

## A Study on the Psychological Effect of Organizational Justice Perceptions on Job Satisfaction

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### ABSTRACT

Employees' psychological capital has significant influences on his/her behavior in professional and personal life. Employees' perception about fairness in the organization tends to give rise to various favorable and unfavorable work outcomes. Job satisfaction is an example of such attitudinal variables which have is deeply affected by Organizational Justice Perceptions. Current literature of organizational Justice does not fully explain the mechanism governing the influence of organizational justice on job. This study tries to explain the relationship between organizational justice perceptions, job satisfaction, and Psychological Capital. The main objective of this study was to test the influence of organizational justice on job satisfaction, Psychological Capital. A survey-based methodology, with standardized scales was used. A sample of 218 employees from the Indian Public Sector Undertaking (PSU) was drawn The result obtained from Pearson correlation and stepwise multiple regressions suggest that Distributive Justice is found out to be the strongest predictor of organizational justice perceptions, job satisfaction, and Psychological Capital. It means that if people have favorable distributive justice perceptions, they are also likely to have positive organizational justice perceptions, job satisfaction, and Psychological Capital that has provided the favorable outcomes. Stepwise multiple regressions clearly indicate that various dimensions of Organizational Justice (Distributive, Procedural and Interactional Justice) can significantly predict the dimensions of Job Satisfaction (42.6%), and Psychological Capital (19.7%). The theoretical framework proposed in the paper on job satisfaction, and Psychological Capital; would help the researchers and management people to understand the impact of Perceptions about Organizational Justice in better efficiency of the organization.

**Keywords:** *Psychological Capital, Organizational Justice, Job satisfaction, Fairness Perception, Indian PSU.*

There is considerable research work to support the argument that fairness perceptions affect employees' attitudes and behaviors in the organizational context; however, researchers and practitioners do not seem to have an adequate understanding of the underlying mechanisms. The

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purpose of this study is to further understand the influence of organizational justice on job satisfaction. Practitioners and researchers have acknowledged the significance of human capital in a dynamic business environment. It is evident that individuals differ in the degree of their commitment to the organization (Gouldner, 1960). The variations in the degree of commitment have raised questions for practicing managers; such variation is often influenced by employees' perception of justice (Korsgaard, Schweiger, & Sapienza, 1995; Loi, Hang-Yue & Foley, 2006; Lowe & Vondanovich, 1995). Similarly, perceptions of justice are also found to influence job satisfaction, another significant variable showcased in the organizational literature (Ambrose, Hess, & Ganesan, 2007; Elamin & Alomaim, 2011). Moreover various forms of justice have been earlier linked to different facets of job satisfaction (Irving, et al., 2005).

Nowadays organizations need to create an environment for people where they feel that they have been treated fairly. Perception about Organizational Justice is a key concern for all employees at workplace. Concerns about fairness in organization exist in different aspects of employees' work life. Employees are concerned about the fairness in distribution of resources like rewards, pay, and so on. This is called **Distributive Justice** (Homans, 1901; Adams, 1963; Deutsch, 1975; Leventhal, 1976). Employees are also concerned about fairness in decision making process. This is termed as **Procedural Justice** (Thibaut and Walker, 1975; Leventhal, 1980). Finally employees also pay attention to fairness in interpersonal treatment. This is known as **Interactional Justice** (Bies and Moag, 1986; Greenberg, 1993). Collectively Distributive Justice, Procedural Justice and Interactional Justice are known as **Organizational Justice**. The term Organizational Justice was first coined by Greenberg (1987b). Organizational Justice refers to people's perception about organization's fairness and its reactions towards such perception. Unfair treatment not only decreases job performance but also reduces quality of work and degree of cooperation among workers (Fatimah, Amiraa and Halim, 2011).

**Social Exchange theory** acted as the basis for considering **Psychological Capital as mediator** between Organizational Justice, Job Satisfaction. Social Exchange theory explains how we consider a relationship with another person, depending on our perceptions of:

- The balance between what we put into the relationship and what we get out of it.
- The kind of relationship we deserve.
- The chances of having a better relationship with someone else.

