

A Study of Relationship between Organizational Justice and Job Satisfaction

Hasan Ali Al-Zu'bi

Associate Professor, Department of Business Administration, Applied Science University

P.O. Box 922717, Amman 11192, Jordan

Tel: 962-795-629-808 E-mail: zubi1963@yahoo.com

Abstract

This study examined the relationship between of organizational justice encompassed by three components: (distributive justice, procedural justice and interactional justice) and job satisfaction, and employees' perceptions of workplace justice. The study investigated the relationship of these justice measures in the Jordanian environment. The data was collected through the distribution of questionnaires among 229 employees of number Electrical Industrial Companies selected through a stratified random sampling.

The study findings show that only one significant relationship exists between the age of respondents and their perceptions of organizational justice. The findings also suggested that this was positive association organizational justice and job satisfaction. Employee job satisfaction depends upon the organizational justice of managers. Nevertheless, in measuring the three dimensions of organizational justice, the current study used survey items that asked employees to respond to items that asked whether something is generally fair.

Finally, although this study was conducted in Jordan, it is anticipated that the findings may have relevance on a broader scale. By replicating this study in different countries and contexts the results could be very helpful for developing a new model of organizational justice with new implementation techniques that can be implemented easily and successfully.

Keywords: Organizational justice, Job satisfaction, Electrical Industries

1. Introduction

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. Organizations need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment (Rad&Yarmohammadian, 2006).

Employee job performance and satisfaction are considered to be key variables that impact the performance of organizations. In highly competitive global businesses must strive to identify factors that influence the performance and job satisfaction of employees. One such factor is organizational justice; which describes the individual's perception of the fairness of treatment received from an organization and their behavioral reactions to such perceptions (Fernandes and Awamleh, 2006). Employees were more satisfied when they felt they were rewarded fairly for the work they have done by making sure these rewards were for genuine contributions to the organization and consistent with the reward policies. The reward could include a variety of benefits and perquisites other than monetary gains. Employees with higher job satisfaction were important as they believed that the organization would be of tremendous future in the long run and care about the quality of their work; hence they were more committed to the organization, have higher retention rates and tend to have higher productivity (Fatt, Khin and Heng 2010).

Below, we reviewed the literature and developed related hypotheses for the variables of interest, followed by the description of the sampling design, selection of measurement scales and data analysis techniques. Afterwards is a presentation and discussion of results, limitations of study and implications for practitioners and future research.

2. Literature Review

2.1 Organizational Justice

In an article assessing the past, present, and future states of research on organizational justice (Greenberg, 1990) suggested that organizational justice research may potentially explain many organizational behavior outcome variables. Organizational justice is the term used to describe the role of fairness as it directly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees determine if they

have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables (Moorman, 1991). Organizational justice can help explain why employees retaliate against inequitable outcomes or inappropriate processes and interactions (Alsalem and Alhaiani, 2007).

Employee's perceptions relate to three dimensions of organizational justice: distributive justice, procedural justice, and interactional justice.

2.1.1 Distributive Justice

Distributive justice refers to the perceived fairness of the outcomes that an individual receives from organization. Outcomes may be distributed on the basis of equality, need or contribution and individuals determine the fairness of distribution through comparison with others (Alsalem and Alhaiani, 2007). Perceptions of an unfair distribution of work rewards relative to work inputs create tension within an individual and the individual is motivated to resolve the tension (Adams, 1963),

However, with the finding that the procedures used to determine outcomes can be more influential than the outcomes itself, the emphasis has gradually shifted from distributive to procedural justice.

