

ORGANIZATIONAL JUSTICE PERCEPTION AS PREDICTOR OF JOB
SATISFACTION AND ORGANIZATION COMMITMENT

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Dedicated to my beloved parents, especially to my late mother, Tarminah Binti Hj
Abd Manan, my father, Samidi Bin Adnan,
My brothers, Mohd Zaili, Mohd Zaimey, Mohd Zairi, Md Zakre and
my little brother, Muhd Erwan
my sister, Zuraini ,
my fiance, Safuan Mohd Ismail
and to all my family members, also
my supervisor, Dr.Choi Sang Long and to all my friends.

for their encouragement, support, sacrifices and guidance.

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ABSTRACT

The aim of this study was to determine the relationship between perceived organizational justice (distributive justice, procedural justice and interactional justice) job satisfaction and organization commitment among employees of National Blood centre in Kuala Lumpur.

A quantitative descriptive method was employed through the use of survey to collect the data to obtain relevant information from respondents. A total of 169 employees participated in this study. Data was analysed using SPSS applying both differential and inferential method. Regression analysis and multiple regression analysis were utilized to determine the correlation between variables.

Findings from this study demonstrated that interactional justice is the most influential factors that effects job satisfaction and organization commitment in the organization followed by distributive justice and procedural justice. Perceived organizational justice was expected to correlate significantly with both dependent variables which is job satisfaction and organization commitment.

ABSTRAK

Tujuan kajian ini dijalankan adalah untuk menentukan hubung kait di antara tanggapan keadilan di tempat kerja (keadilan yang bertatacara, proses keadilan dan interaksi keadilan) dengan kepuasan bekerja dan komitmen di tempat kerja di kalangan pekerja di Pusat darah Negara di Kuala Lumpur.

Satu kaedah deskriptif kuantitatif telah digunakan melalui penggunaan soal selidik melalui tinjauan untuk mendapatkan maklumat yang berkaitan daripada responden. Seramai 169 pekerja telah mengambil bahagian dalam kajian ini. Untuk kajina ini data telah dianalisis menggunakan perisian SPSS dan kedua-duanya menggunakan kaedah perbezaan dan kaedah inferensi. Analisis regresi dan analisis regresi berganda telah digunakan untuk menentukan hubungan antara pembolehubah.

Hasil daripada kajian ini menunjukkan bahawa interaksi keadilan adalah faktor yang paling mempengaruhi kesan terhadap kepuasan bekerja dan komitmen bekerja di tempat kerja dan diikuti pula oleh keadilan yang bertatacara dan proses keadilan. Tanggapan keadilan di jabatan adalah dijangka berhubungan secara signifikan dengan kedua-dua pemboleh ubah bersandar iaitu kepuasan bekerja dan komitmen di tempat kerja.

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CHAPTER 1

INTRODUCTION

1.1 Background of study

Healthcare in Malaysia has seen vast improvements since country's independence, from only seven health centres in the country at the time of independence, it is now have expanded to more than 4,000 clinics and hospitals of all types under the Ministry of Health (Ministry of Health, 2001).

In 1994, World Health Organization has recognized healthcare systems in Malaysia among the best in the region and a fitting model for the developing country. In extension of that, Malaysia Government has giving attention and focus in achieving better healthcare systems under the Ninth Malaysia Plan as it recognizes

health as an important asset in developing human capital (Malaysia Economic Planning Unit, 2008).

The globalization trend, technology development, new business practices and technology continuously influence organizations in Malaysia. Many companies were also facing intensive challenge of improving the employee's job satisfaction, organizational commitment to gain the competitive advantage and retention of key employees in the organization. Successful organizations realized that employee retention was important to sustaining their leadership and growth in the marketplace (Mello, 2006).

In Malaysia, service sectors have played important roles in the growth and development process of its economy. Service sector encompasses two broad categories which are Intermediate services and final services. Intermediate service include several sub-sectors such as transport, storage and communication, finance, insurance, real estates and business services. Final services include sub-sectors such as electricity, gas and water, wholesale and retail trade, hotel and restaurants, government services and other services including healthcare sector.