In deciding what is fair, we develop a comparison level against which we compare the give/take ratio. This level will vary between relationships, with some being more giving and others where we get more from the relationship. They will also vary greatly in what is given and received. Thus, for example, exchanges at home may be very different, both in balance and content. Thus this theory involves involving two-steps:

- A person's behavior is contingent upon the reward from the environment; and
- The environmental reward is contingent upon the person's behavior (Emerson, 1976; Homans, 1958).

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On the basis of this theory, it can be concluded that positive organizational action (stimulus) which is perceived to be “fair” will lead to job satisfaction. An employees’ perception of fairness will depend upon the comparison of received outputs with other comparable. This can be explained by **Equity Theory**, which states that employees try to maintain balance between the job inputs and outputs as compared to perceived job input and output ratio of others (Adams, 1966).

**‘Broaden and Build’ theory of positive emotions** can also be used to explain the mediation role of Psychological Capital in Organizational Justice, Job Satisfaction. This theory states that when positive emotional experiences occur, it leads to positive cognition, which allows an individual to build personal resources (Fredrickson, 2001; 2004). The relation between an employee and an organization is of social exchange. The employee enters this relation by taking organizational membership and the organization agrees to the same by giving such membership. At the most primary level, the employee would seek fair treatment in the organization; this assumption is in congruence with the view that justice is the most fundamental aspect of the workplace (Cosier & Dalton, 1983). Further, just as injustice elicits negative emotions (Greenberg, 1987), justice would elicit positive emotions. On the basis of the ‘broaden and build’ theory, it can be inferred that the perception of fairness that triggers positive emotions would result in broadening of the cognitive context. This in turn results in building up of the personal resources (Fredrickson, 2001; 2004). Following this, when an individual experiences building of personal resources because of perceived organizational justice, it is likely to cause an attitudinal or affective reaction to the job, and would also act as a cause for employee to identify with the organization perceived organizational justice, it is likely to cause an attitudinal or affective reaction to the job, and would also act as a cause for employee to identify with the organization. This attitudinal or affective reaction to the different aspects of the job is referred to as job satisfaction (Spector, 1985); and the strength of an employee’s identification and involvement with an organization is defined as (Curry, Wakefield, Price, & Mueller, 1986; Porter, Steers, Mowday, & Boulian, 1974).

Thus, the perception of organizational justice that contributes to making up of an individual’s Psychological Capital would essentially translate into job satisfaction. Consistent with this reasoning, this paper develops and tests the mediation of Psychological Capital for the influence of organizational justice on job satisfaction.

**Job satisfaction** is a positive emotional (Smith, Kendall, & Hulin, 1969) and attitudinal alignment towards a job (Spector, 1985); it is a main consequence of work experiences (Igbaria, Parasuraman, & Badawy, 1994). This paper uses the five-factor conceptualization of job satisfaction, namely, satisfaction with work itself, pay, promotion, supervision, and coworkers (Stanton, et al., 2001).

## OBJECTIVES OF THE STUDY

The following objectives were framed for the study:

1. To determine the relationship between Organizational Justice and employees' job satisfaction
2. To determine the relationship between Organizational Justice and Psychological Capital.
3. To determine the relationship between Employees' Job satisfaction and Psychological Capital.
4. To determine the relationship between Psychological Capital and Employees' Job satisfaction
5. To determine if Employees' Psychological Capital can positively influences job satisfaction
6. To determine if Employees' Organizational Justice Perceptions can predict job satisfaction and Psychological Capital.

## RESEARCH METHODOLOGY

### Research Structure

The research structure is drawn according to the research purposes. The research structure is presented in Figure1. The structure means that the perspectives of research subjects for employee promotion and OCB

