

Revisiting Organizational Justice and Employees Job Satisfaction: A Stakeholders Perspective of NGOs In Khyber Pakhtunkhwa

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Abstract

This paper investigates the association between the facets organizational justice theory and employees' job satisfaction at the workplace doing job in NGOs in Khyber Pakhtunkhwa. The authors applied regression technique using the SPSS statistical software. Findings of the study revealed that among four facets of organizational justice theory, only three facets (distributive justice, interactive justice, and informational justice) have a positive statistically significant impact on employee's job satisfaction among the workers of NGOs in Khyber Pakhtunkhwa. Information justice showed a greater impact as compared to distributive and interactive justice on employees' job satisfaction. Overall, the results of this study show a clear rule of thumb for the administrations to look after the facets of the organization justice theory to promote more employees' job satisfaction at the workplace. This paper is the first of its kind to test the four facets of organizational justice theory and employees' job satisfaction among the NGO workers at the workplace in Khyber Pakhtunkhwa.

Keywords: organizational justice theory, employees job satisfaction, NGOs workers, Khyber Pakhtunkhwa.

Introduction

Human resource satisfaction is the major source to achieve the organizational objective, mission, vision and to promote a conducive environment at the workplace. All the sectors in an organization are heavily dependent upon human resources. Providing justice to all the employees at the workplace is a vital factor to satisfy the human resource needs and thus job satisfaction. Organizations should have ample resources such as human resources, financing, and raw materials to accomplish their tasks to achieve their vision, purpose, and goals. In all industries, human resources play a crucial role. Accordingly, workplace fairness is a critical factor that can lead to an improvement in employee job satisfaction (JS). Organizational justice (OJ), characterized as the ethical treatment of workers, includes the equal distribution of tasks, tactics, and techniques for dealing with people at work (Jameel et al.,

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2020). In addition, OJ consists of three major subdivisions: distributive justice (DJ), procedural justice (PJ), and interactional justice (I), All of which serve as important JS predictors and job outcomes (Greenberg, 1987).

Cases of workplace inequality produce negative emotions and have detrimental effects on the actions of employees and, for that reason, the importance of improving OJ in the workplace should be emphasized as a factor in evoking desirable attitude among employees (Mensah et al., 2016; Thabit&Raewf, 2017). In the meantime, low-satisfaction and low-OJ organizations will experience a high turnover rate of workers and will therefore not be able to achieve their institutional objectives, contributing to the development of a culture of confusion within the organization and among its employees about the problems (Ghran et al., 2019). An important factor for the growth and productivity of a company is a high degree of employee satisfaction. From this viewpoint, a management system would be more successful with workers who are happy in the workplace than those with unsatisfied employees (Thabit, 2015; Raewf&Thabit, 2018; Jameel& Ahmad, 2019b; Jasim&Raewf, 2020). Most of the previous research agreed that in enhancing JS and individual outcomes, OJ plays a vital role. A low degree or lack of workplace fairness would also contribute to a low level of employee satisfaction. However, workers who are handled fairly will contribute positively to the company following their satisfaction.

In recent years, this topic has drawn many researchers' attention (Raewf&Thabit, 2015; Bayarçelik&Findikli, 2016; Suifan et al., 2017; Mashi, 2018; Thabit&Raewf, n.d.). In the Iraqi background, however, limited studies have been performed (Ghran et al., 2019). Most of the previous studies centered on bank workers (Bayarçelik&Findikli, 2016; Thabit et al., 2016; Thabit&Raewf, 2018; Safdar& Liu, 2019), correctional services staff (Lambert et al., 2019), and school staff (Thabit&Jasim, 2016, 2019; Ghran et al., 2019), with minimal studies carried out among nurses (Faheem & Mahmud, 2015).

Problem statement

Around NGOs, employee job satisfaction plays a vital role in the success and development of the organizations. Dissatisfied employees at the workplace promote negativity and stay hurdles in providing a conducive environment at the workplace. To find the answer to this question, this study bridges the gap by finding an association between the facets of organizational justice theory and employees' job satisfaction in NGOs in Khyber Pakhtunkhwa.

Research objectives

- To investigate the association between distributive justice and employee job satisfaction among NGO workers in Khyber Pakhtunkhwa.
- To study the association between procedural justice and employee job satisfaction among NGO workers in Khyber Pakhtunkhwa.
- To assess the impact of interactive justice on employee's job satisfaction among NGO workers in Khyber Pakhtunkhwa.
- To analyze the association between informational justice and employee job satisfaction among NGO workers in Khyber Pakhtunkhwa.