According to Chew (2005) the issues of staff retention and job satisfaction have continued to plague organization in Malaysia. The annual surveys by Malaysia Employers Federation (MEF, 2004-2005) report that annual labour turnover rated for 2003 and 2004 reported that the annual labour turnover rates for 2003 and 2004 were high, approximately 17 percent and 16 percent respectively. Another survey by Lim (2004) reported that Malaysia respondents are willing to stay with their current organization for less than three years.

Employees were more satisfied when they felt they were rewarded fairly for the work they have done by making sure rewards were for genuine contributions to the organization and consistent with the reward policies. The reward included a variety of benefits and pre-requisites other than monetary gains. Employees with higher job satisfaction was important as they believed that the organization would be tremendous future in the long run and care about the quality of their work; hence they were more committed to the organization, have higher retention rates and tend to have higher productivity (Ishigaki, 2004).

Committed employees were more likely to perform beyond the call of duty to meet customers' needs and were highly motivated to work to the best of their ability. These traits were crucial for continued customer commitment and ongoing revenue and growth for an organization. Committed employees remained in the employment of the company longer, resisted competitive job offers, did not actively look for other employment and recommend the company to others as a good place to work. The longer the companies kept their employees; there would be no need for additional expenditure to train new employees. Recent studies have shown that managers were able to reduce unwarranted employee turnover because the most important factors driving employee satisfaction and commitment were largely within the direct purview and control of the manager. These included providing recognition, regular feedback and ensuring fair compensation reflecting an employee's contributions and value to the organization (Insightlink Communication, 2004).

Justice has always been as a basic requirement for human social life throughout history. Today due to the pervasive role of multilateral organizations in the social life of human, the role of justice in organizations is more pronounced. Today's organizations are the miniaturization of community and justice realizing in that could be a justice constitution in the community (Hosseinzadeh and Naseri, 2009).

According to Choi (2011) organizational researchers have declared that organizational justice is a necessary demand for effective organizational management. Perceived organizational justice is predicted to influence employees' sentiments toward their job and workplace meaningfully.

Employees in an organization have always been a key asset, as their departures could have a significant effect on the implementation of the organization's business plans and may eventually cause a parallel decline in productivity. As such, employee retention was important to the long-term growth and success of the company. Retaining the best employees would ensure customer satisfaction and effective succession planning (Mello, 2006).

For the past three decades, HR managers and researchers have recognized the important relationship between organizational justice and organizational effectiveness. According to Tang et al.(1996), there was one factor related to the distributive justice to which the extend how fairly employees were rewarded while there were five identified factors (aspects) of procedural justice, namely fairness, two way communication, trust in supervisor, clarity of expectations and understanding of the performance appraisal process. They found that distributive justice was significantly related to satisfaction with pay, promotion, the performance appraisal, and organizational commitment while procedural justice were related to satisfaction with supervision, self -reported performance appraisal rating, performance appraisal, and commitment.

Another important element in this topics is job satisfaction, In general, overall job satisfaction has been defined as “a function of the perceived relationship between what one wants from one's job and what one perceives it as offering” (Locke, 1969). Job satisfaction is critical to retaining and attracting well qualified personnel.

According to Mosadeghrad (2003) job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs. Methodologically, we can define job satisfaction as an employee's effective reaction to a job, based on a comparison between actual outcomes and desired outcomes.

According to Misener et al (1996) job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers.

Another important element in this topic is organizational commitment. It is the important thing for the organization. According to Allen and Meyer (1991) Organizational commitment is a situation that helps the staff in order to achieve the organizational goals and includes the employee identification, involvement, and loyalty. On the other hand, organizational commitment is the sense of identity and affiliation to an organization and can affect important behaviours such as turnover and absenteeism, discipline at work. Various dimensions of organizational commitment are affective, normative, and continuance commitment. Affective commitment is an emotional attachment, identification, and participation in the organization and its objectives.