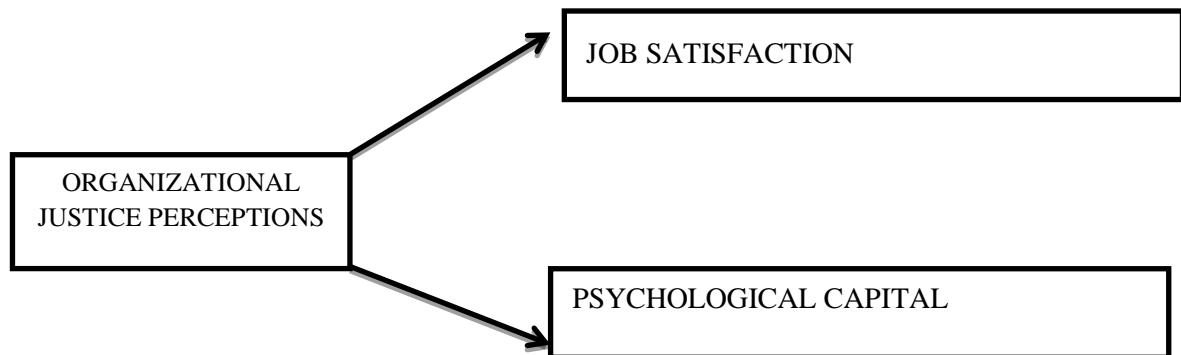


Figure 1: Research Structure

### Hypotheses

**Hypothesis 1:** There is significant relationship between Organizational Justice and Job satisfaction.

**Hypothesis 1a:** There is significant relationship between Distributive Justice and Job satisfaction.

**Hypothesis 1b:** There is significant relationship between Procedural Justice and Job satisfaction.

**Hypothesis 1c:** There is significant relationship between Interactional Justice and Job satisfaction.

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*Hypothesis 2: There is significant relationship between Organizational Justice and Psychological Capital.*

**Hypothesis 2a:** There is significant relationship between Distributive Justice and Psychological Capital.

**Hypothesis 2b:** There is significant relationship between Procedural Justice and Psychological Capital.

**Hypothesis 2b:** There is significant relationship between Interactional Justice and Psychological Capital.

*Hypothesis 3: Organizational Justice can significantly predict the value of Job satisfaction.*

**Hypothesis 3a:** Distributive Justice can significantly predict the value of Job satisfaction.

**Hypothesis 3b:** Procedural Justice can significantly predict the value of Job satisfaction.

**Hypothesis 3c:** Interactional Justice can significantly predict the value of Job satisfaction.

*Hypothesis 4: Organizational Justice can significantly predict the value of Psychological Capital.*

**Hypothesis 4a:** Distributive Justice can significantly predict the value of Psychological Capital.

**Hypothesis 4b:** Procedural Justice can significantly predict the value of Psychological Capital.

**Hypothesis 4c:** Interactional Justice can significantly predict the value of Psychological Capital.

### *Tools*

#### **Scale 1: Organizational Justice Scale (Moorman, 1991)**

This scale analyzed Organizational Justice in three dimensions - Distributive Justice, Procedural Justice and Interactional Justice. The scale had 20 items, 5 of these 20 items were developed for Distributive Justice, 6 for Procedural Justice and 9 for Interactional Justice. This is a 7 point scale and scores on the scale varies from 1= strongly disagree to 7= strongly agree.

#### **Scale 2: Psychological Capital (Luthan, Youssef & Avolio, 2007b)**

This scale analyzed four dimensions of **Psychological Capital: Hope**, Optimism, self-efficacy and resilience. The scale had 24 items i.e., 6 items of each dimension. This is a 7 point scale and scores on the scale varies from 1= strongly disagree to 7= strongly agree.

#### **Scale 3: Abridged version of Job Descriptive Index (Smith, et al., 1969; Stanton, et al., 2001)**

The Job Descriptive Index is perhaps the premier instrument for assessing job satisfaction. It is a multi-faceted assessment of job satisfaction that has been extensively used in research and applied settings for over 40 years. The short form or abridged JDI (a JDI) is used in this research work. In the JDI, each facet (or subscale) is composed of 5 items (25 items total). The facets are: work on present job; present pay; opportunities for promotion; supervision; and, coworkers. This is a 7 point scale and scores on the scale varies from 1= strongly disagree to 7= strongly agree.

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### *Research Design*

The present study was Descriptive in nature.

### *Sample*

The present study was conducted on 218 employees of Indian PSU. Respondent's brief profile is mentioned below:

S.No.	Background of Respondents		Number	Percentage
01	Gender	Male	184	84.4
		Female	34	15.6
02	Age Group	20 – 25 years	12	5.5
		26 – 30 years	30	13.8
		31 - 35 years	15	6.9
		Above 35 years	161	73.9
03	Tenure of working	Less than 1 year	8	3.7
		1 – 5 years	45	20.6
		6 – 10 years	14	6.4
		More than 10 years	151	69.3

**Table 1: Respondents Profile**

## FINDINGS AND DISCUSSION

In statistics, Cronbach's (alpha) is a coefficient of internal consistency. It is commonly used as an estimate of the reliability of a psychometric test for a sample of examinees. Theoretically, alpha varies from zero to 1, since it is the ratio of two variances. Empirically, however, can take on any value less than or equal to 1, including negative values, although only positive values make sense. Higher values of are more desirable.

