

# 1 Impact of Organizational Justice on Job Satisfaction of Banking 2 Employees in Pakistan

3 Muhammad Umair Akram<sup>1</sup> and Zubair Akram<sup>2</sup>

4 <sup>1</sup> Beijing University of Posts and Telecommunications Beijing, CHINA

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6

## 7 **Abstract**

8 The aim of this study was to determine the link between the employee and organizational  
9 justice job satisfaction. Privatize banks (ABL, UBL, SCB, Kasahf, Alfalah) were selected for  
10 the study and a questionnaire were distributed among the 100 bank employees. Aggregate of  
11 53 questionnaires were obtained back with the feedback of 53

12

13 **Index terms**— organizational justice, procedural justice, distributive justice, banking employees.

## 14 **1 Introduction**

15 group of peoples that work together for achieving common goals under a structured system is called organization.  
16 For the achievement of these goals there is also a need of effective managers or employees. Now organizations are  
17 considering human resource as the most precious asset for them because human resource is an important factor  
18 for effectiveness and success of organization.

19 Organizational justice apprehensions employees' awareness of equality in place of works and has become a  
20 standard perception in considerate workstation boldness and comportment (Ambrose et al. (2007); Cropanzano  
21 & Rupp (2003). Greenberg (1993) suggested the four factor model (including distributive and procedural justice  
22 and breaking down interactional justice into material and interpersonal justice and researcher (Colquitt et al.,  
23 (2012) have provided a strong empirical support for this model.

24 In a society, people perceived justice from the legitimacy of their country same like that people in an  
25 organization have perception of organizational justice, which comprises of four aspects such as distributive justice,  
26 procedural justice, informational justice and interactional justice.

27 First aspect distributive justice is concerned with fairness of allocation of resources ??Adam (1955). Refers  
28 to recognizes equality of outcomes such as salary, appreciation, promotion, performance appraisal and rewards.  
29 Second aspect is procedural justice concerned with procedure use to allocating resources ??Tribaut & Wlker (1975)  
30 refers to apparent impartiality of decision making process. Third dimension interactional justices concerned with  
31 the quality of treatment perceived from decision maker (Bies & Moag (1986) refer to respect of the relationship  
32 between employee and manager. The last aspect is informational justice that states truth fullness rationalization  
33 of important material given to employee (Bies & Moag (1986); Colquitt et al. (2012), ??reenbeg (1993).

34 Organizational justice is mentioned in this study to express the point on which employees recognize the  
35 inclusive equality in institute rules, techniques and policies that are connected to work. In this study, two  
36 components of organizational justice is included which are distributive justice and procedural justice. Human  
37 wants fairness in the working environment, in terms of procedures used to decide reward, distribution of reward  
38 which make them satisfied or committed towards their work or organization. Organization justice is based on  
39 equity theory (Adams (1963), which demonstrated that worker bring his input in the organization like input  
40 of education, effort experience etc and in return of these input he expected the fair outcome of distribution of  
41 reward and procedure (Deconinck, & Brock (1996); Greenberg (1982), therefore distributed justices is perceive  
42 equality in dissemination and allocates of outcomes which base on input provided by employees in organization  
43 (Cohen(1987) & Deutsch (1985).

44 Procedural justice refers to procedure how wage or promotion is decided within the organization (Davis &  
45 Ward (1995); ??artin & emet (1996); ; ??yler & Rasinski (1999). Mcfarlin (1992) explained distributive justice

46 is decent interpreter for both pays and job contentment. Procedural justice is decent conjecture of personal  
47 outcomes and organizational commitment.

48 Job contentment is described as a individual's assessment of his/her career and exertion circumstance career  
49 states, salary, raise, administration, and organization's rules (Spector, (1997) Job happiness can be described as  
50 a "optimistic impression about one's job resulting from evaluating features and employees high degree of trust  
51 for their employer can cause job satisfaction (Robbin et al. ??2008). Job satisfaction also have impact on other  
52 variables like turnover intentions, such as if employee are unsatisfied then they like to leave that organization  
53 (Price & Mueller (1981), Cronny et al., ??1992) reported that job satisfaction mean that an employee have  
54 effective and emotional responses towards his particular job. Spectur (1996) referred job satisfaction as extent a  
55 person like his job. Organizational justice has impact on the employee satisfaction regarding his job, environment  
56 which motivates him toward organizational commitment. When employee feel that he or she has been not treated  
57 fair process in an organization then it's difficult for an employee that he must be satisfied from his job (Lambert  
58 (2003). As job satisfaction will result in committed employees who help in the achievement of organizational goals  
59 it is important to classify the aspects that affect employee's behavior or job satisfaction. When employees feel  
60 that they are treated equally by organization in every aspect they are motivated to show positive approach and  
61 behavior like job satisfaction. Griffin et al. (2010) reported that correctional employee's level of job contentment  
62 had a substantial indirect connection with their sentimental exhaustion and feeling of decreased execution.