2.1.2 Procedural Justice

Procedural justice refers to participants' perceptions about the fairness of the rules and procedures that regulate a process (Nabatchi, et al., 2007). Whereas distributive justice suggests that satisfaction is a function of outcome, procedural justice suggests that satisfaction is a function of process. Among the traditional principles of procedural justice are impartiality, voice or opportunity to be heard, and grounds for decisions (Bayles, 1990). Procedural issues such as neutrality of the process (Tyler and Lind, 1992), treatment of the participants (Bies and Moag, 1986; Lind and Tyler, 1988), and the trustworthiness of the decision making authority (Tyler & Bies, 1990) are important to enhancing perceptions of procedural justice. Extensive literature supports procedural justice theories of satisfaction. In general, research suggests that if organizational processes and procedures are perceived to be fair, then participants will be more satisfied, more willing to accept the resolution of that procedure, and more likely to form positive attitudes about the organization (Bingham, 1997; Tyler and Lind, 1992).

2.1.3 Interactional Justice

Organizational justice researchers developed the notion of interactional justice, defined as the quality of interpersonal treatment received during the enactment of organizational procedures (Bies and Moag, 1986). In general, interactional justice reflects concerns about the fairness of the non-procedurally dictated aspects of interaction; however, research has identified two subcategories of interactional justice: informational justice and interpersonal justice (Folger and Cropanzano, 1998). These two subcategories of informational and interpersonal justice overlap considerably; however, research suggests that they should be considered separately, as each has differential effects on justice perceptions (Colquitt, 2001; Colquitt et al., 2001).

Interactional justice includes various actions displaying social sensitivity, such as when supervisors treat employees with respect and dignity. Mikula et al. (1990) reported that a considerable proportion of perceived injustices did not concern distributional or procedural issues in the narrow sense, but instead referred to the manner in which people were treated interpersonally during interactions and encounters.

2.2 Job Satisfaction

Job satisfaction has been widely studied over the last four decades of organizational research. Job satisfaction has been defined and measured both as a global construct and as a concept with multiple dimensions or facets (Lund, 2003). In general, overall job satisfaction has been defined as "a function of the perceived relationship between what one wants from one's job and what one perceives it as offering" (Locke, 1969).

Job satisfaction is critical to retaining and attracting well-qualified personnel. Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Methodologically, we can define job satisfaction as an employee's affective reaction to a job, based on a comparison between actual outcomes and desired outcomes (Mosadeghrad, 2003). Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers (Misener et al., 1996).

Furthermore, more satisfied employees have more innovative activities in continuous quality improvement and more participation in decision-making in organizations (Kivimaki and Kalimo, 1994). Job satisfaction is also found to be positively-related to customer's satisfaction (Rad & Yarmohammadian, 2006).

3. The objectives of the study

The objectives of this study are as follows:

1. Explore the levels of organizational justice as perceived by employees of Electrical Industrial Companies in Jordan.
2. Find out the relationship between employees perceptions towards organizational justice and job satisfaction.
3. Investigate the types of relationships that might exist between such personal variables as age, gender, and level of education, on organizational justice.

4. Problem Definition

This study is conducted to address certain key questions about organizational justice in Electrical Industrial companies. It would be worth examining the normal influence of organizational justice (Distributive Justice, Procedural Justice, and Interactional Justice) in job satisfaction. Other questions include: 1. to what extent is the level of organizational justice in Jordanian industrial Companies? 2. Is there any relationship between employees' perception of organizational justice and their personal traits? 3. Is there any relationship between organizational justice and job satisfaction?

5. Hypotheses of the Study

To answer the questions posed by the author, and based on the literature reviewed, the researcher proposed two main null hypotheses as follows:

1. There is no significant relationship between employees' perception of organizational justice and their personal traits such as age, gender, and level of education.
2. There is no significant relationship between organizational justice and job satisfaction.

6. Methodology

6.1 Data and Sample

To gather data for this study, a random sample of (250) employees was selected from the population of Electrical Industrial companies, number of workforce in these Companies at the 2010 was (1215) employees. Of the (238) questionnaires returned, (9) were rejected due to incomplete responses and (229) responses (91 percent response rate) were used for data analyses.

It should be noted that every questionnaire was personally handed and instructions were given to each employee before completing the questionnaire. In terms of demographic findings, (90.8%) of respondents were males, and the remaining (9.2%) were females. In terms of the age group of respondents, it is interested to note that (11.4%) of them are less than (25) years, whereas (28.8%) fell into the (25-34) age group, whereas (50.2%) fell into the (35-44) age group, only (9.6%) are above this group. As for the educational levels of these employees, the majority (77.7%) were university certificate holders, and some those (5.7%) of these, have Higher Education degree. See table (1).