S.No.	Scales	Cronbach's Alpha Reliability Coefficient
01	Organizational Justice Scale (Moorman, 1991)	.878
02	Abridged version of Job Descriptive Index (Smith, et al., 1969; Stanton, et al., 2001)	.837
03	Psychological Capital (Luthan, Youssef & Avolio, 2007b)	.836

**Table 2: Reliability Alpha score**

The internal consistency of items was assessed by computing the total reliability of all the scale. The total reliability scale for the study is mentioned in Table 2, indicating an overall reliability factor as good for all the scales. This reliability value for study is substantial considering the fact that the highest reliability that can be obtained 1.0.

**DATA ANALYSIS METHODS**

*Correlation Analysis*

*Pearson correlation coefficient was computed to find out the relationship between the variables:*

		DJ	PJ	IJ	SEC	HOP	RES	OPT	JS	OJ	PC
<b>DJ</b>	Pearson Correlation	1	.396**	.414**	.190**	.139*	.139*	.190**	.629**	.694**	.188**
	Sig. (2-tailed)		.000	.000	.005	.041	.041	.005	.000	.000	.005
<b>PJ</b>	Pearson Correlation	.396**	1	.674**	.163*	.076	.076	.163*	.498**	.884**	.129
	Sig. (2-tailed)	.000		.000	.016	.264	.264	.016	.000	.000	.057
<b>IJ</b>	Pearson Correlation	.414**	.674**	1	.197**	.123	.123	.197**	.505**	.858**	.180**
	Sig. (2-tailed)	.000	.000		.003	.069	.069	.003	.000	.000	.008
<b>SEC</b>	Pearson Correlation	.190**	.163*	.197**	1	.374**	.374**	1.000**	.308**	.221**	.724**
	Sig. (2-tailed)	.005	.016	.003		.000	.000	.000	.000	.001	.000
<b>HOP</b>	Pearson Correlation	.139*	.076	.123	.374**	1	1.000**	.374**	.205**	.132	.910**
	Sig. (2-tailed)	.041	.264	.069	.000		.000	.000	.002	.052	.000
<b>RES</b>	Pearson Correlation	.139*	.076	.123	.374**	1.000**	1	.374**	.205**	.132	.910**
	Sig. (2-tailed)	.041	.264	.069	.000	.000		.000	.002	.052	.000
<b>OPT</b>	Pearson Correlation	.190**	.163*	.197**	1.000**	.374**	.374**	1	.308**	.221**	.724**
	Sig. (2-tailed)	.005	.016	.003	.000	.000	.000		.000	.001	.000
<b>JS</b>	Pearson Correlation	.629**	.498**	.505**	.308**	.205**	.205**	.308**	1	.652**	.290**
	Sig. (2-tailed)	.000	.000	.000	.000	.002	.002	.000		.000	.000
<b>AC</b>	Pearson Correlation	.197**	.348**	.315**	.567**	.405**	.405**	.567**	.437**	.358**	.554**
	Sig. (2-tailed)	.004	.000	.000	.000	.000	.000	.000	.000	.000	.000
<b>CC</b>	Pearson Correlation	.250**	.113	.213**	.783**	.425**	.425**	.783**	.295**	.223**	.666**
	Sig. (2-tailed)	.000	.095	.002	.000	.000	.000	.000	.000	.001	.000
<b>NC</b>	Pearson Correlation	.241**	.113	.119	.612**	.286**	.286**	.612**	.282**	.183**	.486**
	Sig. (2-tailed)	.000	.096	.079	.000	.000	.000	.000	.000	.007	.000

