

# Impact of Organizational Justice on Job Satisfaction of Banking Employees

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## Abstract

The aim of this study was to inspect the relationship between organizational justice and employee job satisfaction. Privatized banks (ABL, UBL, SCB, Kasahf, Alfalah) were selected for the study 100 questionnaires were distributed among the banking employees out of which 53 were received back with the response rate 53%. Finding of this study shows that distributive justice has positive and significant impact on job satisfaction. The analysis also revealed that procedural justice has significant negative relationship with job satisfaction. Practical level of organizational justice can enhance the level of job satisfaction.

**Keywords:** Organizational Justice, Procedural Justice, Distributive Justice, Banking Employees.

## 1. Introduction

A social unit of people is called organization there are social boundaries among that group of people under structured system to meet collectively goal of organization. For achievement of objectives of organization there is need of effective manager or employees (Rad & Yarmohammandian, 2006) now organizations consider human resource is most precious asset for them and human resource is important factor for effectiveness and success of organization.

As in society people perceived justice from the legitimacy of their country same like that people in organization have perception of organizational justice, which comprises of four dimensions namely distributive justice, procedural justice, informational justice, interactional justice.

First dimension distributive justice is concerned with fairness of allocation of resources (Adam, 1955) Refers to perceived fairness of outcomes such as pay, recognition, promotion, performance appraisal and rewards. Second dimension is procedural justice concerned with the procedure used to allocate resources (Tribaut and Walker, 1975) refers to perceived fairness of decision making process. Third dimension interactional justice concerned with the quality of treatment perceived from decision maker (Bies and Moag 1986; Tyler and Bies 1990) refer to respect of the relationship between employee and manager. The last dimension is informational justice which refers to the truthfulness justification of important information provided to employee (Bies and Moag 1986; Colquitt 2011, Greenberg 1993).

The term organizational justice is used in this study to express the degree to which employees perceive the overall fairness in organizational rules, procedures and policies that are related to their work. In this study two components of organizational justice are included which are distributive justice and procedural justice. Folger & Cropanzano (1998) argues. Distributive or procedural two most salient justice dimensions

Human wants justice in the working environment, in terms of procedures used to determine reward, distribution of reward which make them satisfied or committed towards their work or organization. Organizational justice is based on equity theory (Adams, 1963) which says that workers bring their input in the organization like input of education, effort, experience etc and in return of these inputs he expects the fair outcome of distribution of reward and procedure (Deconick, Stillwell & Brock 1996; Greenberg 1982) therefore distributive justice is perceived fairness in distribution and allocation of outcomes which is based on input provided by employees in organization (Cohen 1987 & Deutsch 1985).

In sense we can say distributive justice is based upon the exchange principle what they give and take in exchange of it.

Procedural justice refers to procedure how pay or promotion is decided within the organization (Davis & Ward 1995; Martin & Emery 1996; Thibaut & Walker 1975; Tyler & Rasinski 1999). McFarlin (1992) distributive justice was good predictor of both pay and job satisfaction. Procedural justice was good predictor of personal outcomes, organizational commitment.

Job satisfaction can be defined as a "positive feeling about one's job resulting from evaluating of its characteristics (Robbin, 2008) employees high degree of trust for their employer can cause job satisfaction, job satisfaction also impacts on other variables like turnover intentions (Price & Mueller, 1981) if employees are unsatisfied they like to leave that organization. Cromy, Smith & Stone (1992) says that job satisfaction means that

an employee have effective and emotional responses towards his particular job.

Spectur (1996) job satisfaction refers to extent a person like his job. Organizational justice has impact on the employee satisfaction regarding his job, environment which motivates him toward organizational commitment. Organizational fairness show respect of administration staff for their employees which make a bridge of trust that strengthen the employee commitment for organization (Lind & Tyler 1998; Tegtmeier & Sarsfield-Baldwin 1996). When employee feel that he or she has been not treated fair process in an organization it's difficult for an employee that he must be satisfied from his job (Lambert, 2003). The result of a study provides that considerable insight into employee's perception of fairness that promotes employee affective responses (Lee, 2000).

As job satisfaction will result in committed employees who help in the achievement of organizational goals it is important to identify the factors that affect employee's behavior or job satisfaction. When employees feel that they are treated fairly by organization in every aspect they are motivated to show positive attitude and behavior like job satisfaction.