6.2 Measures

Distributive Justice: Perceptions of distributive justice were measured with a 5-item scale developed by Neihoff and Moorman (1993). Respondents indicated the extent of their agreement or disagreement with each item on a scale from 1 (strongly disagree) to 5 (strongly agree).

The Cronbach's alpha for this scale in Western studies was (0.90), (moorman et al., 1998), the reliability coefficient alpha for distributive justice in this study was (0.79).

Procedural Justice: Perceptions of procedural justice were measured with a 6-item scale developed by Neihoff and Moorman (1993). Employees responded to each item using a 5-points Likert scale. The alpha coefficient for this scale in Western studies was (0.90), Neihoff and Moorman (1993), the reliability Cronbach's alpha for distributive justice in this study was (0.82).

Interactional Justice: Perceptions of Interactional justice were measured with 11-items measuring the degree to which employees felt their needs were considered, and adequate explanations were made for job decisions. All items used a five-point format. The alpha coefficient for this scale in Western studies was (0.90), Neihoff and Moorman (1993), the reliability Cronbach's alpha for distributive justice in this study was (0.80).

Job Satisfaction: A standard job satisfaction questionnaire (Fernand and Awamleh, 2006), was used to assess the level of job satisfaction among employees. This questionnaire has 7-items. It was decided to use five-point

Likert scale to measure the responses to each item (from strongly disagree 1 to strongly agree 5). The alpha coefficient for this scale in Western studies was (0.87), Rad and Yarmohammadian (2006), the reliability Cronbach's alpha for job satisfactions in this study was (0.83).

7. Results

7.1 Level of Organizational Justice

In order to achieve the first objective of this study, we arranged three tables, each one deals with one dimension of the organizational justice.

7.1.1 Distributive Justice

Table (2) displays the means and standard deviations of the responses studied employees' attitudes toward distributive justice exercised by their managers. Employees have negative attitudes toward their workload, and level of pay, they showed positive attitudes toward work schedule, rewards and job responsibilities.

7.1.2 Procedural Justice

Table (3) reports respondents attitudes toward various issues included in procedural justice. The majority of the respondents had positive attitudes pertaining to their managers. According to these employees, managers were seen as unbiased in their job decisions; and they collected accurate and complete information before making any decisions. Not only that, but these managers were applying job decisions consistently to all affected employees. On the other hand employees had the right to appeal job decisions made by their managers.

7.1.3 Interactional Justice

The means and standard deviations studied of employees' attitudes toward the behavior of their managers. According to treat employees, managers are treating them with respect and dignity, and are sensitive to their personal needs, and they deal with them in a truthful manner, and when making decisions concerning their job, they discuss the implications with them. See table (4).

7.1.4 Job Satisfaction

Table (5) displays the means and standard deviations of the responses studied employees' attitudes toward of Job Satisfaction. Where these results indicate that there is a positive level of job satisfaction by the employees' towards their work. This gives a positive impression of the level of organizational justice available to those companies.

7.2 Relationship between Employees' Perception of Organizational Justice and their Personal Traits

To achieve the second objective of this study and at the same time test the hypothesis, data about employees' background traits were collected.

Traits such as age, gender, and educational level were investigated to see if there were significant relationship between them and the perception of organizational justice.

Using one-way ANOVA between organizational justice and employees personal traits, the results showed that there was only one significant relationship exists between age of respondents and their perceptions of organizational justice. But there is no significant relationship between gender and of respondents and their perceptions of organizational justice, As well as for educational level.

Other studies have proved this result, such as studying. (Alsalem &Alhaiani, 2007).

Figures in table (6) showed that the significant level between these two variables was (0.00) which is significant at (0.05).

