

Impact of Organizational Justice on Employee Job Satisfaction: An Empirical Investigation

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The current study investigates the impact of the three facets of organizational justice on employee job satisfaction as perceived by the respondents in a particular pharmaceutical company in Bangladesh. A total of 76 executives working in the company provided their responses on the questionnaire used for data gathering. The collected data are coded using SPSS version 16. Descriptive statistics reveal the means of three variables of organizational justice and job satisfaction, which are close to 3.0. Reliability of measurement instrument is considered adequate, since all the Cronbach alpha values are found to be above the threshold point of 0.7. Multiple regression is applied to test the hypothesis of the study. The model explains about 75% of the variance in the employee job satisfaction and it is immune to multi-collinearity among the independent variables. The study findings demonstrate significant impact of distributive justice and interactional justice on job satisfaction at $P < 0.001$ and $P < 0.01$ respectively; conversely, procedural justice does not show any significant relationship with the job satisfaction. This research will facilitate the decision makers, particularly the HR managers to better understand the relationship between organizational justice and employee job satisfaction; accordingly, they can formulate suitable strategies that can lead to higher employee performance through job satisfaction by ensuring justice in the organization. Some suggestions for future works are also discussed in the paper.


Key Words: Organizational justice, job satisfaction, multiple regression analysis, pharmaceutical industry

Introduction

Transformation of business from industrial age to informational age has made organizations across the world increasingly dependent upon human capitals which in turn best flourish when dealt with fair and just way (Kaplan and Norton, 2004b). Today success of an organization largely banks on how intimately employees melt themselves into the work environment of a business (Iqbal et al., 2012). Consistently high performance by the employees in this competitive environment is a key to achieving the coveted success for the business. Employers today are, therefore, much concerned as to the attitude employees hold about their organizations. In this context, organizational justice has been a subject of great interest from different quarters such as from industrial psychology, behavioral management and human resource management to make organizations more effective in terms of employee productivity (Cropanzano & Greenberg, 1997). Under rational model, employee motivation has been seen as a personal drive to gain financial benefits when organizations are deemed purely as economic entities (Cropanzano, et al., 2007). Sticking to this parochial outlook will certainly make us

ignore an important aspect of relationship between employer and employee in the context of a business entity (Pfeffer & Sutton, 2006). This is largely due to the fact that employees not only want to maximize their personal wealth; they also seek something intangible that cannot be measured solely in monetary terms. In this regard, organizational justice works as an instrument to infuse among the employees a sense of belongingness and loyalty to ensure whether every member of an organization is satisfied with the pattern of distribution of reward (distributive justice), process of distribution (procedural justice) and with the top down interpersonal communication (interactional justice). Employee perception of organizational justice has thus been regarded as one of the prime factors in gaining an insight as to human behavior in an organizational context (Hartman, et al., 1999).

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As the organizations get increasingly bigger, distance between managers and general employees is also pushed to its limit (AL-Abr rowa, et al., 2013) and this scenario is a recipe to give birth to mistrust among employees in general. Therefore, the purpose of studying organizational justice is to unveil the factors that cause the employees to think whether they are equitably treated by the organization or the vice versa. This ultimately helps them to understand what produces the feelings of just treatments in the minds of employees. In a number of studies it has been found that perception of employees as to organizational justice has powerful influence in determining job satisfaction, employee turnover and commitment towards the company (Colquitt et al., 2001). Research conducted by Earley & Lind (1987) provides strong evidence that there exist a strong relationship between perception about fair treatment and performance in the work place. According to Bakhshi and Kumar (2009), perceived organizational justice is a precondition to ensure citizenship behavior by employees. Understanding the different dimensions of job satisfaction of employees help employers to act in a way that will make their organizations more productive (Ngodo, 2008). In this context, organizational justice has been regarded as one of the prime factors influencing job satisfaction of employees.

Though in the western world a large number of studies have been produced focusing organization justice, very little has been conducted in the context of Bangladesh. For a country like Bangladesh, where labors are always in surplus, doing research on organizational justice has always been seen with much interest. The main purpose of the study is to gain an insight how job satisfaction is influenced by organizational justices. This study also investigates as to how different justice components individually make an impact on employee satisfaction. Through hypothesis testing, we thus made an effort to fill the current gap in this research area.