63 Banks in Pakistan are more focused industry for economic development. As a result, several banks are  
64 performing a significant role in the economic development of the country. This research is an attempt to explore  
65 the link b/w organizational justice dimensions and job contentment in Pakistani banks.

## 66 **2 a) Significance**

67 This study would be helpful to find out the existence of organizational justice whether or not in the private banks  
68 in Pakistan. This research is important in the sense that it will provide results that can help HR managers to  
69 develop and implement an effective strategy considering the justice perception of employees by creating suitable  
70 conclusions about the consequences and techniques for the staff that can increase their job satisfaction, motivation  
71 and commitment of employees that will ultimately increase performance of employees in organization to achieve  
72 organizational goals. Distributive and procedural justice have a vital role in determining job satisfaction of  
73 employees and if management makes proper communication with employee regarding justice dimensions it will  
74 bring positive behaviors in employees. It would show the level of these two justice dimensions exists in Pakistan  
75 private banks in this current situation of crises. This research will help bank authorities to notice what dimensions  
76 of organizational justice are most important in current era to increase job satisfaction in employees.

## 77 **3 b) Research Question**

78 On the basis of previous researches the following research questions are formulated.

## 79 **4 d) Contribution**

80 The contribution of our research is to give guidance to banking sector of Pakistan to develop the existing practices  
81 allied to rewards and fairness in procedures and improve new policies where it required.

## 82 **5 II.**

## 83 **6 Literature Review a) Organizational justice:**

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

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

93 Zub'I, (2010) there was a significant relationship exist between the age of respondent and his perception of  
94 organizational justice but there was no significant relationship exist between the gender, educational level of  
95 respondent for organizational justice Elamin & Alumim (2011) norms and value of people s are different so there  
96 is existence of diversity in many organizations, they argues that people perception of

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98 Volume XV Issue V Version I Year ( ) A justice depend on the ethnical culture of organization like in their study  
99 reflect that honesty ,respect, courtesy are most important factor in Arabian organizational justice perception.  
100 Nasurdin, khaun (2011) the study attempt to examine the Malaysia workforce their linkage between employee

101 perception for organizational justice and their performance and result suggest organizational justice positively  
102 influence performance of organizational member and perception for justice is does not fluctuate according to age.  
103 To examine the gender difference and the impact on work in this study which result reveled those Malaysians  
104 women expected to place emphasis on family rather than their careers.

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

## 108 **8 b) Procedural justice**

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

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

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

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

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

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

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

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

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155 Volume XV Issue V Version I Year 2015( ) A c) Distributive justice

156 Mcfarlin & Sweeney(1992) distributive justice tend to be a strong predictor of personal outcomes .Lee & Farh  
157 (1999) it is possible that women are more concentrating on distributive justice rather than procedural justice in  
158 order to address past pay discrepancies.

159 Distributive justice has positively influence on job satisfaction and negative influence on turnover intentions,  
160 research conducted to explain the allocation of resources outcomes in organization which seems to be more

161 satisfying when employee perceived outcomes are fair, people compare the adequacy of outcomes with referred  
162 standard (lee, 2000). Distributive justice make direct impact on pay satisfaction of employees, distributive justice  
163 is a significant predictor that predict the satisfaction of employee towards their supervisor that they are treated  
164 fairly in amount of reward allocation ??Deconinck & Stillwell, 2001).

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

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

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

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

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

187 zub' i (2010) distributive justice exercise by their manger shows that employee have negative attitude towards  
188 work load and level of pay which do no match with level of pay but they show positive attitude towards work  
189 schedules matches with reward and job responsibility.