Banks in Pakistan are more focused industry for economic development. As a result, several banks are performing a significant role in the economic development of the country. This research is an attempt to explore the relationship between organizational justice dimensions and job satisfaction in Pakistani banks.

### 1.1 SIGNIFICANCE

Firstly this study would be helpful to find out that whether or not organizational justice exists in the private banks in Pakistan. This research is important in the sense that it will provide results that can help HR managers to develop and implement an effective strategy considering the justice perception of employees by making suitable decisions about the outcomes and procedures for the employees that can increase their job satisfaction, motivation and commitment of employees that will ultimately increase performance of employees in organization to achieve organizational goals.

Distributive and procedural justice have a vital role in determining job satisfaction of employees and if management makes proper communication with employee regarding justice dimensions it will bring positive behaviors in employees. It would show the level of these two justice dimensions exists in Pakistan private banks in this current situation of crises.

This research will help bank authorities to notice what dimensions of organizational justice are most important in current era to increase job satisfaction in employees.

### 1.2 RESEARCH QUESTION

On the basis of previous researches the following research question are formulated.

- How Organizational Justice impact on Job satisfaction?
- What is the relationship between Distributive justice and job satisfaction?
- What is the relationship between Procedural justice and job satisfaction?

### 1.3 RESEARCH OBJECTIVES

- To examine the relationship between Organizational justice and Job satisfaction.
- To find out the relationship between Distributive justice and Job satisfaction.
- To investigate the relationship between Procedural justice and Job satisfaction.

### 1.4 CONTRIBUTION

The contribution of our research is to give guidance to banking sector of Pakistan to improve their existing policies related to rewards and fairness in procedures and develop new ones where need arises.

## 2. LITERATURE REVIEW:

### 2.1 Organizational justice:

Organizational justice play an important role in transaction cost economies because it provide a way to evaluate the satisfaction of disputant persons and provide a means of governance mechanism to resolve their disputes and draw attention towards the perception of procedural, distributive interactional justice in exchange of it. (hosted & folger, 2004). However if organizational justice will high employees' are more motivated and willing to show organizational citizenship behavior (blakey, Andrews, moorman, 2005)

Barclay (2005) marry parker Follett's writing was process oriented perspective provide a wide variety of justice aspects which still use by many justice researchers and yet have to explore more, like emotionality of injustice, including perception of fairness are mutually constructed and negotiated between employee and employer and how victims and managers deal with a justice situation that is constantly changing

Zub'I, (2010) there was a significant relationship exist between the age of respondent and his perception of organizational justice but there was no significant relationship exist between the gender, educational level of respondent for organizational justice

Elamin & Alumim(2011) norms and value of people s are different so there is existence of diversity in many organizations, they argues that people perception of justice depend on the ethnical culture of organization like in their study reflect that honesty ,respect, courtesy are most important factor in Arabian organizational justice perception. Nasuridin ,khaun(2011) the study attempt to examine the Malaysia workforce their linkage between employee perception for organizational justice and their performance and result suggest organizational justice positively influence performance of organizational member and perception for justice is does not fluctuate according to age. To examine the gender difference and the impact on work in this study which result reveled those Malaysians women expected to place emphasis on family rater then their careers.

Palaiologos, papazekos, panaytopoulou(2011) performance appraisal system is much influence by organizational justice namely distributive and procedural and make also influence on job satisfaction with various elements of performance appraisal.

## 2.2 Procedural justice:

Kim & Mauborgne (1998) authors' said about procedural justice had impact on strategic decision making, they explain when people perceived fair strategic decision making process ,employees were show high level of voluntary corporation based on their attitudes of trust and commitment towards organization .when they perceived unfair process they refuse to corporate with organization. Lee(2000) Procedural justice has direct positive influence job satisfaction, that employee perception for fair procedure are related with different facet of job satisfaction, people are more willing to accept decisions that made in result of fair procedure than in result of unfair procedure, procedural justice is negatively related to organizational commitment and positive impact on turnover intentions. Deconinck & stilwell (2001) procedural justice also indirectly related to organizational commitment through by having a supervisor who makes employees more satisfied, supervisor acts as a mediator between employee and procedural justice and their organizational commitment, it's important to understand for management that how supervisors behavior made employee more committed towards organization.