Our study has been conducted on the employees of a pharmaceutical company. The reason behind choosing this sector is pharmaceuticals companies in Bangladesh are experiencing a high growth over the last fifteen years, besides being one of the leading employment generating areas in the country. Currently, contribution to GDP by pharmaceuticals industry increases to 1% annually which is the highest among all the Least Developed Countries in the world (IDLC Finance Ltd., 2011). This industry is also contributing a handsome amount of revenue to national exchequer taking the second position in terms of revenue payment to Bangladesh Government. This industry has experienced a tremendous amount of market growth at an average rate of 17.2% annually from 2001-11. In the year 2013 it had a growth of 24.30% which has been astonishing compared to other industrial sectors (BRAC EPL, 2013). In addition, 97% of total

domestic demand is met by locally produced drugs. Increasingly, this sector is attracting highly skilled professionals and workers. In terms of employment generation in the industrial sector pharmaceuticals industry occupies the second position in the country (BRAC EPL, 2013).

This paper is structured as follows: following this section, a literature review is conducted next to develop related hypotheses for the variables of interest of this current study. The third section deals with the methodology used to obtain and analysis of data. In the finding section, first, descriptive statistics and reliability measures of pertinent variables are presented and then three hypotheses are tested and illustrated through multiple regression technique. This is followed by a discussion of the findings vis-à-vis prior literature review and their managerial implications. The paper concludes with a few directions for future research.

Literature Review

Organizational justice is the assessment of an organization's treatment towards its employees by taking into consideration general moral and ethical norms. It includes employees' degree of acceptance of managerial conduct in a business enterprise. Justice in an organization context demands that employer must see things through the eye of its employees. Here, justice has been defined why certain things are perceived as just by people rather than describing it what factors constitute a just action or behavior. Besides, researchers try to find out the consequences that follow from such perception and evaluation. Areas of organizational justice generally encompass job satisfaction, loyalty, trust, citizenship behavior, commitment, job turnover, performance, employee theft and alienation (Cohen et al., 2001). According to Greenberg (1987) organizational justice is the reflection of employees' perception of fair treatment in the work place and a building block for long-term sustainability for an organization. On the contrary, if injustice prevails then it can tear apart the whole organization by creating an absolute anarchy.

In the extant literature, researchers try to explain job satisfaction as the pleasure a person derives from his or her on-the-job experience (Locke 1976). From one point of view, job satisfaction has been defined as how employees feel as to their jobs or to what extent an employee is emotionally attached to his or her job (Luthan, 1998). On the other hand, some researchers put an effort what factors cause an employee to be satisfied with his or her job (Jayaratne, 1993; Locke, 1976).

From existing literature of organizational justice we can find three kinds of justice (Masterson, et al., 2000; McDowall and Fletcher, 2004): related to the appropriateness of outcomes or reward which

is typically known as distributive justice. Second, justice of the reward system or process used to distribute outcome and this is widely known as procedural justice; interactional justice which is concerned with the treatment of authority towards employees and general workers. These three components reflect the employees' perceived organizational justice in an organization (Kim and Leung, 2007).

Forms of Organizational Justice

Distributive justice has been defined as fairness in awarding outcome among employees on the basis of equity, equality and need (Cropanzano et al., 2007). Distributive justice plays an effective role between work outcomes and employee satisfaction which in turn lead to organizational effectiveness (Suliman, 2007). Perceptions about distributive justice are primarily shaped by comparisons (Greenberg, 1987). In reality employees evaluate their reward and position by making a comparison with the persons staying in the same stratum (Tremblay & Roussel, 2001) within the organization or with persons having the similar position outside the organization. If the outcome of comparison is negative, it will lead to high rate of absenteeism, intention to leave the organization and discord (Folger and Cropanzano, 1998).

Procedural justice indicates the fairness of distribution process through which outcome is allocated (Folger & Konovsky, 1989). Leventhal (1976, 1980); Leventhal, et al., (1980) indentified six components of a fair process; these are accuracy, lack of bias, consistency, representation of all concerned, correction and ethics. Perception of procedural justice creates an environment of trust, commitment and cooperation among employees (Kim and Mauborgne, 1991, 1993). Procedural justice exhibit whether organizational policies are equitable to ensure a fair distribution of resource among employees (Peele III, 2007). Cropanzano et al., (2007) stressed that moral existence of a business enterprise stems from setting a policy that implants a sense of equity and confidence in the minds of employees.