All of the studies reviewed above demonstrated that distributive and procedural justices were important in predicting employees' subsequent personal satisfaction and commitment to the organization. According to Tang *et al.* (1996), it was also important for organizations to ensure that they communicated the relevant information to employees. The improvement in the perceptions of informational justice as well as procedural justice is through information communicated by higher levels of management and by organizational policies and practices. Another aspect was two-way communication to identify the needs, desires, and expectations of employees, that helped them to achieve their goals and objectives, to recognize their

achievements and their accomplishments, provide feedback, and allows for an employee's input. As such, performance appraisal criteria and possible rewards should be expressed to their employees clearly to enhance their understanding of the process and improving their performance and trust in managers.

1.2 Problem Statement

This research study analysed the impact of organizational justice as encompassed by three components, namely distributive justice, procedural justice and interactional justice on employee's job satisfaction and organizational commitment. This research study will reveal a positive and significant relationship showing that the foundation of an employee's job satisfaction and organizational commitment is within the application of distributive justice, procedural justice, and interactional justice. This research study focus on management employees which is (administration, finance, human resource, operation and marketing department). It would be worth examining the normal influence of organizational justice (distributive justice, procedural justice, and interactional justice) in job satisfaction and organization commitment. In generally, working at healthcare will decrease job satisfaction because of the workload and do not have enough rest and our commitment in the organization will decreased because not enough time, always busy and stress with the overload of works. It is a serious threat to the quality of working life of health care employees and can cause hostility aggression, absenteeism and turnover as well as reduced productivity of work and dissatisfaction. The purpose of this study was to improve a better understanding about organizational justice by employer and the relationship organizational justice to job satisfaction and the relationship organizational justice and organization commitment and the impact to the employees itself. Below previous research was stated at the health care sector.

Prior to the above condition, Ministry of health has addressed severe issues in order to perform the vision of medical tourism hub and Malacca's Hospital shows increasingly number of health tourist which mostly from neighbour from Singapore and Indonesia since 2008. Ministry of Health found that country's healthcare system are facing increasingly two major problems, first shortage of health manpower, particularly doctors and nurses in government sector and second a mal-distribution of the manpower, resulting from the reluctance of some health staff to serve in certain area of the country (Utusan Malaysia, July 2008). According to Borda and Norman (1997) there are many factors that influenced employee to have intention to leave the organization concluded that job satisfaction is widely regarded as the major contributor to intention to quit employees. Besides that organizational justice also a factor why they want to leave. For them if employer treated them fairly and this encourages them to stay.

In other words, when managers and supervisors communicate effectively with their employees, this influences the employees' perceptions that their managers are treating them fairly, and this encourages them to promote organizational citizenship behaviours and they are less inclined to leave their jobs. In contrast, when employees perceive that their managers or supervisors are treating them unfairly, then they will exhibit fewer organizational citizenship behaviours and will tend them to leave their organizations. Therefore, enhancing organizational justice could have practical reach that ultimately improves employee retention and job satisfaction among employees to commit to the organization (Abu Elanain, 2010).

According to Manaf, the Malaysian public healthcare is at a crossroad. The changing socio-economic development of the country, escalating healthcare costs, rising patient expectations and changing demographic all have implications on the nation's public healthcare system and consequently its health workforce. Thus, staff retention is also an imperative in Malaysian public healthcare service, which often always has to compete for talent with the more lucrative private sector.

In Malaysia, the medical social work departments in hospitals had limited, resources in terms of manpower, budget, equipment and even office space. Until today, most medical social work departments do not have supporting staff like clerks or administrative assistants. There is a general assumption that the present medical social workers have actually developed their own coping strategies to deal with the increasing work load, poor working conditions, insufficient supervision and ambiguous roles. This made them feel incompetent and dissatisfied with their job because limited of the resources.

For example in another country like Turkey the shortage of health care employees is particularly in the fields of nursing and doctoral care, as well as forecasted increases in required healthcare services have attracted increasing attention in hopes of discovering important and necessary strategies for improving job satisfaction and developing ways to retain current personnel. Job satisfaction is an essential measurement for managers as well as for policy makers.