7.3 Relationship between Organizational Justice and Job Satisfaction

To test the significant level of the second hypothesis proposed by the researcher, and at the same time achieve our final objective that been sougthed by this study, table (7) presents the means and standard deviations, and Zero-order correlations among organizational justice and job satisfaction, although the results in the table showed strong relationships between the three dimensions of organizational justice, the relationships between organizational justice and job satisfaction was positively correlated, (0.19).

All dimensions of organizational justice were also positively correlated with job satisfaction. This implied that job satisfaction studied depend directly on the level of organizational justice being perceived by the employees.

Other studies have shown correlations between Organizational Justice and job satisfaction (e.g., Bakhshi, Kumar, & Rani, 2009).

There other studies have shown high correlations between procedural justice and job satisfaction (e.g., Mossholder, Bennett, & Martin, 1998; Wesolowski & Mossholder, 1997; Awamleh & Fernandes, 2006). There other studies have shown correlations between distributive justice and job satisfaction (e.g., Awamleh & Fernandes, 2006).

In addition, Masterson, Lewis, Goldman and Tyalor (2000) showed procedural justice to be a stronger predictor of job satisfaction than interactional justice, although both had significant independent effects.

8. Conclusion

This study explores employees' perceptions toward organizational justice in the form of (distributive justice, procedural justice, and interactional justice) and to examine how these perceptions correlate with their personal traits, and also with their job satisfaction.

As for the relationship between organizational justice and employees' personal traits, only significant relationship exists between age of respondents and their perceptions of organizational justice. The findings revealed that positive association organizational justice and job satisfaction. This finding suggests that organizational justice is antecedent to job satisfaction.

This result lends support to the notion that one cannot predict job satisfaction through examining organizational justice.

These results build on the work of previous researchers who demonstrated that organizations and their managers influence employee behavior.

Cultivating a sense of organizational justice may benefit an organization through decreased absenteeism and employee turnover. (Alsalem and Alhaiani, 2007).

Organizations that ignore procedural justice concerns run the risk of endangering negative organizational outcomes of decisions, non-compliance with rules and procedures, and in some instances, lower satisfaction. (Lind and Tyler, 1988).

Consequently, cultivating employees' sense of organizational justice is key to an job satisfaction.

9. Limitations and Suggestions for Future Research

As with any research, our study has several limitations that should be acknowledged. The first limitation of this study is that the data collected which was self-reported, thus, common method bias may be present. Second, the measurement of organizational fairness, in measuring the three dimensions of organizational justice, the current study used survey items that asked employees to respond to items that asked whether something is generally fair. When focusing on fairness of distributive, procedural, and interactional justice, the researchers assumed that employees consider fairness to themselves. Third, behavioral intentions rather than actual behaviors were measured, while intentions are not always flawless predictors of behavior, our approach is based on the desire to assess the intensity of satisfaction responses, which are objectives that can be achieved more readily by measuring behavioral intentions rather than behaviors.

Future studies should go beyond this to assess the possible cause and effect of the relationship between organizational justice and job satisfaction, this study also suggests more research is needed to examine the relationship between organizational justice and other variables, such as organizational citizenship behavior. Therefore, the recommendation is for further researches to be applied to other regions and an environment is needed:

- In other private sector organizations in Jordan, so that the findings can be generalized across the whole population of Jordan.
- Not for profit and government organizations in Jordan.

Also, scholarly attention needs to be directed to the assessment of effects that experience, level of skills, career aspirations have on perceptions of organizational justice and job satisfaction.

References

- Adams, J.S. (1963). Wage Inequities, Productivity, and Work quality. *Industrial Relations*, 3, 9-16.
- Alsalem, M., and Alhaiani, A. (2007). Relationship between Organizational Justice and Employees Performance. *Aledari*, March, (108), 97-110.
- Bakhshi, A., Kumar, K., & Rani, E. (2009). Organizational Justice Perceptions as Predictor of Job Satisfaction and Organization Commitment. *International Journal of Business and Management*, 4, (9), 145-154.