Interactional justice reflects whether there exists a perceived fairness among employees in terms of interpersonal communication. It indicates employees are treated with dignity and honesty when dealing with higher authority. Cropanzano et al (2002) stated that interactional justice is the branch of procedural justice because its human dimension in delivering procedural justice. According to Greenberg (1990a and 1990b) and Colquitt et al., (2001), there are two aspects of interactional justice namely informational justice and interpersonal justice. Interactional justice means treating employees with civility, politely and impartially when executing procedural justice or distributing out-

comes. Informational justice indicates that employees are provided with objective information and given reasonable amount of explanations when there is a departure from expectations (Cropanzano, et al., 2007).

Development of Research Hypotheses

In this paper three independent variables, distributive justice, procedural justice and interactional justice have been selected as influencing employee job satisfaction. Three hypotheses as developed in this regard are discussed in the following section. This is followed by the conceptual framework of the study as presented in Figure 1.

Distributive Justice as a Determinant of Job Satisfaction

According to Adams (1965) people are not merely fascinated by physical outcomes. They also pay significant attention whether those outcomes are justified or not justified i.e. commensuration of rewards with the performance in the workplace. The literature is replete with studies (Greenberg, 1987; Cropanzano and Greenberg, 1997; Schappe (1998; Colquitt et al., 2001) corroborating the fact that distributive justice has been found to be one of the principal factors that affect job satisfaction. Findings from various studies (McFarlin and Sweeney, 1992; Fatt, 2010) give credence to the issue that distributive justice has significant impact on outcomes with regard to personal job contentment promotional opportunity and employee pay satisfaction. This is echoed by DeConinck and Stilwell (2004) stating that distributive justice is an indicator of pay satisfaction, one of the components of job satisfaction in their study. In a similar vein, Azam Ismail et al (2009) conduct a study to identify the mediating effect of distributive justice in the relationship between pay design issue and job satisfaction; it is revealed that there was significant and positive relationship of pay design features and job satisfaction. According to Fernandes and Awamleh (2006), distributive justice refers to the perception fairness of employees regarding the outcomes, i.e., pay levels, workload, work schedule, promotions, and various fringe benefits, considered as the major determinants of job satisfaction. In their study conducted in banking sector to identify the factors having significant influence on employees' customer oriented behavior and employee engagement in their job, Alvi & Abbasi (2012) find that employees become more supportive to satisfy the needs of the customers when they realize that organization is fair in distribution of rewards. From the above enumeration, the following hypothesis is inferred:

H1: Distributive justice has positive impact on employee job satisfaction.

Procedural Justice as a Determinant of Job Satisfaction

Procedural justice has direct impact on job satisfaction and the extant literature supports this high correlation (Wesolowski & Mossholder, 1997; Awamleh & Fernandes, 2006; Sareshkeh, Ghaziani, & Tayebi, 2012). Tyler (2005) argues that fairness in process of executing and maintaining law and order situation helps to boost public confidence. Kim and Mauborgne (1998) stress when employees feel decision making process is just and fair, their job involvement increases substantially and they become increasingly cooperative. Masterson et al., (2000) in their study find that procedural justice is an effective predictor of employees’ degree of satisfaction; decisions which have been taken in a fair way tend to please employees more than when decisions are perceived to be taken in an unjust way resulting into dissatisfaction (Cropanzano & Greenberg, 1997). Mossholder et al., (1998) conclude that dynamics of job satisfaction can be well explained by the procedural justice. Other studies suggest that if the processes and procedures of organization are perceived to be fair by employees, they tend to get more satisfied, more willing to accept the resolution of the procedures, and more likely to nurture a higher organizational commitment (Bingham, 1997; Tyler and Lind, 1992). According to Kuldeep (2009), when an organization is faced with high employee turnover, procedural justice can play a vital role in employees’ satisfaction. We, therefore, formulate our hypothesis as follows:

H2: Procedural justice has positive impact on employee job satisfaction.