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		DJ	PJ	IJ	SEC	HOP	RES	OPT	JS	OJ	PC
OJ	Pearson Correlation	.694**	.884**	.858**	.221**	.132	.132	.221**	.652**	1	.197**
	Sig. (2-tailed)	.000	.000	.000	.001	.052	.052	.001	.000		.004
PC	Pearson Correlation	.188**	.129	.180**	.724**	.910**	.910**	.724**	.290**	.197**	1
	Sig. (2-tailed)	.005	.057	.008	.000	.000	.000	.000	.000	.004	
OC	Pearson Correlation	.290**	.241**	.276**	.835**	.477**	.477**	.835**	.427**	.324**	.727**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

It can be observed that there is significant relationship between Organizational Justice perceptions and Job Satisfaction as  $r = 0.652$  and hence H1 has been accepted at 0.01 level of significance. Distributive Justice is significantly correlated with Job Satisfaction ( $r=0.624$ ), thus H1a is accepted. Moreover Job Satisfaction is also correlated with Procedural Justice ( $r=0.498$ ), and Interactional Justice ( $r= 0.505$ ). Hence H1b and H1c are also accepted.

It was also witnessed that there is very less level of significant relationship between Organizational Justice perceptions and Psychological Capital as  $r = 0.197$  and hence H2 has been accepted at 0.01 level of significance. Distributive Justice is again significantly correlated with Psychological Capital ( $r=0.188$ ), thus H2a is accepted. Psychological Capital is also correlated with Procedural Justice ( $r=0.129$ ), and Interactional Justice ( $r= 0.180$ ). Hence H2b and H2c are also accepted.

### REGRESSION ANALYSIS

Regression analysis is being done to find the relationship between certain dimensions and variables. Linear regression attempts to model the relationship between two variables by fitting a linear equation to observed data. One variable is considered to be an explanatory variable, and the other is considered to be a dependent variable. All the three factors i.e. Distributive justice (DJ), Procedural justice (PJ) and Interactional justice (IJ) are taken as the independent variables while all other variables: Job satisfaction, and Psychological Capital are taken as the dependent variable. Stepwise Regression analysis has been done on the variables.

Variables	R	R <sup>2</sup>	Adj R <sup>2</sup>	S.E. of Estimate	F-value	Sig	Beta
<b>JOB SATISFCATION</b>							
Distributive justice	.629	.396	.393	6.99895	141.328	.000	.629
Distributive justice, Procedural Justice	.685	.469	.464	6.57667	94.844	.000	.512, .295
Distributive justice, Procedural Justice, Interactional Justice	.697	.486	.479	6.48513	67.398	.000	.481, .485, .181
<b>PSYCHOLOGICAL CAPITAL</b>							
Distributive justice	.188	.035	.031	5.42929	7.905	.005	.188



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<b>JOB SATISFCATION</b> (Dependent Variable)	.652	.426	.423	6.82165	160.143	.000	.652
<b>PSYCHOLOGICAL CAPITAL</b> (Dependent Variable)	.197	.039	.034	5.41986	8.685	.004	.197
<b>ORGANIZATIONAL JUSTICE</b> (Independent Variable)							

**Table 4: Stepwise Multiple Regression Analysis**

Table 4 represents Stepwise Multiple Regression Analysis to predict values of Job satisfaction, and Psychological Capital using various dimension of Organizational Justice. Job satisfaction has been predicted by Distributive Justice where  $R = .629$ ,  $R^2 = .396$  and  $F = 141.328$ ,  $Beta = .629$ . 39.6 % variance in Job satisfaction is being caused by Organizational Justice. Distributive justice, Procedural Justice collectively explains 46.9 % variance in Job Satisfaction. Distributive justice, Procedural Justice and Interactional Justice collectively explains almost 70% of variance in Job satisfaction. As a whole, Distributive Justice is found out to be the strongest predictor of Job Satisfaction.

Distributive Justice with calculated as  $R = .188$ ,  $R^2 = .035$  and  $F = 7.905$ ,  $Beta = .188$ , explains 3.5% of variance in prediction of Psychological Capital

Organizational Justice explains 42.6% variance in Job Satisfaction, and 19.7% variance in Psychological Capital.