Warner,Hegtvedt,Roman,(2005)procedural justice was a strong predictor for employee commitment who survive or unaffected in downsizing. Cremer (2005) the interaction between procedural and distributive justice is more likely to observed when employee show strong affiliation with their organization .when sense of affiliation is very strong employees are effected by procedural justice when outcomes are unfavorable regarding procedures Kikul,Gundry,poig(2005) for judging the role of equity sensitivity and perceived organizational trust by employees and their perception towards procedural and interactional justice for that purpose they examine the business ethics and their relationship with employee trust for organization and respect perform mediate relationship between employee equity sensitivity or perception for fairness of organization which indicates that procedural justice leads to positive relationship of employee for trust on organization.

Bagdadle, Roberson,Poalele (2006) investigate the role of procedural justice in the relationship between promotion and organizational commitment and between promotion or intention to leave organization and their influence on employee outcomes to investigate direct relationship between the promotional decision and employee reaction to that decision. The results shows that procedural justice has indirect effect on turnover intentions, and employee perceived promotional decision made fairly are likely to be cause of employee commitment for organization. Martinson, Anderson ,Crain, Varies,(2006)in this study which is related to scientists they said that procedural justice was significantly associated with self reported misbehavior are to be found among scientist who more likely to face treat to their identity.

Lambert , Hogan, Griffan (2007) effect of procedural justice on commitment is more larger than distributive justice or procedural justice is more important in helping to shape job satisfaction. Cloutier , vilhuber(2008) procedural justice have differential effect on outcomes by direct measuring procedural justice effect on distributive justice e.g. Pay equity and pay satisfaction but no independent contribution on job satisfaction but when procedural dimensions are related with decisions maker it shows direct influence on job satisfaction.

Dayan ,Colak (2008) explore the effect of justice climate on new product development team performance .The team which treated fairly were able to develop more creative product in faster time than those who did not receive fair treatment.

Wittmer Martin, tekleab (2010) By investigating the mediating effect of leader member exchange on the relationship between procedural justice , job attitudes and turn over in unionized setting , where procedures are treated is more clearly defined and regulated .result reveled that procedural justice and leader member are related or associated with each other which impact on employees commitment and turn over.

Elemin &Alumuim (2011) their study finding indicate that honesty, courtesy, timely feedback and respect for employees right or chance to give employee to express their ideas are the indications which shows the presence of procedural justice and it is one of critical component to secure satisfaction of workforce in Saudi Arabia, the quality of treatment worker receive from their supervisor are important predictor of jib satisfaction.

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

### 2.3 Distributive justice:

Mcfarlin & Sweeney (1992) distributive justice tend to be a strong predictor of personal outcomes. Lee & Farh (1999) it is possible that women are more concentrating on distributive justice rather than procedural justice in order to address past pay discrepancies.

Distributive justice has positively influence on job satisfaction and negative influence on turnover intentions, research conducted to explain the allocation of resources outcomes in organization which seems to be more satisfying when employee perceived outcomes are fair, people compare the adequacy of outcomes with referred standard (Lee, 2000). Distributive justice make direct impact on pay satisfaction of employees, distributive justice is a significant predictor that predict the satisfaction of employee towards their supervisor that they are treated fairly in amount of reward allocation (Deconinck & Stillwell, 2001).

Lambert (2003) distributive justice deals with outcomes related to job, distributive justice affects individuals attitude like job satisfaction. Fadil, Purkiss, Knudstrup, Stepina (2004) allocation patterns in America and Mexicans are very similar both of these societies are equity oriented in their reward allocations. In United States it is considered important factor for motivation of employee that there should linkage between pay for performance. Whereas study finding show that in Mexicans where looking at individualism and collectivism there is no effect of them in relationship between resource allocation.

Warner, Hegtvedt, Roman (2005) authors says that in the experience with regard downsizing shape individual's behavior or attitudes, which relatively effect by each type of justice, for organizational commitment. As in this study tells that distributive justice predict organizational commitment among the victims of downsizing.

Diaz, Rauiz, Kasper (2007) Individuals who treated unfairly and under reward are likely to feel anger for their organization. It mean distributive justice has an effect on anger of a person. This study suggest that specific emotion approaches should also be consider while dealing with double deviation scenario.

Lambert, Hagan, Griffin (2007) distributive justice had a significant effect on stress, employees who perceived low level of distributive justice expressed high level of job stress, this study indicates that the work overload had largest effect on job stress followed by work on family conflict and distributive justice. Employees experience increased job stress when they feel outcomes are unfair, staff become irritated when they receive similar outcomes regardless of doing different level of work inputs.