Interactional Justice as a Determinant of Job Satisfaction

Adam (1963, 1965) opines that when employees consider interaction between manager and subordinate is fair; it may lead to higher employee outcome. On the contrary, when the relationship is sour between these two, it leads to negative outcome. There are studies galore that have found significant association between interactional justice and employee job satisfaction (Masterson et al, 2000; Al Zubi, 2010; Usmani and Jamal, 2011). Mikula et al., (1990) observe that there exists a high degree of perceived interactional injustice among employees, who tend to put higher emphasis in their interactions with superiors. Pettijohn et al., (2001) view that participation by employees in determining their pay give them a feeling of positive perception as to the perceived interactional justice in the institution; this, in turn, increases job satisfaction (Bradley et al., 2004 and Ismail & Zakaria, 2009). According to Yang et al (2011), individuals nurturing caring and positive relationship with their co-workers are more likely to be satisfied on their jobs. Therefore, we posit our hypothesis in the following manner:

H3: Interactional justice has positive impact on employee job satisfaction.

The conceptual framework of three research hypotheses (H1, H2 and H3) tested in this study is presented in Figure 1.

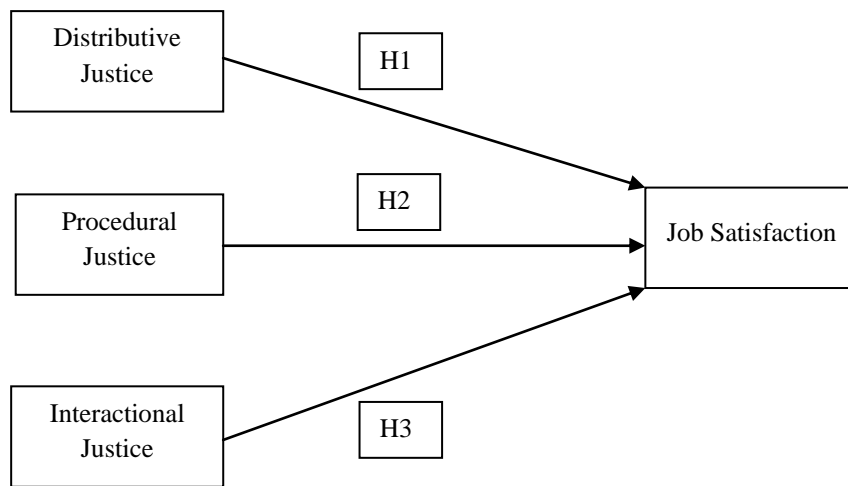


Figure 1: Conceptual Framework of Research Hypotheses

Methodology

A questionnaire was designed using prior literature reviews with some modifications made in the phrasing of some of the items. It contains items regarding the dimensions of the three facets of organizational justice i.e., distributive, procedural and interactive and of job satisfaction. A 5-point Likert scale is used that asks respondents to offer their opinions ranging from 'strongly agree' to 'strongly disagree' relating to the questionnaire items as being observed in their particular company. The various dimensions of organizational justice and those of job satisfaction are taken from prior studies and modified that contain 17 items and 7 items, respectively, for this study.

Sample Size and Sampling Technique

The sample size of the current study is initially taken as 100 respondents working in different capacities in the particular pharmaceutical company. A purposive sampling technique is used with a few criteria set for the respondents to be chosen for the study: the participants must be full-time executives and have at least 2 years of their length of service in the company.

Data Collection and Data Analysis

The survey questionnaire is distributed to the company managers and executives after getting prior approval from the relevant authority of the company. Data are collected once they have completed the questionnaires. Using SPSS for data input, the analysis is done through descriptive statistics, reliability measures; multiple regression is employed to test the study hypotheses.

Findings of the Study

The respondents who participated in the study comprise full-time executives working in their various capacities in the particular pharmaceutical company in Bangladesh. The study questionnaires were distributed to a total of 100 executives; out of which 80 were returned with a response rate of 80%. However, due to non-fulfilment of the requirement to be used as samples, for example, perceived response bias, same responses among different questionnaires and excessive missing values, 4 questionnaires were discarded thereby resulting into a final sample size of 76 with the adjusted response rate of 76%. Table 1 portrays the respondents' profile that highlights their academic age, their designations, and length of service in the company as well as with their current supervisor.