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

## 193 10 H2: There is a positive relationship between Distributive 194 justice and job satisfaction d) Job satisfaction

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

202 Leung, smith, wang, sun(1996) in the survey of local employees of joint venture in china hotels ,it was found  
203 that procedural and distributive justice was relates to job satisfaction, senior manager and supervisors show low  
204 level of procedural justice and pay less fair compensation explain in term of distributive justice with comparison  
205 of local employee state owned hotels, employees who work in chinless or Japanese expatriate were less satisfied  
206 than those worker work with expatriate from west harvey & haines (2005) it was clearly supported in this study  
207 that perception of fair procedures and human resource decision made during the natural disaster predict later  
208 work attitudes like job satisfaction .

209 Suliman (2007) organizational member who tend to show high level of job satisfaction have positive feeling  
210 towards distributive and procedural justice finding reported in this study that organization mangers

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212 Volume XV Issue V Version I Year ( ) A in Middle East need to understand significant role that justice play  
213 in influencing employee behavior and outcomes Perception of organizational justice correlated strong with job  
214 satisfaction and the treatment with midlevel employees, what extent to they are informed decisions made at top  
215 level. pay is not only element of job satisfaction, promotion opportunity and current work assignment are also  
216 significant correlated with job satisfaction, when employee feel satisfied with their current work assignment this  
217 is called job satisfaction on distributive scale, mid-level employee who are satisfied with their current assignment  
218 also tend to show job satisfaction that show that only task shifting is not the quality of work but also has positive  
219 effect on the health, motivation of worker (mcauliffe, Manafa, Masko, Bowie, 2009).

220 Zub'I (2010) positive level of job satisfaction shown by employee towards their work give an impression of the  
221 level of organizational justice available in those companies.

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

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

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

240 Organizational Justice H 1+ H 2+

## 241 **12 Methodology**

242 All banking employees are population of this study. The facts were accumulated from banking staff. The reason  
243 behind using the banking sector was that in banking sector there are proper rules and regulations that are followed  
244 in many aspects or as with the advent of time banking industry starts focus on the enhancement of HR practices  
245 to show the level of A improvement about their workforce or that is the reason for its easiness to determine the  
246 level of organization justice exists in banks because it's easy to determine the justice in that environment where  
247 proper regulations are defined rather than to its opposite environment industry. The data was collected through  
248 self administered questionnaires from one hundred individuals and convenience sampling technique was used in  
249 this study.

250 Total five banks were taken Standard Chartered Bank, Bank Alfalah, Allied Bank, UBL bank, and Kashaf  
251 Bank and the sample of 100 staff member was study for breakdown and received back 53 questionnaires with  
252 response rate of 82% male and 12% female.

## 253 **13 a) Instrument & Measurement**

254 Distributive and Procedural Justice Measure on scale of parker et al., ??1997). Job Satisfaction was evaluated by  
255 overall Job Contentment degree which is part of the Michigan organizational questionnaire ripened by Cammann  
256 et al., (1983). This measure has three items that indicate employees' satisfaction with his/her job. A sample  
257 item from this scale is "All in all I am satisfied with my job". Responses were taken on a five point scale ranging  
258 from 1= strongly disagree to 5= strongly agree.

259 The purpose behind using already developed scale was that they provide more reliable information related to  
260 this kind of project. Resp0ndents who did not complete the questi0nnaire were not included in our research.

## 261 **14 b) Data Analysis**

262 The research was focused in order to measure the job satisfaction concerning organizational justice in banking  
263 sector of Pakistan. SPSS 20 version was used to analyze and to test the hypotheses. Descriptive statistics, Mean,  
264 S.D, Correlation and Regression Analysis tools was used to analyze the data.

## 265 **15 c) Results**

266 The reliability of procedural and distributive justice are (.830) and (.817) respectively. The reliability of job  
267 satisfaction is (.877). Table 1 showed the mean & standard deviation for complete organizational justice and job  
268 satisfaction. The mean score of procedural justice, distributive justice and job contentment was in the range of  
269 3.1500 to 3.7267. It showed that most of respondent were neutral or agree that organizational justice have impact  
270 on job satisfaction. Employee will more satisfy if more degree of organizational justice will exists. The basic  
271 purpose of correlation was to find the relationship between variables. The result showed that there is a positive  
272 and significant relationship between distributive justice and job satisfaction ( $r=0.278, p<.05$ ) so it mean that  
273 distributive justice have significant relationship with job satisfaction. The result confirmed (H2) that there was  
274 a positive relationship between distributive justice and job satisfaction where the procedural justice have highly  
275 significant but negative relationship with job satisfaction ( $r= -.305, p<.05$ ). This result rejected the H1 that is  
276 there is positive relationship between procedural justice and job satisfaction. In this table ANOVA showed the  
277 fitness of the model, F value showed that model is fit (between independent and dependent variables) ( $p<.05$ )