- Bayles, M.D. (1990). *Procedural Justice: Allocating to Individuals*. Norwell, MA: Kluwer Academic Publishers.
- Bies, R.J and Moag, J.S. (1986). *International Justice: communication criteria of fairness*. Research on Negotiation in Organizations. (Vol. 1). Greenwich, CT: JAI Press, 43-55.
- Bingham, L.B. (1997). Mediating employment disputes: perceptions of Redress at the United States Postal Service. *Review of Public Personnel Administration*, 17, (2), 20-30.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86,386-400.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., and Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425-445.
- Fatt, C. Kwai, Knin, E. Wong and Heng, T. Ngee. (2010). The Impact of Organizational Justice on Employees' Job Satisfaction: The Malaysian Companies Perspectives. *American Journal of Economics and Business Administration*, 2, (1), 56-63.
- Foger, R., and Cropanzano, R. (1998). *Organizational Justice and human resource Management*. Thousand Oaks, CA: Sage Publications.
- Greenberg, J. (1990). Looking Fair Being Fair: managing Impressions of Organizational Justice. *Research in Organizational Behavior*, 12, 57-111.
- Kivimaki, M., and Kalimo, R. (1994). Contributors to satisfaction with management in hospital wards. *Journal of Nursing Management*, 2(5, September), 225-34.
- Lind, E.A., and tyler, T.R. (1988). *The Social Psychology of Procedural Justice*. New York, NY: Plenum Press.
- Locke, Edwin A. (1969). What is Job Satisfaction?. *Organization Behavior and Human Performance*, 4, (4), 309-414.
- Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43, 738-748.
- Mikula, G., Petrik, B., and Tanzer, N. (1990). What People Regard as Unjust: types and structures of everyday experiences of injustice. *European journal of Social Psychology*, 20, (2), 49-133.
- Misener, T.R., Haddock, K.S., Gleaton, J.U., and Ajamieh, A.R. (1996). Toward an international measure of job satisfaction. *Nursing Research*, 45, 87-91.
- Moorman, Robert H. (1991). Relationship between Organizational Justice and Organizational Citizenship Behavior: Do fairness perceptions influence employee Citizenship? *Journal of Applied Psychology*, (76), 845-855.
- Moorman, Robert, Blakely, Gerald and Niehoff, Brian. (1998). Does Perceived Organizational Support Mediate the Relationship between Procedural Justice and Organizational Citizenship Behavior. *Academy of Management*, 41,(3), 351-357.
- Mosadeghrad, A.M. (2003). The role of participative management (suggestion system) in hospital effectiveness and efficiency. *Research in Medical Sciences*, 8, (3), 85-9.
- Mossholder, K. W., Bennett, N., & Martin, C. L. (1998). A multilevel analysis of procedural justice context. *Journal of Organizational Behavior*, 19, 131-141.
- Nabatchi, T., Bingham, L. B., and Good, D. H. (2007). Organizational Justice and Workplace Mediation: A Six Factor Model. *International Journal of Conflict Management*, 18, (2), 148-176.
- Niehoff, Brian P., and Moorman, Robert H. (1993). Justice As A mediator of the Relationship Between Methods of Monitoring and Organizational Citizenship Behavior. *Academy of Management Journal*, 36, (3), 527-566.
- Rad, A. Mohammad and Yarmohammadian, M. Hossein (2006). A study of Relationship Between Managers Leadership Style and Employees Job Satisfaction. *Leadership and Health Service*, 19, (2), xi – xxviii.
- Raed, Awamleh and Fernandes, Cedwyn. (2006). Impact of Organizational Justice in an Expatriate Work Environment. *Management research news*, 29, (11), 701-712.
- Tyler, T.R., and Bies, R.J. (1990). *Beyond Formal Procedures: the interpersonal context of Procedural justice*, Carroll, J.S. Applied Social Psychology in Business Settings. (5th ed.). Hillsdale, NJ: Erlbaum, 77-98.

Tyler, T.R., and Lind, E.A. (1992). A relational model of authority in groups. *Advances in Experimental Social Psychology*, 25, 115 - 191.