Following table represents the hypothesis and its results:

<b>HYPOTHESIS</b>	<b>SUB- HYPOTHESIS</b>	<b>RESULTS</b>
<b>Hypothesis 1:</b> There is significant relationship between Organizational Justice and Job satisfaction.	<b>Hypothesis 1a:</b> There is significant relationship between Distributive Justice and Job satisfaction	Accepted
	<b>Hypothesis 1b:</b> There is significant relationship between Procedural Justice and Job satisfaction.	Accepted
	<b>Hypothesis 1c:</b> There is significant relationship between Interactional Justice and Job satisfaction.	Accepted
<b>Hypothesis 2:</b> There is significant relationship between Organizational Justice and Psychological Capital	<b>Hypothesis 2a:</b> There is significant relationship between Distributive Justice and Psychological Capital.	Accepted
	<b>Hypothesis 2b:</b> There is significant relationship between Procedural Justice and Psychological Capital.	Accepted
	<b>Hypothesis 2c:</b> There is significant relationship between Interactional Justice and Psychological Capital.	Accepted
<b>Hypothesis 3:</b> Organizational Justice can significantly predict the value of Job satisfaction.	<b>Hypothesis 3a:</b> Distributive Justice can significantly predict the value of Job satisfaction.	Accepted
	<b>Hypothesis 3b:</b> Procedural Justice can significantly predict the value of Job satisfaction.	Accepted
	<b>Hypothesis 3c:</b> Interactional Justice can significantly predict the value of Job satisfaction.	Accepted

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<b>Hypothesis 4:</b> Organizational Justice can significantly predict the value of Psychological Capital.	<b>Hypothesis 4a:</b> Distributive Justice can significantly predict the value of Psychological Capital.	Accepted
	<b>Hypothesis 4b:</b> Procedural Justice can significantly predict the value of Psychological Capital.	Rejected
	<b>Hypothesis 4c:</b> Interactional Justice can significantly predict the value of Psychological Capital.	Rejected

**Table 5: Hypothesis Results**

### CONCLUSION

The need for the study was particularly because the existing literature on the relationship between fairness, satisfaction. The existing literature has not fully explained the possible causes for the influence of organizational justice on job satisfaction. The main focus of this study was to establish a relationship between perception about Organizational Justice and Job Satisfaction, Organizational Justice and Psychological Capital. On the basis of the result of this study, it can be concluded that there is a significant relationship between Organizational Justice and Psychological Wellbeing. The study revealed that Organizational Justice is correlated with Job Satisfaction ( $r= 0.652$ ), and Psychological Capital ( $r= 0.197$ ). Thus organizations consider fairness in distribution, procedure and interaction in order to foster Job Satisfaction, and Psychological Capital. This study examined various direct relationships and it proved organizational justice as an antecedent of job satisfaction, and Psychological Capital.

### MANAGERIAL IMPLICATIONS

Present study attempted to measure the impact of Organizational Justice Perception on job satisfaction, and Psychological Capital. The results suggested that there is positive relationship between Organizational Justice and job satisfaction, and Psychological Capital. Moreover all the variables under study i.e., job satisfaction, and Psychological Capital can be significantly predicted by various dimensions of Organizational Justice. Further, Organizational Justice has high correlation with Job satisfaction. Distributive Justice seems to have highest impact on all the variable of the study. Improvement in the perceptions towards Distributive Justice will in turn result into improvement in job satisfaction. This can be done by permitting employees to involve in the distribution of their own Resource (e.g.: wage). It can be an operational method to stimulate an employees' belief in the fairness of distribution of that resource. As pay arrangements redirect the distribution of consequences and distributive justice; organizations should ensure complete discussion of the employee compensation plan or at least, limit the level of confidentiality. The capability to offer "cafeteria-style" assistances can not only support the organization in dropping its whole costs, but the employee is also involved in the decision-making process and is able to better realize the costs to both him/herself and the organization. Organizations will certainly find it fairly challenging to include employee in every phase of its internal and external procedures. Therefore, they must include and influence effective communication and frequent feedback throughout all touch-points of the employment life cycle–

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from start to finish. Both vital essentials significantly contribute to fairness in the workplace, further leading to improvement in employees' job satisfaction level.

### LIMITATIONS

This study is limited by the sample characteristics as it was conducted amongst employees drawn from single Indian PSU. The participants were predominantly male. It is not known whether the results would be applicable to other contextual settings or organizations. Generalizability of the present findings should therefore be examined in future research for other types of organizations, for mixed gender, and for more heterogeneous samples.

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