Review of literature and Hypotheses Development*Theoretical background**Organizational Justice*

The equity theory of Adams takes into account the basis of OJ and, according to this theory, the degree of employee performance and happiness is highly dependent on equity between people in the working environment (Ghran et al., 2019; Jameel et al., 2020). According to this theory, in a given situation, workers typically equate their job successes with those of other peers and what they earn in terms of pay, promotions, workload, and privileges. Because of this knowledge, OJ represents the observation by employees of fair and fair behaviors within the organization and the responses of individuals to these perceptions (Karem et al., 2019). OJ consists of 3 fundamental dimensions, according to the literature. DJ refers to the equal distribution, according to defined parameters, of incentives, services, punishment, and promotions and the employees' responses to these distributions among them. DJs are based on fairness, not equality, according to Greenberg (1990). Lambert et al. (2019) defined equality as the fair treatment of all employees regardless of the efforts they put into the workplace, while equity refers to the appraisal of employees based on their contribution to the organizational results, comparing them with what other employees have received in

similar circumstances and what is considered to be just (Jameel et al., 2020). DJ refers to the fairness of the results in terms of distribution to people (Suifan et al., 2017).

H₁: *There is a positive significant association between distributive justice and employee job satisfaction among the NGOs employees working in Khyber Pakhtunkhwa.*

Procedural Justice

PJ relates to the appreciation of the fairness of the hierarchical mechanisms used during decision-making by the agency. PJ relates to the fairness of the procedure, which is related to decision-making based on the findings, according to Wang et al. (2010). Many workers want the approaches used to determine distributive outcomes to be clear, open, and equitable, regardless of the result (Lambert et al., 2019; Jameel et al., 2020). Bies and Moag (1986) introduced the third dimension and it is referred to as IJ.

H₂: *There is a positive significant association between procedural justice and employee job satisfaction among the NGOs employees working in Khyber Pakhtunkhwa.*

Interactive Justice

IJ represents the individual's understanding of the consistency of activities they experience when implementing the organizational procedures. IJ implies that the individuals receive fair treatment during resource allocation and decision making (Wang et al., 2010). IJ demonstrates the individual's perception of the continuity of operations in the execution of organizational procedures that they observe. IJ means that during resource distribution and decision making, individuals receive equal care (Wang et al., 2010). IJ refers to truthful, respectful treatment that reflects honesty and fairness during decisions affecting subordinates (Bies & Moag, 1986). In addition, IJ may be broken down into interpersonal justice, which applies to the treatment of individuals and subordinates with respect and dignity, and information justice, according to Bies and Moag (1986), which has been referring to the provision of information and honest explanations about making decisions.

H₃: *There is a positive significant association between Interactive justice and employee job satisfaction among the NGOs employees working in Khyber Pakhtunkhwa.*

Job satisfaction

JS is an optimal condition that is emotionally self-reported based on the evaluation of job or workplace experiences (Locke, 1976). Locke (1976) found that JS is typically linked to 7 work challenges. This includes the following: an atmosphere that is physically demanding, a sincere interest in relevant employment, jobs that are not too difficult, fair rewards, favorable working conditions, the self-esteem of workers and the help of management in terms of problem management, the provision of interesting work and the availability of decent wages. Promotions, and/or. JS is a multidimensional term, according to Karem et al. (2019), which includes the working conditions of the employees and their satisfaction level. JS refers to a positive or negative feeling and an emotional feeling, according to Spector (1985) and Bayarçelik and Findikli (2016) Evaluation of the individuals about JS. JS is an individual evaluation of the happiness of employees in this respect. This employee impression may be enhanced positively or negatively by various influences in the workplace, internal or external, such as payment, working climate, and promotions.

JS has two components, namely movement, and cognition, according to Organ (1988) and Ahmad and Jameel (2020). The emotional element represents the current emotional state of the person, while the cognitive element analyzes the current situation and assesses perceptions and norms. JS is the excitement of people for their work and their good sense of the job after determining that the task satisfies their needs (Griffin et al., 2010; Jameel & Ahmad, 2019a; Massoudi et al., 2020). JS is based on the hierarchy of Maslow (1943), who described the individual's needs and stated that JS would lead to the fulfillment of these needs. Herzberg's 2-factor theory (1976) notes that certain organizational variables may contribute to job satisfaction, such as achievement, growth, advancement, appreciation, and obligation.