Wesolowski, M. A., & Mossholder, K. W. (1997). Relational demography in supervisor subordinate dyads: Impact on subordinate job satisfaction, burnout, and perceived procedural justice. *Journal of Organizational Behavior*, 18, 351-362.

Table 1. Characteristics of the Sample (N=229)

Items	frequency	Percent
Gender:		
Male	208	90.8
Female	21	9.2
Age:		
Less than 25 year	26	11.4
25 – 34 Years	66	28.8
35 – 44 Years	115	50.2
45 and more	22	9.6
Educational Level:		
Secondary	38	16.6
University	178	77.7
Higher Education	13	5.7

Table 2. Employees' Perceptions towards Distributive Justice

Q	Items	Means	Standard Deviation
1	My work schedule is fair.	3.79	1.23
2	I think that my level of pay is fair.	2.96	1.35
3	I consider my work load to be quite fair.	2.65	1.69
4	Overall the rewards I receive here quite fair.	3.38	1.32
5	I feel that my job responsibilities.	3.32	1.45
	Total	3.22	1.40

Table 3. Employees' Perceptions towards Procedural Justice

Q	Items	Means	Standard Deviation
6	Job decisions are made by the manager in a biased manner.	3.54	1.10
7	My manager makes sure that all employee concerns are heard before Job decisions are made.	3.29	1.02
8	To make job decisions, my manager collects accurate and complete information	3.43	1.19
9	My manager clarifies decisions and provides additional information when requested by employees.	3.51	0.78
10	All jobs decisions are applied consistently to all affected employees.	4.14	0.89
11	Employees are allowed to challenge or appeal job decisions made by their managers.	3.69	0.57
	Total	3.60	0.92

Table 4. Employees' Perceptions towards Interactional Justice

Q	Items	Means	Standard Deviation
12	When decisions are made about my job, the manager treats me with kindness and consideration.	3.05	1.15
13	When decisions are made about my job, the manager treats me with respect and dignity.	4.32	0.69
14	When decisions are made about my job, the manager is sensitive to my personal needs.	3.56	0.76
15	When decisions are made about my job, the manager deals with me in a truthful manner.	4.28	0.71
16	When decisions are made about my job, the manager shows concern for my right as employee.	4.04	0.91
17	Concerning decisions made about my job, the manager discusses with me the implications of the decisions.	3.12	0.72
18	The manager offers adequate justification for decisions made about my job.	3.21	0.79
19	When making decisions about my job, the manager offers explanations that make sense to me.	3.91	0.59
20	My manager explains very clearly any decisions made about my job.	3.85	0.87
	Total	3.70	0.79

Table 5. The Level of Job satisfaction among Employees'

Q	Items	Means	Standard Deviation
21	In general, I am satisfied with this job.	4.27	0.67
22	I find that my opinions are respected at work.	3.86	0.58
23	Most people on this job are very satisfied with it.	3.46	0.89
24	I am satisfied with the recognition I get for the work I do	4.43	0.77
25	I am satisfied with the way my pay compares with that for similar jobs in other firms.	4.82	0.44
26	I am satisfied with the personal relationship between my boss and his/her employees.	3.78	1.23
27	I am satisfied with the way my boss handles employees.	3.51	1.24
	Total	4.01	0.83

Table 6. One-way ANOVA between Organizational Justice and Employees' Personal Traits

organizational justice	Sum of Squares	Mean Squares	df	F	Sig.
Age	62.316	15.579	4	55.577	0.000*
Sex	0.200	6.671	4	0.622	0.602
Educational Level	0.640	0.213	4	2.020	0.108

* Significant at $p < 0.05$

Table 7. The Intercorrelations among Variables

variables	1	2	3	4
Distributive Justice	1			
Procedural Justice	0.19*	1		
Interactional Justice	0.16*	0.09*	1	
Organizational justice	0.32**	0.51**	0.37**	1
Job Satisfaction	0.10*	0.19*	0.18*	0.19*

* Correlation is sig. at $p < 0.05$ ** Correlation is sig. at $p < 0.01$