As noted above, there is currently a huge shortage of health care employees in Turkey. Focusing on the job satisfaction issues of these employees can be a constructive strategy to increase retention of current personnel, as well as to attract qualified professionals. Since they play a significant role in social life, the responsibility of health care institutions for public health cannot be underestimated. The productive use of personnel can improve the performance of employees as well as increase job satisfaction. Medical care is a service industry that differs from others because of its work requirements, which encompass and combine many talents with a variety of necessary and important expertise (Fang et al, 2009). This study focuses on the empirical point of view between job satisfaction and organizational performance.

1.3 Research Question

This study specifically concentrated on the relationship between organizational justice and job satisfaction and organizational commitment. As the previous discussion suggest, the job satisfaction among the employees at the healthcare sector is important to improve job quality and loyalty among their staffs. Job satisfaction and organizational commitment was also being given special focus into searching the answer to understand why some people are more satisfied with their job than others. There are two lines of research in this study, which are organizational justice and job satisfaction and organizational justice and organizational commitment. This study investigate the components of organizational justice on job satisfaction (Procedural, distributive and interactional justice) and this study investigate the components of organizational justice (procedural, distributive and interactional justice) on organization commitment.

The research question in this research include:

1. What is the relationship between organization justice and job satisfaction?
2. Which components of organizational justice is the most critical predictor to job satisfaction?
3. What is the relationship between organization justice and organization commitment?
4. Which components of organizational justice is the most critical predictor to organization commitment?

The research questions has been translated into the following hypotheses, which are subsequently tested with the data collected from the questionnaire from the previous research.

H1: organizational justice is significantly related to job satisfaction.

H1a: procedural justice is significantly related to job satisfaction.

H1b: distributive justice is significantly related to job satisfaction.

H1c: interactional justice is significantly related to job satisfaction

H2: organizational justice is significantly related to organization commitment.

H2a: procedural justice is significantly related to organization commitment.

H2b: distributive justice is significantly related to organization commitment.

H2c: interactional justice is significantly related to organization commitment.

1.4 Objectives of the study

This objectives in this study consist of:

1. To examine the relationship between organizational justice and job satisfaction
2. To examine the organizational justice domain that contribute most to the job satisfaction.
3. To examine the relationship between organizational justice and organizational commitment.
4. To examine the organizational justice domain that contributes most to the job organizational commitment

1.5 Scope of the study

This study attempts to investigate components of organizational justice (distributive justice, procedural justice and interactional justice) and the relationship between job satisfaction and organizational commitment.

This study focused on National Blood Centre, Kuala Lumpur which may affect the result. The researcher focused on National Blood Centre because healthcare sector always busy and have the shortage of employees and it can obtain data from the organization. For example banking sector is different from healthcare sector. According to Addae, purboteah, and Vellinor (2008) stated that organization commitment is important to public sector employment. Public sector always been indicated to low commitment compare to private sector. According to Zeffane (1994) found that employees who work under private sector are more flexible than public sector due to the rules and regulation which are necessary to be obeyed by public sector employees and this flexibility had contributes high commitment to the private sector employees. The respondents of this study are the staff from National Blood Centre, Kuala Lumpur, the size of the population in this study are large enough to reflect the entire picture of National Blood Centre, Kuala Lumpur, but it can only be considered as a census from a regional perspective, and cannot accurately illustrate the entire staff at National Blood Centre, Kuala Lumpur.

Organizational justice and organization commitment is the important in the organization to ensure the employers can treat their employees with fairness. Job satisfaction is influence by the nature of work, salary, growth opportunities, management, work groups and working conditions. If the employees satisfied with their job it should lead to increased their commitment. motivation, performance and reduced tendency to leave the organization. This study helps organizations better understand and appreciate employee preferences when developing programs and policies designated to influence job satisfaction and organization commitment.

1.6 Significance of the study

The current study focused on exploring the components of organizational justice (distributive justice, procedural justice and interactional justice) and the relationship between job satisfaction and organizational commitment. Therefore, the goal of this study was to address these gaps by conducting this research in an important sector of the healthcare sector in National Blood Centre, Kuala Lumpur. This research is one of the first empirical studies of its kind to demonstrate the role of procedural justice, distributive justice and interactional justice, job satisfaction and organization commitment in the healthcare sector.

