
MEDIATING ROLE OF TRUST BETWEEN THE RELATIONSHIP OF ORGANIZATIONAL JUSTICE AND JOB SATISFACTION AMONG THE EDUCATION SECTOR OF PAKISTAN

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Keywords:

Distributive, procedural justice, satisfaction, trust, universities, regression, etc.

ABSTRACT

The paper has explored the mediating role of trust between the organizational justice and job satisfaction in the education sector of Pakistan. The study has been conducted in the public sector universities working in KPK. The faculty members in public sector universities were included in the study scope and on the basis of sampling technique, 334 faculty members were used for the data collection. The findings of reliability model shows that the included variables have been found reliable for the data collection. The results of regression show that the distributive and procedural justice is having significant effect on job satisfaction. Organizational justice is having significant effect on trust and trust has shown significant mediating role between organizational justice and job satisfaction. The study recommends that the public sector universities should adopt fair procedures and these should be followed fairly to give incentives and benefits irrespective of status of employees. The resource of universities should be distributed among the employees on justice base so that the employees give their hard work in the direction of goals and objectives.

INTRODUCTION

The organization justice can be considered as the important factor to get success for any firm. The basic concept of the justice is the showing of positive behavior in terms of rules, behavior etc. the employees will always show a positive response towards the firm when they are getting the feeling of justice in every perspective. The majority of the studies argued that the organization justice can be the significant factor in getting positive employee performance. The statement argued that when the firm is having justice in every section of the firm then they will get positive performance of the employees towards the firm's objectives. The concept of organization justice is getting popular among the researchers from last a few years. The management of the firm should be ensure in implementing different rules, managing the performance appraisal and implement most fair system of recruiting talented people. This will lead to decrease the employee turnover among the employees.

The employees who have perception about the justice towards different policies implemented by the firm will have tendency toward hardworking and will be more satisfied (Rahman, 2015). The policies of rewards and motivation should be based on justice as the fair system of reward and performance appraisal

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will lead to have assurance of high moral employees who are interested in hard working and believe in organization justice. If the firm's reward system and other motivational schemes are not on justice then the employees will always try to switch their job. As results of unfair system, the employee's turnover will be at higher ratio (Kashif et al., 2016).

The higher performance of employees and their increased level of satisfaction is the ultimate goal of firm which can be found essential in getting objectives. In the fast changing environment, the firms are always trying to get more talented employees which can be found effective in moving in right track towards the success. The modern firms believe in organization justice as they consider this as the most significant factor of higher performance, increased satisfaction and lower turnover (Bakshi and Kumar, 2009). The firm who has justice, the employees will be in favour of giving their best efforts to get job task done.

When the employees are treating fairly in the firm then they will work harder and will be more satisfied, conversely, when the employees are having feeling of treating unfair then they will not work harder and will have lower satisfaction level. Different studies have been conducted by relating organization justice and job satisfaction i.e. Imani (2008); Irving et al., (2004); Cedwyn and Awamleh (2006). However, limited work has been conducted in mediating role of trust between organization justice and job satisfaction in the education sector of Pakistan. Some of the studies in Pakistani market Kashif et al., (2016) and Akram et al., (2016) recommended for conducting study in the education of Pakistan.

Objectives

- To find out the effect of organization justice and job satisfaction.
- To examine the mediating role of trust among the organization justice and job satisfaction in the education sector of Pakistan.

LITERATURE REVIEW & HYPOTHESES

Haryono and Saad (2019) examined the effect of organizational justice and firm climate on employee job performance. The study has used 75 sample size from the different agencies in the district. The findings of the study argued that the firm climate and organizational justice has significantly affected the employee job satisfaction. The results further argued that organizational climate has shown significant effect on job performance while organizational justice is having no effect on job performance. Job satisfaction is having significant effect on job performance and the findings of mediating role show that the job performance has shown significant mediation among the organizational justice and organizational climate with job satisfaction.

Afridi and Baloch (2018) investigated the association among the organizational justice and job satisfaction. The study has included procedural justice and distributive justice as the factors of organizational justice. The findings of correlation model show that there exists positive relationship

between procedural and distributive justice with job satisfaction.

