UAE nationals and expatriates in UAE. Distributive and interactional justice significantly influenced employee job satisfaction and performance among UAE nationals while job satisfaction of expatriate group was influenced by all three justice dimensions but none of justice dimension impacted self assessed performance of expatriate group. One interesting finding about UAE nationals was that they considered justice as a matter of job satisfaction after a certain salary level and not before. This finding was related to Herzberg two factors theory (e.g. Herzberg et al., 1959; Thomas, 2000) according to which hygiene factors including salary fulfilled the minimum employee job's expectation and dissatisfaction was the result of absence of this factor irrespective of other factors. Gender differences in UAE nationals also had an impact on distributive and interactional justice as there was a significant relationship of males with distributive justice and significant relationship of females with interactional justice.

3. RESEARCH METHODOLOGY

3.1 Research Model



The above model shows the relationship of organizational justice with Job satisfaction.

3.2 Hypothesis

From the study of literature the above model and then the following hypothesis for this case study is derived:

H1: There is a positive relationship between organizational justice and job satisfaction.

H0: There is not a positive relationship between organizational justice and job satisfaction.

3.3 Instrument Used

Questionnaire is used as a data collection instrument. Questionnaire is used to cope with the constraints of limited time and budget. As questionnaire help to obtain more responses from a large number of respondents in short time than interviews so structured questionnaire with 5 and 7 likert scale is used for obtaining structured responses which is also convenient in data analysis (Cooper & Schindler, 2003).

3.4 Research Design

This study is a “case study research” because it involves intensive, detailed description and analysis of a particular organization that is University of the Punjab.

3.4.1 Population; Sample; Sampling Technique

Population of this research consists of Teachers of University of the Punjab. University of the Punjab from educational institution is taken to collect data. 250 teachers from five faculties of University of Punjab were taken as sample. Multistage sampling is a type of probability sampling design. Multistage sampling technique is used for drawing sample from the population. From the public sector universities of Pakistan, University of Punjab is selected at first stage of sampling. This university was selected because this university has large number of faculties and departments as well as great number of teachers. Then in the second stage of sampling, different faculties and then different departments of those faculties were selected through simple random sampling technique.

There are 13 Faculties in the University. Five faculties were selected from 13 faculties i.e. commerce, Economics and management sciences, Science, Engineering and Law. From the three departments of faculty of Commerce, one department is selected. From six departments of

faculty of Economics and management sciences, four were selected, from the five departments of faculty of Engineering & Technology, three were selected. From the two departments of faculty of Law, one department is selected. From sixteen departments of faculty of Science, seven departments were selected. Questionnaires were randomly distributed among teachers of these departments to collect the data.

3.4.2 Instrument of research

Questionnaire was used as a data collection instrument. Questionnaire was used to cope with the constraints of limited time and budget. Contents of the questionnaire used in this research were taken from various researchers' work. Scale of organizational justice is taken from researcher Niehoff & Moorman (1993) work. Reliability of distributive justice items was 0.72 to 0.74, this variable contains five questions, reliability of procedural justice items is 0.85 and this variable contains six questions, reliability of interactional justice items is 0.92 and this variable contains nine questions. 7 likert scale was used for organizational justice items. Scale of overall job satisfaction was adopted from Cook *et al.* (1981) and its reliability was .67 to .71. Five likert scale was used for overall job satisfaction.

3.4.4 Data Collection and response rate

As this research is primary so data was collected primarily. For data collection purpose, personally administered questionnaire was used. Data were collected from selected departments of five faculties of PU. 250 questionnaires were distributed in 5 faculties of University of the Punjab. Response rate was 60% as 150 questionnaires were returned.

3.4.5 Data Analysis Tool

SPSS 17.0 software was used to analyze the data. Regression and descriptive analysis is used to analyze the data.