This study has practical implications from a managerial point of view and could increase management's understanding of organizational citizenship behaviours and employee turnover intention in order to operate efficiently. Moreover, it indicates that management should pay attention to HR strategies to prevent employee turnover. Management should enhance organizational justice by integrating this concept in their strategic thinking and actions so as to improve the level of employee organizational citizenship behaviours and reduce employee turnover intention.

According to Berry (1997) human resource in an organization is the most important asset or resource to enable organization to do their business. Without human resource, the organization will not be able to implement developed business plan and it is very important to retain them as they are the assets of the organization. In order for an organization to be successful. Organization with more satisfied employees tends to be more effective besides happy workers are more likely to be productive workers. Therefore to be a successful organization, emphasis should be given to ensure satisfaction of the employees (Robbins & Judge, 2007).

According to Adams (1965) motivation and performance of the employees in the organization are affected by the level of fair treatment in the organization. Hence, this shows that organizational justice high possibly affects employee's commitment towards organization and intention to leave organization. Besides that, the perception of justice by individual may be related when they tend to make comparison within or outside the organization. According to Hassan (2002) found that the employee commitment will increase as the decision made and the processes were observed as fairly.

According to Bakshi, Kumar & Rani, (2009), organizational justice perceptions strongly affect the attitude of the workers such as job satisfaction, turnover intentions and organization commitment and as well as workplace behaviours such as absenteeism and organizational citizenship behaviour. Cohen-Charach and Spector (2001) defined interactional justice as the way administration treats the justice receiver and concerns the human aspect of the organization practices.

According to Thomas Li Ping Tang (1996) found that distributive justice and procedural justice had a positive relationship with the level of satisfaction and commitment of employees respectively in the Veteran Administration Medical Centre in the south eastern United States. Interactional justice concerns the individual's perception of the quality of treatment experienced when organizational procedures are implemented. Employees show much concern on treatment they receive from superior and the adequacy in which formal decision-making procedures are explained (Labedo, Awotunde, Salaam –Saghir, 2008).

Organizational justice has received substantial attention from scientists (Folger and Konovsky, 1989; Greenberg, 1990). Accumulated evidence supports the notion that a person's perception of organizational justice affects his or her attitude toward the organization (Konovsky, Folger, and Cropanzano, 1987; McFarlin and Sweeney, 1992) and extra-role behaviours (Moorman, Blakely, and Niehoff, 1998). If the perception of organizational justice is positive, individuals tend to be more satisfied and committed to their job. According to Masterson et al. (2000) reported field study findings indicating that employees' perception toward justice predicted supervisor-related outcomes, and that procedural justice perceptions predicted organizational commitment and intentions to leave the organization. On the other hand, researcher found that employee' perceptions toward justice were positively related to their commitment and citizenship behaviours directed at the supervisor, and that procedural justice perceptions were positively related to organizational commitment. According to Ansari et al. (2001) found that fairness in employees' relations and compensation and training significantly related to all the organizational commitment dimensions.

In addition, to maintain and retain the employees is not easy. For that matter, understanding how job satisfaction relates to organizational justice is crucial for organizational success. This is important to understand how organizational justice impacts employees in the workplace.

Furthermore, to fill the gap, this study has developed a research model that links organizational justice components between job satisfaction and organizational commitment. This study examined the relationship organizational justice and job satisfaction and organizational commitment.

1.7 Definition of Terms

The operational definition for this study are organizational justice components which is (Procedural, Distributive and Interactional Justice). Then will be followed by Job satisfaction and Organization Commitment (Affective, Continuance and Normative). Below is the definition of terms as stated.

1.7.1 Organizational Justice

Organizational justice refers to how people are treated within an organization and their perceptions of fairness within organizations". There are three dimensions of organizational justice: procedural, distributive, and interactional justice (Bakhshi, Kumar, & Rani, 2009).