The concept of organizational justice has been defined as the implementing of fairness at work (Byrne and Cropanzano, 2001). According to Poole (2007) who defined the organizational justice as the fairness of procedure in the firm. However, the study of Dinc and Ceylan (2008) says that organizational justice is something which can have effect on the employees attitude, the reward system, salaries and other financial benefits and social interaction among employees have been carried out and this has been considered as the most significant factor for the positive and effective output (Bakshi et al., 2009). This concept has been examined and evaluated by sociologist and psychologists and considered this tool as the most significant factors in getting performance by the management of the firm (Jankington and Rurkkhum, 2012). The concept of organizational justice is the honest behavior of the firm with the employees (Muharram, 2012). The organizational justice is basically treating the employees with fair procedure and justice (Bahrami et al., 2014).

According to Tyler (1984) who defined distributive justice “DJ is basically how to manage the resource fairly and with justice and those have been divided among the employees”. Other studies i.e. Gilliland (1994) argued that the distributive justice is actually the division of resources among the employees on the basis of their performance and responsibility in the firm. The concept of distributive justice is closely related to the employee individual performance and their perception for the motivation and reward and the distribution of resource fairly and with without discrimination on the basis of the effort level.

Hypotheses 1: Distributive justice has significant effect on job satisfaction

The studies argued that both procedural and distributive justices are the significant factors and considered these concepts by researchers as the perception of employees about the justice and treated these two concepts as the key elements for the managerial outcome (Mcfarlin and Sweeney, 1992). The procedural justice has been defined as the “justice in the procedures and policies related to the punishment, working environment, motivation, reward, wages, promotion and performance evaluation etc (Jahangir et al., 2006). The study of Nabtchi et al., (2007) argued that the procedural justice is not only related to the procedures and rules of the firm but it is also considering the employees input.

Hypotheses 2: Procedural justice has significant effect on job satisfaction

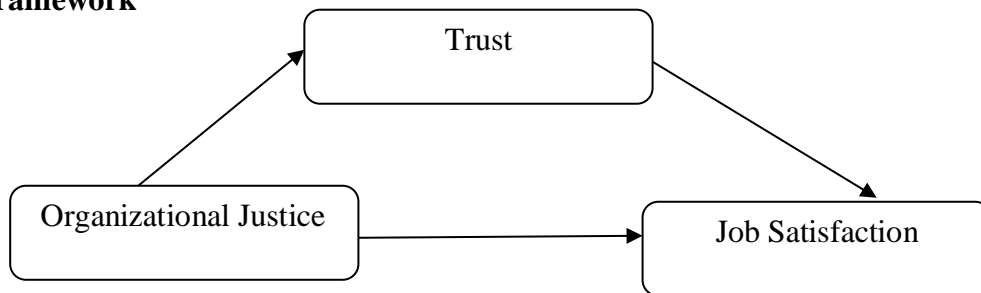
According to Greenberg (1979) described that the employee job satisfaction is actually the true picture of employee emotions at workplace. Henne and Locke (1985) argued that the employees preferring certain things for doing their task and they have been considered as the significant factors for their satisfaction. Hassan (2010) argued that satisfaction is basically the comparison of performance among two employees on the basis of objectives of the firm and standard of desired output. According to Baloch (2014) shows that the job satisfaction is the relationship and feelings of employees towards his job.

According to Mayer et al., (1995) who argued that trust is the willingness of individual to be valuable to

the actions of other individual on the basis of his expectation and performance of workers in the firm. Majority of the studies argued that trust is the most significant tool which can be considered as the factors which can create positive environment in the firm and can lead to have higher employee job satisfaction (Mishra, 19960). The findings of majority of the studies confirm that the trust has significant mediation between the relationship of organizational justice and job satisfaction.

Hypotheses 3: Trust has significant mediation between Distributive & Procedural justice has significant effect on job satisfaction

Theoretical Framework



MATERIALS AND METHODS

Population and Sample

The existing study was conducted in the education sector of Pakistan. The Public and Private sector Universities in Peshawar were taken as the population of the study. The faculty members working in public sector universities in Peshawar were included in the study and were used for the data collection. The study has included six public sector universities i.e. University of Engineering, Peshawar University, The University of Agriculture, Islamia College University, Kohat University and Shaheed Benazir Women University. In these sample six universities, there are 385 faculty members in different departments.

On the basis of sample calculation table mentioned by Krejice and Morgon (1970), the study was limited to 334 sample size from population of 385. The sample respondents were selected randomly from the sample university.