Rego, Cunha, Pinho (2009) there is need of reconsidering and improvement when the source of task allocation and rewards are not same. Under certain conditions and perceptions of unfair distribution of task can co exist with the perception of fair reward distribution and vice versa. Elanain (2009) Employees, whose jobs are high in certain characteristics e.g. Skill, variety, identity, task, and feedback are more likely to perceived distributive justice who in result led to better work outcomes like job satisfaction and turnover intentions.

Zubair (2010) distributive justice exercise by their manager shows that employee have negative attitude towards work load and level of pay which do not match with level of pay but they show positive attitude towards work schedules matches with reward and job responsibility.

Distributive justice was found to be the best predictor of performance, recent studies however highlight this issue that distributive justice has impact on performance and it is still emerging and important issue, even their management increase pay for performance (Chang, 2002; Chang, & Hahn, 2008; Elamin & Alumuim 2011)

H2: There is a positive relationship between Distributive justice and job satisfaction

### 2.4 Job satisfaction:

Neuman (1978) Power perception which reflects the nature of decision making was found to be significant determinant of job satisfaction in social sciences but considerable less dominant in physical sciences. Reward assessment is one of the strongest predictor of job satisfaction in both physical and social sciences, there is strong relationship between reward and pay satisfaction. Hudson (1989) analysis of gender difference in the determine the job satisfaction has found minor difference between men or women. Some women do not like complex work as men, women show greater job dissatisfaction if they have children then men have, women feel more satisfied if they work in female type occupation.

Leung, Smith, Wang, Sun (1996) in the survey of local employees of joint venture in China hotels, it was found that procedural and distributive justice was relates to job satisfaction, senior manager and supervisors show low level of procedural justice and pay less fair compensation explain in term of distributive justice with comparison of local employee state owned hotels, employees who work in Chinese or Japanese expatriate were less satisfied than those worker work with expatriate from west. Harvey & Haines (2005) it was clearly supported in this study that perception of fair procedures and human resource decision made during the natural disaster predict later work attitudes like job satisfaction.

Suliman (2007) organizational member who tend to show high level of job satisfaction have positive feeling towards distributive and procedural justice. Finding reported in this study that organization managers in Middle East need to understand significant role that justice play in influencing employee behavior and outcomes.

Perception of organizational justice correlated strong with job satisfaction and the treatment with mid



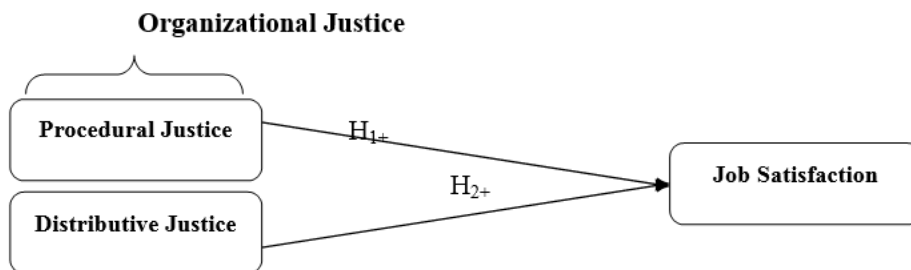
level employees, what extent to they are informed decisions made at top level. pay is not only element of job satisfaction, promotion opportunity and current work assignment are also significant correlated with job satisfaction, when employee feel satisfied with their current work assignment this is called job satisfaction on distributive scale, mid level employee who are satisfied with their current assignment also tend to show job satisfaction that show that only task shifting is not the quality of work but also has positive effect on the health, motivation of worker (mcauliffe, Manafa, Masko, Bowie, White, 2009). Zub'I (2010) positive level of job satisfaction shown by employee towards their work give an impression of the level of organizational justice available in those companies.

Lambert, Hogan, jiang, elechi, Benjamin ,morrior, luax ,dupuy(2010) both procedural and distributive justice are salient forces impact on correctional staff, they have significant relationship with life satisfaction ,burnout and turnover intentions .procedural justice is associated positively with life satisfaction, both distributive and procedural had inverse relationship with burnout which mean stress from work in correctional staff , both justice also impact on the intention of employees turnover if employee does not feel the fair outcomes and procedure it will increase intention among them for turnover. Elanain (2010) the study explore in the UAE and middle east the role of organizational justice influence on job satisfaction, organizational commitment and turnover intentions. In Middle East the study reveal the mediating role of justice and outcomes relationship it shows that justice has functional impact on employee work outcomes. Mediating role of procedural and distributive justice with work outcomes in UAE tells that managers should focus on procedures used in distributive outcomes in order to enhanced employee perception of distributive justice which leads towards higher job satisfaction.