Table 1: Demographic Profile of the Research Participants

Demographic Variable	Frequency	Percentage
Age		
Less than 30 years	19	25.5
31 to 40 years	36	47.4
41 to 50 years	15	19.7
Above 50 years	6	7.9
Total	76	100.0
Designation		
Manager/Asst Manager	6	7.9
Senior Principal Executive / Regional Manager	20	26.3
Senior Executive / Area Manager		
Executive / MPO	24	31.6
Junior Executive / Senior Medical Representative	23	30.3
	3	3.9
Total	76	100.0
Length of service		
Less than 3 years	14	18.4
3 to less than 6 years	23	30.3
6 to less than 10 years	28	36.8
More than 10 years	11	14.5
Total	76	100.0
Length of service with current supervisor		
Less than 2 years	14	18.4
2 to less than 5 years	38	50.0
5 to less than 8 years	20	26.3
Above 8 years	4	5.3
Total	76	100.0

As can be seen from Table 1, out of 76 respondents, close to 50% (36 number) are aged from 31 to 40 years followed by about 26% and 20% aged being in the bracket of below 30 years and from 40 to 50 years respectively. The rest are aged above 50 years. In terms of designations, about 58% belong to the levels of senior principal executives or regional managers and senior executives or area managers. This is followed by junior executives (or senior medical representative) and senior executives (or MPO) being about 34%, and the rest at the managerial level with about 8%.

As to their length of service in the company, about 67% are working for about 3 to 10 years followed by about 18% and 15% of the respondents

for less than 3 years and above 10 years respectively. And, when it comes to their positions with the current supervisors, 50% of the participants are working for 2 to 5 years. This is followed by about 18% and 26% working for less than 2 years and 5 to 8 years, respectively. The rest of only about 5% are working for more than 8 years.

Descriptive Statistics and Reliability of the Measures

The descriptive statistics of the study variables and their reliability measures are presented in Table 2.

Table 2: Descriptive Statistics and Reliability Measures

Study Variables	Mean	Standard Deviation	Cronbach Alpha
Distributive Justice (DJ) (5 items)	2.9763	0.9033	0.8458
Procedural Justice (PJ) (6 items)	2.9430	0.6861	0.7218
Interactive Justice (IJ) (6 items)	2.9101	0.7724	0.7833
Job Satisfaction (JS) (7 items)	3.0771	0.8133	0.8587

From Table 2, it is seen that the means of the variables of the three facets of organizational justice as measured by the respondents are close to 3.0, and for job satisfaction, it becomes slightly higher than 3.0. As for the reliability scales, all the study variables exhibit adequate internal consistency as measured by Cronbach Alpha, crossing the threshold point of 0.70, ranging from a minimum of 0.72 for procedural justice to the highest of about 0.86 for job satisfaction.

Testing of Study Hypotheses

The testing of hypotheses in the study is carried out by Multiple Regression analysis. The analysis shows the model summary (Table 3), statistical significance of the effects of the three forms of organizational justice on job satisfaction and multicollinearity among the independent variables (DJ, PJ, IJ) (Table 4), and presents the outcomes of three hypothesis tests of the study (Table 5).

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F Change	df1	df2	Sig. F Change
1	.873(a)	.763	.753	.40798	75.095	3	70	.000

a Predictors: (Constant), IJ, DJ, PJ
 b Dependent Variable : JS

As can be seen from Table 3, the model is significant at $p < 0.000$. As indicated by the value of adjusted R square, it further explains about 75% of

the variation in employee job satisfaction by the regression equation.

Table 4: Statistical Significance of Hypotheses Testing

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.394	.215		1.833	.071		
	DJ	.587	.087	.642	6.748	.000	.374	2.677
	PJ	-.041	.145	-.033	-0.280	.781	.240	4.171
	IJ	.368	.104	.340	3.530	.001	.366	2.734

a Dependent Variable: JS

From Table 4, it can be inferred that hypothesis H1 (distributive justice to job satisfaction) and hypothesis H3 (interactional justice o job satisfaction) are supported at $P < 0.001$ and $p < 0.01$, respectively. The other hypothesis H2 (procedural justice to job satisfaction) is not supported by the model. The

model further exhibits that it is immune to multicollinearity among the independent variables as observed from the values of tolerance and VIF, satisfying the cut-off points, which are more than 0.10 and less than 10, respectively. The results of study hypotheses are presented in Table 5.

Table 5: Results of Hypothesis Testing

Hypotheses	Result
H1: There is a positive relationship between Distributive Justice and Job Satisfaction.	Supported
H2: There is a positive relationship between Procedural Justice and Job Satisfaction.	Not supported
H3: There is a positive relationship between Interactional Justice and Job Satisfaction.	Supported

Discussions and Managerial Implications

The study reveals a number of issues regarding the impact of the three forms of organizational justice on employee job satisfaction. The findings of this study are discussed below vis-à-vis extant literature on this organizational issue.