278 which is .013 it mean this model is highly fit Or this result also showed that model is statistically fit. This table  
279 showed the significant relationship between organizational justices. PJ and DJ are independent variables and job  
280 satisfaction dependent variable. The result showed that if there is one unit change in distributive justice then  
281 it would change 19.1% increase in employee job satisfaction. The results also showed the significant relationship  
282 between distributive justice and job satisfaction ( $p=.043 < 0.05$ ), but the relationship with procedural justice is  
283 negative and highly significant ( $p=.027 < 0.05$ ). It depicted that if there is a one unit change then it could decrease  
284 -22.1% in the job satisfaction of employees.

## 285 **16 d) Discussion**

286 The research model revealed important findings regarding impact of organizational justice on job contentment.  
287 This present revealed that distributive justice has positive impact on the banking employee's job satisfaction. It  
288 mean if employees find the level of existence of distributive justice in the organization then employee feels more  
289 satisfied in term of pay, rewards etc. Result proved that employee were more satisfied when they perceived their  
290 outcomes and rewards to be rational as compared to those employees who consider their reward and outcomes  
291 as unfair. If employee feels unhappiness regarding their reward they may decide to leave the organization (lee,  
292 2000). There is positive significant relationship found in this study b/w distributive justice and job contentment.

293 Results also showed that there is substantial negative relationship between procedural justice and job  
294 satisfaction of banking employees. The reason for this is that employee does not have voice empower in decision  
295 making, decisions are made at upper level and move downward as an orders but procedural justice play a major  
296 role in perception of employee for job satisfaction.

297 If the high degree of level procedural justice existed in the organization then employee were more motivated  
298 and satisfied from their job. Use of procedural justice in organization created positive influence on employee  
299 performance, behavior and perception which creates job satisfaction otherwise in the situation of dissatisfaction,  
300 chances of negative response would increase like leaving the organization. So in order to increase positive attitudes  
301 and behavior management of banking sector have to improve organizational justice system in their organizations.  
302 It will show more positive behavior in employees rather than negative.

303 IV.

## 304 **17 Conclusion and Recommendations**

305 This study explored employee perception towards organizational justice in the form of (Distributive justice,  
306 procedural justice) and examines its impact on employee job satisfaction in private banks. This study showed  
307 that there was positive significant relationship between distributive justice and job satisfaction of employees but  
308 there was negative significant relationship between procedural justice and job satisfaction exists in banking sector  
309 employees. As correlation analysis showed positive relationship with distributive justice so it accept H2 which  
310 prove in results, while H1 is rejected because procedural justice showed negative relationship with job satisfaction  
311 of banking employees.

312 This study recommend that management of banking sector or any other organization should focus on the  
313 improvement of organizational justice and make more emphasis on procedural justice present in their organizations  
314 because human relations are one of the As with any research, this study has several limitations that should be  
315 focused. The study is limited only to private banking sector for data collection. The sample size was short  
316 to generalized result or only two facets of justice (procedural and distributive) are used in this study. For the  
317 future study other two facets can be explore which are interactional or informational justice or other sectors of  
318 originations can be use to know that what level and type of justice exist there.

## 319 **18 Global**

320 1 2 3

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<sup>1</sup>© 2015 Global Journals Inc. (US) 1 (McShane & Von (2008). Common job satisfaction aspects include coworkers, gratitude, advantages, Impact of Organizational Justice on Job Satisfaction of Banking Employees in Pakistan

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Figure 1: Figure 1 :

1

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

Figure 2: Table 1 :

2

dimension and job satisfaction	between organizational justice	
Procedural justice	DJ	PJ
	-.005	
	.973	
Distributive justice		-.005
		.975
Job satisfaction	.278	.051
	-.305	*
	.031	

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

Figure 3: Table 2 :

**3**

Regression	.4129
R 2	.169
Adjusted R 2	.134
Standard error	.45947

Figure 4: Table 3 :

**3**

Figure 5: Table 3

**4**

	Sum of sqr	Df	Mean srq	F	Sig
Regression	2.024	2	1.012	4.794	.013 a
Total Residual	11.947 9.922	44 47	.211		

Figure 6: Table 4 :

**5**

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

DJ (distributive justice), PJ (procedural justice)

Figure 7: Table 5 :

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