Data Collection

Questionnaire methodology has been considered as the most appropriate in the present case study. The nature of the data was found quantitative and help were taken from the closed ended structured questionnaire. Questionnaire has been based on five point likert scale. The questionnaires were distributed among the sample faculty members of the sample universities for the data collection.

Variables Measurement

Distributive Justice: 10 items scale has been adopted from Afridi and Baloch (2018)

Procedural Justice: 7 items scale has been used in the study and developed by Neihoff and Moorman (1993)

Job Satisfaction: 10 items scale has been used from Fernand and Awamleh (2006).

Trust: 8 items scale has been adopted from Rousseau et al., (1998).

RESULTS AND DISCUSSIONS

Reliability Statistics

Variables	Cronbach Alpha
Distributive Justice	0.823
Procedural Justice	0.901
Job Satisfaction	0.821
Trust	0.796
Overall	0.845

The table shows the findings of reliability statistics which has been measured by using cronbach alpha. The findings of alpha for the variables have been found more than standard and concluded that the selected variables were found reliable.

Regression

Organizational Justice & Job Satisfaction

	Beta	t-value	F-value	P-value	R-square
Distributive Justice	0.763	4.871	10.897	.00	
Procedural Justice	0.459	4.998		.00	0.710

The table shows the findings of organization justice and job satisfaction which is the first step of mediation analysis. The model has included independent and dependent variables. The results suggested that the distributive and procedural justice is showing positive relationship as the beta value is .763 and .459 which confirms positive relationship. The t-values for both variables are 4.8 and 4.9 respectively which is more than the standard value and shows significant effect of distributive and procedural justice on the job satisfaction.

Organizational Justice & Trust

	Beta	t-value	F-value	P-value	R-square
Distributive Justice	0.290	2.540	14.781	.00	
Procedural Justice	0.548	3.109		.00	0.430

Table includes findings of regression for justice and trust which is the first second step of mediation analysis. The model has included independent and mediating variables. The results suggested that the distributive and procedural justice is showing positive relationship as the beta value is .290 and .548

which confirms positive relationship. The t-values for both variables are 2.5 and 3.1 respectively which is more than the standard value and shows significant effect of distributive and procedural justice on the trust.

Mediation

	Beta	t-value	F-value	P-value	R-square
Distributive Justice	0.763	4.871	10.897	.00	
Procedural Justice	0.459	4.998		.00	0.710
Distributive Justice	0.829	6.109		.00	
Procedural Justice	0.674	5.155	19.147	.00	0.861
Trust	0.498	7.199		.00	

The table included the findings of model 1 which is the organizational justice and job satisfaction and model 2 is the mediation model which included the findings of organization justice but after the introduction of mediating variable i.e. trust. The findings suggested that the beta value for distributive and procedural justices were found increased after trust. The results of trust show that it has significant mediation. The existing results found stronger relationship between the organizational justice and job satisfaction and the same findings were found consistent with the study of Bakshi and Kumar (2009); Aslam et al., (2011) and Afridi and Baloch (2018). The studies stated that the firm having significantly fair procedures and process while also having justice based distribution of responsibility and tasks will have positive performance and higher job satisfaction. The findings confirms the significant effect of distributive justice on the job satisfaction and same findings were traced to Lambert et al., (2011) and Schappe (1998) who argued that the employees believe only in the fair and justice based distribution i.e. reward, benefits, promotion, pay etc.

CONCLUSION

The paper has explored the mediating role of trust between the organizational justice and job satisfaction in the education sector of Pakistan. The study has been conducted in the public sector universities working in KPK. The faculty members in public sector universities were included in the study scope and on the basis of sampling technique, 334 faculty members were used for the data collection. The findings confirm that the distributive justice has significant effect on job satisfaction and H₁ hypothesis has been accepted. The results support that the employees perceive that the fair distribution among the employees i.e. promotion, salaries, pay etc. H₂ has been accepted that procedural justice is having significant effect on job satisfaction. The result states that the firm having no procedural justice will have to see the

negative performance in terms of rules and regulations which means non-compliance of rules when procedural justice has been ignored. The trust has showed significant mediation among organizational justice and job satisfaction which means that trust from the organization will enrich the mediation of employees and give positive track for the performance.

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