H₄: *There is a positive significant association between informational justice and employee's job satisfaction among the NGOs employees working in Khyber Pakhtunkhwa.*

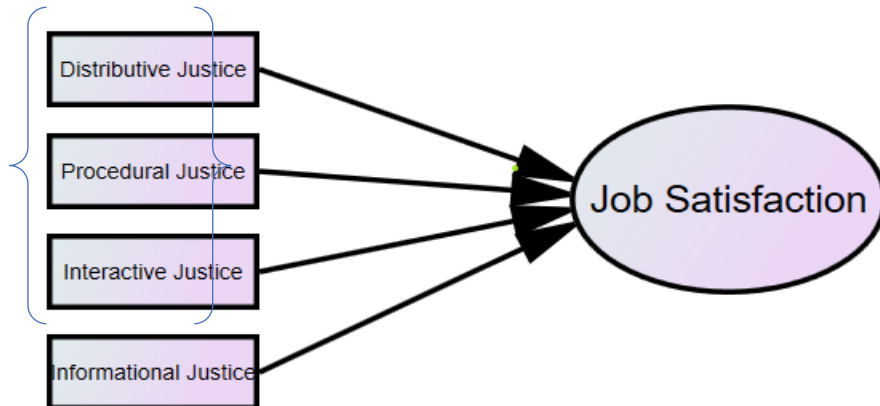
Theoretical Framework

Figure 1: Theoretical Framework: Organizational Justice facets and Job Satisfaction among NGOs employees in Khyber Pakhtunkhwa

Research methodology

Sampling and Data Collection

A stratified random-probability sampling technique is used to collect the data from employees working in four NGOs operating the province of Khyber Pakhtunkhwa. After the sample adjustments, a total of 263 NGOs workers who are currently doing job in four NGOs i.e., IRUP (Integrated Rural Uplift Programme), Khwando Kor, Aware Girl and Peace located in Khyber Pakhtunkhwa Participated in the survey. A stratified random-probability sampling technique has been employed to justify the equal distribution among the participants in four NGOs. A total of 300 questionnaires were distributed among the participants where only 270 were collected and 263 were used for analysis.

Population

All NGOs working in the Province of Khyber Pakhtunkhwa are the population of the study and employees are the respondents for the data collection in the study therein.

Statistical Tool

To carry out the assessment of different variables, the authors used SPSS 23 statistical software in the study.

Statistical Technique

The authors applied descriptive statistics, frequency statistics, Durbin Watson test, VIF and TOI to analyse the different dimensions of the study. The main analytical technique of regression model is used by the authors to assess the association between the dependent and independent variables in the study.

Regression Econometric Model

The following shows the Regression Econometric model used in the study.

$$JS_i = \beta_0 + \beta_1DJ + \beta_2PJ + \beta_3IJ + \beta_4INJ + \mu_i$$

Where JS shows the Job Satisfaction at workplace, and DJ is used for Distributive Justice, PJ for Procedural Justice, IJ for Interactive Justice, INJ shows the Informational Justice in the workplace, and μ is used for the error term in the regression model.

Statistical Results, Findings, and Conclusion

Descriptive Statistics

Table 1: Names of NGOs

	Frequency	Percent Valid	Percent Cumulative	Percent
Valid	231	46.8	46.8	46.8
IRUP	71	14.4	14.4	61.1
Khwando Kor	94	19.0	19.0	80.2
Aware Girl	48	9.7	9.7	89.9
Peace NGO	50	10.1	10.1	100.0
Total	494	100.0	100.0	

Table 1 shows the type of NGOs selected for the study. The authors collected the data from 71 employees working in IRUP, 94 in Khwando Kor, 48 employees in Aware Girl, and collected the data from 50 people working in Peace NGO.

Table 2: Gender

	Frequency	Percent Valid	Percent Cumulative	Percent
Valid	231	46.8	46.8	46.8
Female	53	10.7	10.7	57.5
Male	210	42.5	42.5	100.0
Total	494	100.0	100.0	

Above table 2 shows the types of Gender in the study. The result revealed that we have a total of 263 male and female respondents in the study consisting 53 female which is 10.7 percent of the total sample while 210 male respondents reflecting 42.5 percent of the total 100 percent sample.

This result shows that we have more male as compared to female respondent in the study.

Table 3: Respondent Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Matric	2	.4	.8	.8
Diploma	19	3.8	7.2	8.0
Bachelor	70	14.2	26.6	34.6
Master	139	28.1	52.9	87.5
MS	33	6.7	12.5	100.0
Total	263	53.2	100.0	
MissingSystem	231	46.8		
Total	494	100.0		

This table 3 shows the education profile of the respondents working in the different aforementioned NGO. Results shows that 2 numbers of employees were matriculated, 19 were diploma holders, 70 were having Bachelor degree, Master education holders were 139, and MS degree holders were showed 33 respondents in the study. Results shows that major respondents were of th Master degree holders in the study.