4.0 Data Analysis

4.1 Demographical Analysis

Table 1

Variables		F	%	Total
Gender	Male	80	53.3	150
	Female	70	46.7	
Age	20-30	78	52	150
	30-40	52	34.7	
	40-50	16	10.7	
	50-60	4	2.7	
Marital status	Single	59	39.3	150
	married	90	60	
	Divorced	1	0.7	
Faculty/ Department	Eco. & Mgt.	27	18	150
	Sciences	42	28	
	Law	22	14.7	
	Commerce	24	16	
	Engineering	35	23.3	
Qualification	Masters	44	29.3	150
	M.Phil	87	58	
	Ph.D	19	12.7	
Overall job Experience	0-2 Years	37	24.7	150
	2-5 Years	63	42.0	
	5-10 Years	23	15.3	
	above 10 Years	27	18	
Current Job Experience	0-2 Years	32	44	150
	2-5 Years	91	40	
	5-10 Years	84	10	
	above 10 Years	59	6	

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that among the sample selected of 150 respondents 52% of them fell in age category 20-30 years, 34.7% fell in category 30-40 years, 10.7% fell in the category 40-50 years, 2.7% fell in the category 50-60 years. Table shows the gender wise division of the respondents. 53.3% of the respondents were male while 46.7% were females. So both the gender is given equal chance of representation in the study. Table showed marital status of respondents which is categorized as single, married, divorced. 39.3% of the respondents were single, 60% were married and 0.7% were divorced. Majority of the respondents were married. Table shows that 18% of the respondents were belonged to faculty of Eco.& Mgt., 28% of respondents were belonged to faculty of sciences, 14.7% of the respondents were belonged to faculty of law, 16% of the respondents were belonged to faculty of commerce and 23.3% respondents were belonged to faculty of engineering. Table shows qualification of the respondents who were classified as Masters, M.Phil, P.hd. 29.3% respondents were Masters, 58% of the respondents were M.Phil, 12.7% of the respondents were P.hd, it means that majority of respondents were with qualification of M.Phil. Table shows the overall experience of respondents. 24.7% of the respondents were having 0-2 years of overall experience, 42% of the respondents were having 2-5 years overall experience, 15.3% of the respondents were having 5-10 years of overall experience, 18% of the respondents were having 10 or more year's experience. Table showed the Current job experience in University of the Punjab of the respondents that is as follows: 44% of respondents were having 0-2 years of experience, 40% of respondents were having 2-5 years of experience, 10% of respondents were having 5-10 years of experience, and 6% of respondents were having 10 or more years of experience.

4.2 Descriptive Analysis

Table 2

Descriptive Statistics			
	Mean	Std. deviation	N
overall_job_satisfaction	3.9952	.60324	150
Organizational_Justice	5.1695	.96297	150

Table 2 shows that the Mean score of organizational justice items was found to be 5.1695 on 7 likert scale which means that respondents were slightly agree with organizational justice. Mean score of overall job satisfaction on 5 likert scale was found to be 3.9952 or 4 which indicated that respondents were overall satisfied.

4.3 Regression Analysis

H1: there is a positive relationship between organizational justice and overall job satisfaction

Table: 3

	R	R ²	Beta	F	P
Organizational justice	0.675	0.455	0.423	123.807	0.000

Dependent Variable: Overall job satisfaction

Table 3 shows that the Correlation between Independent variable (IV) organizational justice and dependent variable (DV) Overall job satisfaction is 0.675 while the regression coefficient R² is

0.455 which means that only 45.5% variation in the DV is due to IV and rest of the variance in overall job satisfaction can be attributed to other factors which are held constant. Unstandardized B is 0.423 or 42.3% means that if there is one unit increase in IV then DV will increase by 0.423 units. F value is 123.807, it is greater than 10 so and P value is also less than 5% so model is said to be fit. The results indicated that there is significant positive relationship ($r=0.675$, $P<0.01$) between organizational justice and Overall job satisfaction, consequently hypothesis 1 is supported.

5. Discussion And Conclusion

The research model reveals important findings regarding consequences of organizational justice like job satisfaction of employees (teaching staff). It is found that organizational justice has positive impact on job satisfaction. It means that if employees find their organization just and fair in distribution, processes and interactional system, employees feel more satisfied in terms of their pay, future progress opportunities, work schedule, co-workers, and supervisors. The results of this study support previous studies. Results proved that employees are more satisfied when they perceive their outcomes and rewards to be fair as compared to those employees who considered their rewards and outcomes as unfair. If employees feel discontent regarding their rewards they may decide to leave the organization (Lee, 2000). There is positive and significant relationship between Organizational justice and overall job satisfaction, which means organizational justice, resulted in overall job satisfaction. Employees who perceive organizational justice in the organization, they are more satisfied. So in order to increase positive attitudes and behaviors like job satisfaction, efforts must be made in management to improve the organizational justice system. So that satisfied and committed employees show less turnover intentions.

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