Elamin(2011) justice play significant role in affecting Saudi employees feeling for the level of job satisfaction and commitment and distributive , procedural justice had differential effect on job satisfaction and commitment .employee who show positive feeling towards distributive and procedural justice like report high level of job satisfaction. Distributive justice more important predictor of individual personal outcome like job satisfaction, procedural justice would be more related to organizational commitment.

Two facets of organizational justice namely informational and distributive contribute positively towards employee job satisfaction in public and private organization in Pakistan capita (shah, waqs, saleem, 2012).

**Figure 1: Theoretical Framework**



*Independent Variables:* Distributive Justice & Procedural Justice

*Dependent Variable:* Job Satisfaction

### 3. METHODOLOGY:

#### 3.1 Sample and Data Collection

Population of in this study was all banking employees. The data was collected from banking employees. The reason behind using the banking sector was that in banking sector there are proper rules and regulations are followed in many aspects or as with the advent of time banking industry starts focus on the enhancement of HR practices to show the level of improvement about their workforce or that is the reason it is easy to determine the level of organization justice exists in banks because it's easy to determine the justice in that environment where proper regulations are defined rather than to its opposite environment industry. Convince sampling technique was used in this study.

A total five commercial banks are taken which privatized banks are named Standard Charter Bank, Bank Alfalah, Allied Bank, UBL bank, and Kashf Bank. A sample of 100 employees was consider for analysis and received back 53 questionnaire with response rate neutral majority of male 82% and 12% female.

#### 3.2 INSTRUMENT & MEASUREMENT:

Instrument tool used for data collection was questionnaire, Distributive and Procedural Justice Measure on the scale of parker et al (1997). Job satisfaction was assessed by Overall Job Satisfaction measure which is part of the Michigan organizational questionnaire developed by Cammann et al. (1983). This measure has 3 items that indicate employees' satisfaction with his/her job. A sample item from this scale is "All in all I am satisfied with my job". Responses were taken on a five point scale ranging from 1= strongly disagree to 5= strongly agree.

The purpose behind using already developed scale was that they give more reliable information related

to this project. Respondents who did not complete the questionnaire were not included in our research.

### 3.3 Data Analysis

The research was directed in order to measure the job satisfaction concerning organizational justice in banking sector of Pakistan. Data collected through questionnaire was analyzed by using SPSS 17.0 version.

### 3.4 Statistical Methods

Statistical tools such as correlation and regression were used for data analysis. Their details are discussed in the following section.

### 3.5 Correlation Analysis

Correlation test was conducted to verify existence of relationship between the independent and dependent variables i.e. organizational justice and the dependent variable job satisfaction.

### 3.6 Regression Analysis

To check the dependency of job satisfaction and its determinants was examined through regression analysis.

## 4. Results and finding:

The reliability of Procedural Justice and Distributive Justice are (.830) and (.817) respectively. The reliability of job satisfaction is (.877).

**Table : 1** Mean and standard deviation of organizational justices dimension and job satisfaction.

	Mean standard	S. Deviation
Procedural Justice	3.1500	.67951
Distributive Justice	3.7267	.71484
Job Satisfaction	3.5467	.49377

Table 1 shows the mean and standard deviation for overall organizational justice and job satisfaction. The mean score of procedural justice, distributive justice and job satisfaction lie in range 3.1500 to 3.7267. it shows that most of respondent are neutral or agree that organizational justice have impact on job satisfaction. Employee will more satisfy if more degree of organizational justice will exists.

**Table : 2** correlation between organizational justice dimension and job satisfaction

		DJ	PJ
<b>Procedural justice</b>	Pearson correlation	-.005	
	Sig(2-tailed)	.973	
<b>Distributive justice</b>	Pearson correlation		-.005
	Sig(2-tailed)		.975
<b>Job satisfaction</b>	Pearson correlation	.278	-.305*
	Sig(2-tailed)	.051	.031

\*correlation is significant at the 0.05 level (2-tailed)

Table 2 shows the correlation among variables .the basic purpose of correlation to tell the relationship between variables. The result shows that there is positive and significant relationship between distributive justice and job satisfaction ( $r=0.278, p<.05$ ) so it mean that distributive justice have significant relationship with job satisfaction .the result confirm the **H2** that is There is positive relationship between Distributive justice and job satisfaction where the procedural justice have highly significant but negative relationship with job satisfaction ( $r=-.305, p<.05$ ). This result rejects the **H1** that is there is positive relationship between Procedural justice and job satisfaction.