Table 4: Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	229	46.4	46.4	46.4
1-10 Years	241	48.8	48.8	95.1
11-20 Years	18	3.6	3.6	98.8
21-35 Years	6	1.2	1.2	100.0
Total	494	100.0	100.0	

This table 4 reflects the experience level of the respondents in the study. Respondents having experience from 1-10 years shows 241 respondents, from 11-20 shows only 18 respondents, while respondents having experience from 21-35 years shows a total of 6 employees in the study. Result revealed that major employees comes under the category of 1-10 years of experience in the workplace which is 48.8 percent of the total sample in th study.

Regression Model Results

Table 5: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.498 ^a	.248	.236	.54996	1.564

- a. Predictors: (Constant), Informational Justice, Interactive Justice, Distributive Justice, Procedural Justice
 b. Dependent Variable: Job Satisfaction

Table 6: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	25.724	4	6.431	21.262	.000 ^b
Residual	78.036	258	.302		
Total	103.760	262			

- a. Dependent Variable: Job Satisfaction
 b. Predictors: (Constant), Informational Justice, Interactive Justice, Distributive Justice, Procedural Justice

Table 7: Coefficients Statistics

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1(Constant)	2.176	.208		10.481	.000		
DJ	.087	.044	.151	1.977	.049	.497	2.011
PJ	-.027	.042	-.054	-.635	.526	.403	2.480
IJ	.075	.040	.130	1.888	.060	.618	1.619
INJ	.299	.066	.347	4.557	.000	.503	1.989

- a. Dependent Variable: Job Satisfaction

The above model as a whole is statistically significant at $F=21.262$ at $\alpha < 0.000$ level of significance; however, the value of R-Squared 0.498 shows that only 49.8 percent variation in dependent variable **Job Satisfaction** has been explained by the all explanatory variables of distributive justice, procedural justice, interactive justice, and informational justice included in the model.

As for as individual independent variables are concerned, Distributive justice, interactive justice, and informational justice are statistically significant at $\alpha < .05$, while only one explanatory variable procedural justice has turned out statistically insignificant at $\alpha > .1$ level of significance.

Among the four independent variables, DJ (distributive justice), IJ (interactive justice), and INJ (informational justice) contributes statistically significantly positively towards JS (job Satisfaction) as compared to the PJ (procedural Justice) which appears statistically insignificant in the results of the regression model.

Moreover, the authos tested for multicollinearity which resulted in showing that there is no problem of multicollinearity in the data as the

values of VIF and TOL comes under the threshold that VIF did not exceed 4.0 while TOL value is greater than .2. In addition, the authors also tested for autocorrelation problem in the data. The results show that there is no autocorrelation problem because the DW value comes in the acceptable range of 1.50 to 2.50 as per the threshold of Durbin Watson statistics.

Discussion

The scope and importance of justice in organization has been widely discussed in the previous literature (e.g., Greenberg, 1990). However, it is a dire need of the day to study justice in organization in emerging markets and countries in the world like Pakistan. Among the provinces of Pakistan, this study tested organizational justice theory along with its facets against the job satisfaction among the NGO workers in Khyber Pakhtunkhwa. That is why this study bridges the gap analyzing organizational justice theory and job satisfaction among the NGO workers to shed light on whether justice facets leads to job satisfaction or not.

Results of the study revealed that Procedural justice has a significant impact on job satisfaction along with other explanatory variables among the NGO workers in the workplace and hence it shows that fair and equity processes in the workplace leads to job satisfaction and thus a more good perception about the level of work to carry out during the job hours. Hence, the employees working in the workplace feel more equity and fair practices will have more job satisfaction at the workplace. Usually, NGOs adopt different projects to complete during a specific course of action and thus it is merely possible if the satisfaction level of team leader and employees is achieved. Results of the study show that H1, H3, and H4 are supported while H2 is rejected that procedural justice does not significantly affect job satisfaction among the NGO workers at the workplace in Khyber Pakhtunkhwa. The results of the current study are consistent with the results of (Lambert et al., 2020) along with the outcomes of (Laith et al., 2019) respectively.

Conclusion, Recommendations, and Future Directions

Management should be provided with adequate training to familiarize them with the principles and foundations of workplace justice so that to have more conducive environment for the NGO workers at the workplace. Moreover, the managers and administrative staff in the NGOs should be informed and well communicated about the outcome of organizational justice theory to promote more job satisfaction at the workplace owing to increase more innovative performance of the employees in the workplace. The findings of this study guide manager and

administrators about how OJ improvement can lead to an increase in JS and on-the-job facilitation of creativity for employees.

The same study can be extended investigating other context like hospitals in developing countries in the world. Moreover, Geert Hofstede's national cultural dimensions can be used as a moderator variable between the organizational justice theory and job satisfaction at the workplace.

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