As it is observed, there is a strong statistical significance on the effect of distributive justice on employee job satisfaction. This is in harmony with prior studies as well. Schappe (1998) finds that job satisfaction largely counts upon distributive justice. In another study conducted by DeConinck and Stilwell (2004), the authors observe that distributive justice is an indicator of employee satisfaction of their salary level, one of the components of job satisfaction. Besides, in this study, the impact also positively correlates with job satisfaction as the value of beta of procedural justice (DJ) of 0.642 indicates (Table 4.4); while this suggests that there prevails a favorable employee perception, there also exists a room for improvement in the various components representing this form organizational justice, which is borne by the mean value of 2.9763 (Table 4.2). Managers of the company must, therefore, figure out the areas of improvement vis-a-vis the indicators concerning distributive justice.

In this study, the effect of procedural justice as perceived by the employees does not generate any statistical influence on their job satisfaction. This is at variance with the findings of Maserson et al., (2000), where it is shown that procedural justice is

an effective predictor of employees' degree of satisfaction. In this study, the effect also negatively correlates with job satisfaction as the value of beta of procedural justice (PJ) of -0.033 indicates (Table 4.4); this implies that employees perceive the current procedure as inequitable insofar as the distribution of resources amongst them is concerned. The managers must take it into account since such perception might give rise to an environment where trust and commitment of the employees would be seriously at stake. They, therefore, need to pay attention whether any lack of bias or consistency or ethical consideration is at work in various departments of the company.

The findings of the study regarding the impact of interactional justice on employee satisfaction are in line with prior studies as well (Ismail and Zakaria, 2009; Bradley et al., 2004; Pettijohn et al., 2001). The study performed by Pettijohn et al. (2001) showed that participation by employees in determining their pay gives them a feeling of positive perception as to the perceived interactional justice in the institution, which, in turn, increases their job satisfaction. This apart, the beta value of interactional justice (IJ) of 0.340 (Table 4.4) is an indicator of a positive influence on employee job satisfaction. This, however, should not preclude the imperative on the part of the managers to delve into the various facets of interactional justice as the mean value of employee perception on these hovers around 2.9, thus calling for further improvement in this area.

Conclusions, Limitations and Suggestions for Future Works

The current study is aimed at finding out the impact of the three facets of organizational justice on employee job satisfaction as perceived by the respondents in the particular pharmaceutical company in Bangladesh. For this, a sample size of 100 respondents was initially provided with the questionnaire; however, a total of 76 usable responses were taken with a response rate of 76%. Using SPSS for the data input, multiple regression is carried out to test the hypotheses of the study. The results also show the descriptive statistics, and the reliability measures of the four variables, as well as the demographic attributes of the respondents.

From the descriptive statistics, it can be inferred that there is room for improvement in the three facets of organizational justice and job satisfaction as perceived by the respondents with their means being close to 3.0. All the reliability measures of the four variables have adequate internal consistency as indicated by the values of Cronbach Alpha, crossing the required threshold point of 0.70. The model explains about 76% of the variance in employee job satisfaction as indicated by the R square. No multi-collinearity among the independent variables of the study is detected. Of the three hypotheses, two are supported, i.e., impacts of distributive and interactional justices on employee job satisfaction, at $P < 0.001$ and $P < 0.01$, respectively; the other hypothesis (effect of procedural justice on job satisfaction) is not supported by the model.

No study is free from any limitations. This study also has a few, which together with the avenues of any possible future research are presented below:

- This study has considered only one employee attitude, i.e., job satisfaction. It should be extended by taking into consideration other employee attitudes such as organizational commitment, turnover intention, employee engagement, work performance, organizational citizenship behavior, etc.
- This is a cross-sectional study; thus any future endeavor in this regard might employ a longitudinal study that would capture employee attitudes or perceptions at different time periods offering more rigor as well as any possible variance to the two study findings. This would also help in refining the measurement instruments of different variables in the proposed model. In this respect, future researchers can employ another methodology (e.g., Structural Equation Modeling) in order to enhance methodological rigor in their studies.
- This study is performed only in the pharmaceutical industry with a small sample size; In order to get a comprehensive picture and gen-

eralizations of the study findings, any future study can be carried out with a relatively larger sample size that should be taken from other industries as well.

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