1.7.2 Procedural Justice

According to Thibaut and Walker's (1975) research on individuals' reactions to dispute resolution procedures led to the development of procedural justice theory, which is concerned with judgments about the process or means by which allocation decisions are made. They introduced the concept of procedural justice, their work focused primarily on disputant reactions to legal procedures. Furthermore, Leventhal (1980) and colleagues can be credited for extending the notion of procedural justice into non legal contexts such as organizational settings. Besides that, the list of determinants of procedural justice far beyond the concept of process control. Based on Leventhal's theory of procedural justice judgments focused on six criteria that a

procedure should meet if it is to be perceived as fair. Procedures should (1) be applied consistently across people and across time, (2) be free from bias (e.g., ensuring that a third party has no vested interest in a particular settlement), (3) ensure that accurate information is collected and used in making decisions, (4) have some mechanism to correct flawed or inaccurate decisions, (5) conform to personal or prevailing standards of ethics or morality, and (6) ensure that the opinions of various groups affected by the decision have been taken into account.

1.7.3 Distributive Justice

According to Alsalem and Alhaiyani (2007) distributive justice refers to the perceived fairness of the outcomes that an individual receives from organization. Outcomes may be distributed on the basis of equality, need or contribution and individuals determine the fairness of distribution through comparison with others. Perceptions of an unfair distribution of work rewards can create tension in an individual and this individual can be motivated to resolve the tension (Adams, 1963).

1.7.4 Interactional Justice

Interactional justice reflects concerns about the fairness of the non-procedurally dictated aspects of interaction; however, research has identified two subcategories of interactional justice: informational justice and interpersonal justice (Folger and Cropanzano, 1998).

According to Colquitt, (2001) interactional justice includes various actions displaying social sensitivity, such as when supervisors treat employees with respect and dignity. On the other hand, Mikula et al. (1990) reported that a considerable proportion of perceived injustices did not concern distributional or procedural issues in the narrow sense, but instead referred to the manner in which people were treated interpersonally during interactions and encounters.

1.7.5 Job Satisfaction

Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements. It encompasses specific aspects of satisfaction related to pay, benefits, promotion, work conditions, supervision, organizational practices and relationships with co-workers (Misener et al., 1996). Furthermore, more satisfied employees have more innovative activities in continuous quality improvement and more participation in decision-making in organizations (Kivimaki and Kalimo, 1994). Job satisfaction is also found to be positively related to customer's satisfaction (Rad and Yarmohammadian, 2006).

1.7.6 Organizational Commitment

Organizational commitment is one of those concepts that is used in a number of different ways. In most cases, researcher use the term to refer to a type of employee that is an employee with high organizational commitment. According to Porter et al (1974) described organizational commitment as an attachment to the organization, characterised by an intention to remain in it, an identification with the

values and goals of the organization and a willingness to exert extra effort on its behalf. Individuals consider the extent to which their own values and goals relate to that of the organization as part of organizational commitment, therefore it is considered to be the linkage between the individual employee and the organization.

1.7.7 Affective Commitment

According to Meyer and Allen (1997) defined affective, continuance and normative commitment in the following way: Affective commitment is defined as the affective desire on the part of individuals employed in an organization to continue to work in the organization as a result of identifying themselves with the organization.

1.7.8 Continuance Commitment

According to Meyer and Allen (1997) Continuance commitment can be defined as the state where employees continue to stay in the organization with the thought that if they leave the job, they will suffer financially and their job opportunities will be limited.

1.7.9 Normative Commitment

According to Jaros, (2007), Mathieu and Zajac, (1990), Mayer and Schoorman, (1998), Penley and Gould (1988) normative commitment invokes a feeling of duty toward the organization. Based on standards and personal values. An employee's willingness to contribute to organizational goals is influenced by the nature of their commitment (Allen and Meyer, 1990).

1.8 Conclusion

As a conclusion, this chapter presents the overview of the study, consisting the introduction to organizational justice, background of study, problem statement, research objective, research question, scope of study, significance of study and conceptual definition. On the other hand, this study attempts to explore the relationship between organizational justice and job satisfaction and to explore the relationship between organizational justice and organizational commitment.

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