**Table : 3** Regression analysis

Regression	.4129
R <sup>2</sup>	.169
Adjusted R <sup>2</sup>	.134
Standard error	.45947

Table 3 shows the model summary of regression analysis of independent and dependent variable R the value of table shows correlation coefficient (r) for analysis ( $r=.4129$ ).

The value of R square (R<sub>2</sub>) shows the amount of change in dependent variable due to independent variable. Value R square (R<sub>2</sub> =.169) in this table shoes 16.9%of change in job satisfaction cause due to procedural and distributive justice ,rest can be attribute to other factors causes change.

**Table: 4 ANOVA**

	Sum of sq	Df	Mean sq	F	sig
<b>Regression</b>	2.024	2	1.012	4.794	.013 <sup>a</sup>
<b>Residual</b>	9.922	47	.211		
<b>Total</b>	11.947	44			

In this table ANOVA shows the fitness of the model, F value shows that model is fit (between independent and dependent variables) ( $p < .05$ ) which is .013 it means this model is highly fit or this result also shows that model is statistically fit.

**Table : 5 coefficients**

	Beta	S.E for Beta	T	Sig
<b>DJ</b>	.191	.092	2.078	.043
<b>PJ</b>	-.221	.097	-2.285	.027

**DJ** (distributive justice), **PJ** (procedural justice)

This table shows the significant relationship between organizational justice PJ, DJ are independent variables and job satisfaction dependent variable. Result in this table shows that there is one unit change in distributive justice would change 19.1% increase in employee job satisfaction the result also shows the significant relationship between distributive justice and job satisfaction ( $p = .043 < 0.05$ ). but the relationship with procedural justice is negative but highly significant ( $p = .027 < 0.05$ ) that there is one unit change it causes decrease of -22.1% in the job satisfaction of employees this

## 5. Conclusion and Discussion

The research model revealed important findings regarding impact of organizational justice on job satisfaction. It found that distributive justice has positive impact on the banking employee's job satisfaction. It means if employees find the level of existence of distributive justice in the organization employee feels more satisfied in terms of pay, rewards etc. Result proves that employee is more satisfied when they perceived their outcomes and rewards to be fair as compared to those employees who consider their reward and outcomes as unfair. If employee feels discontent regarding their reward they may decide to leave the organization (Lee, 2000). There is positive significant relationship found in this study between distributive justice and job satisfaction.

Results also show that there is significant negative relationship between procedural justice and job satisfaction of banking employees. The reason is that employee does not have voice power in decision making, decisions are made at upper level and move downward as an order but procedural justice plays a major role in perception of employee for job satisfaction. If the higher degree of level procedural justice exists in the organization employee are more motivated and satisfied from their job. Use of procedural justice in organization creates positive influence on employee performance, behavior and perception which creates job satisfaction otherwise in the situation of unsatisfaction chances of negative response would increase like leaving the organization. So in order to increase positive attitudes and behavior management of banking sector have to improve organizational justice system in their organizations. It will show more positive behavior in employees rather than negative.

Conclusion:

This study explores employee perception towards organizational justice in the form of (Distributive justice, procedural justice) and examines its impact on employee job satisfaction in private banks. Findings tell that there was positive significant relationship between distributive justice and job satisfaction of employees but there was negative significant relationship between procedural justice and job satisfaction exists in banking sector employees.

As correlation analysis shows positive relationship with distributive justice so it accepts H2 which proves in results, while H1 is rejected because procedural justice shows negative relationship with job satisfaction of banking employees.

## 6. Recommendations, Limitation and future directions

This study recommends that management of banking sector or any other organization should focus on the improvement of organizational justice and make more emphasis on procedural justice present in their organizations because human relations are one of the most important factors behind the success of any organization.

Limitation and future directions

As with any research, this study has several limitations that should be acknowledged. The study is limited only to banking sector only concerning to private banks for data collection. The sample size was short to generalize result or only two facets of justice are used in this study procedural and distributive justice.

For the future study other two facets can be explored which are interactional or informational justice or other sectors of organizations can be used to know that what level and type of justice exist there.

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