

**The Effect of Organizational Justice on Job Satisfaction: A
Comparative Study of Public and Private Universities of Khyber
Pakhtunkhwa**

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Abstract

The researcher desire is to interrogate the relationship/association between organizational justice (distributive justice and procedural justice) and job satisfaction among the teaching and non-teaching staff of public and private university of KPK. The study was conducted on 550 employees in public and private universities and has hypothesized that employees' perceptions of organizational justice are positively associated with job satisfaction, which is consistent with previous researches. Pearson Correlation and Regression analysis was used to ascertain the relationship/association between various dimension of organizational justice and employee job satisfaction and T test was conducted to compare private and public-sector universities response. Convenience sampling approach is used for this study and a self-administered survey questionnaire was used to obtain employees' perceptions. Study results shows that components of organizational justice are positively and significant associated with employee's jobs satisfaction.

Keywords: Organizational justice, distributive justice, procedural justice, job satisfaction

The overall sustainable development of an organization depends upon the belief of its employees regarding the organizational justice practices. Homans (1961) states that in the early 1960's the word organizational justice was first coined in few seminal papers which was defined as equal distribution of outcomes in the organization. As reflected by Homans, "distribution of resources is an employee's main concern thus identified organizational justice as distributive justice". Employee satisfaction and commitment towards the organization is a perception of organizational justice (Price and Muller, 1986). Joy and Will (1992) study show, that an unfair outcome is accepted if the process used to reach an outcome is considered fair.

To summarize it organizational justice mainly circles around distributive justice and procedural justice (Greenberg, 2002). Whereas, some researcher's studies show that the treatment received by an individual is distributive justice (Joy and Witt, 1990). The second element of organizational justice is procedural justice and described as the fairness of policies, methods and procedures. Whereas, salaries, hiring, performance evaluations are items which are identified and measured by procedural justice (Dogan 2002; Jahangir et al. 2006).

The sum of both positive and negative perception in a workplace is defined by job satisfaction and its nature is attitudinal. Mwadiani (2002) and Pienaar (2008) reflected that the future of a university is largely dependent on the size, individual prowess and effectiveness of its faculty and are considered as a core for them. Malik & Naeem (2011) in a research has concluded that distributive justice has a positive effect on employee satisfaction and procedural justice has no effect on job satisfaction in higher education institute of Pakistan. A frequently discussed notion of organizational justice by sociologists and psychologists was seen as a tool to increase the organizational performances (Jankington and Rurkkhum, 2012). The organizational justice reflects to the “fair and equitable behavior of the organizations with their employees” (Muharram, 2012).

Organizational justice refers “to the extent to which employee perceives workplace procedure, interactions and outcomes to be fair in nature” (Bahrami, Montazeralfaraj, Gazar, Tafti, 2014). Rahman, Haque, Elahi & Miah (2015) has conducted research on organizational justice and employee satisfaction in a pharmaceutical company in Bangladesh and found that distributive justice is positively associated, whereas, procedural justice is negatively associated with employee satisfaction. Akram, Hashim, Khan, Zia, Akram and Saleem (2015) in their research has also indicated that distributive justice is positively associated, whereas, procedural is negatively related to employee satisfaction in banking sector of Pakistan. Kashif, Aijaz & Mahmood (2016) in a research has shown a positive correlation between components of organizational justice and employee satisfaction in Banking sector Faisalabad, Pakistan.

Based on research findings of several researchers this study is conducted to interrogate the relationship/association between organizational justice and job satisfaction to answer following questions such as such as; does organizational justice have any influence upon job satisfaction of employees in higher education sector of KP? is there any relation between distributive justice, procedural justice and job satisfaction. This research is conducted to describe the prevailing level of perceived organizational justice and job satisfaction among the employees of public and private sector universities of Khyber Pakhtunkhwa and to establish relationship between perceived organizational justice and job satisfaction.

Problem Statement

Employees will compare their output (pay or status) to the input (effort, time) of their coworkers and deduct if they are being treated fairly at work or not (Adams, 1965). There are quite a few researches on how organizational justice influences job satisfaction, therefore, this research is carried out to concentrate on important questions regarding organizational justice in higher education sector of KPK. It would benefit to examine the normal influence of distributive and procedural justice in job satisfaction.

This study interrogates the amount of prevalent relationship between facets of organizational justice with job satisfaction. The research would focus on the members of universities in both private and public sector in KPK with a view to ascertain grey areas (if any) and suggest measures for the improvement of organization justice and employee job satisfaction. Similarly, in every developing sector of Pakistan, education is playing a key role. Economic and socio-political growth of nations is the result of performance efficiency analysis in higher education sector because of the improvement in its human capital. Furthermore, Ateeq and Mudassar (2015) found that the universities in other province of Pakistan are more productive than universities of KP. The universities staff are satisfied with their job and they are less interested in quitting their job. In light of above statement, the researcher decided to investigate the factors that influences employee job satisfaction in KP public and private universities.

Research Question

- 1) How does organizational justice with its attributes influences employees job satisfaction in higher educational content?
- 2) Is there any significant difference in public and private universities?

Research Objectives

- 1) To spell out how organizational justice with its aspects effects employee job satisfaction in higher educational context.
- 2) To check the difference between the perception of employees of public and private universities of KP regarding organizational justice, it's attributes and job satisfaction.

Literature Review

Organizational Justice

According to Poole (2007) “the fairness of organizational procedures is identified as organizational justice”, however, Dinc and Ceylan (2008) defined it “as something that influences the attitude of workers towards their salaries, rewards and also how the social interactions being carried out” and is “addressed as a favorable value related to the various organizational and work oriented outputs” (Eroğlu, 2009). In the work environment, “organizational justice viewed as a requirement for workers where it is used to promote the welfare and rights of workers including impact on the attitude of the employees’ job satisfaction, tendency layoffs and work commitments” (Bakhsi, Kumar & Rani, 2009). This concept has been discussed frequently by psychologists and sociologists until now, started to be seen as a tool to increase the organizational performance of businesses by managers (Jankington and Rurkkhum, 2012). The just and honest behavior of an organization with their employees (Muharram, 2012) and a fair way of treating employees is organizational justice (Bahrami, Montazeralfaraj, Gazar, Tafti, 2014; Randeree, 2014).

Distributive Justice

According to Tyler (1984) “distributive justice is mainly how fairly the resources have been divided among the individuals”. Gilliland (1994) discussed the importance of distribution of organizational resources in employees on the basis of their actual performance and elaborated its vitality. Cropanzano & Greenberg (1997) stated that if the said allocation of resources is not on merit and performance the employees are more likely to face distributive injustice. Lambert et al. (2005) elaborates the concept “is not restricted to only concentrating upon employee’s rewards or desirable results but is also considers the fair and just way of punishment given to employees”. Distributive justice is much related to employee’s personal outcome and they perceive rewards are distributed fairly without any discrimination against their contribution and level of efforts (Alsaalem and Alhaiani, 2007; Fodchuk, 2009), whereas, employees of a similar organization will have a different perception of such justice type as they will assess their own inputs and outcomes in a different manner, outcome such as salary, incentive, reward, recognition, prestige, promotion, connection etc. (Janssen et al., 2010; Pilyinyte, 2013; Gauri 2013; Hamlett 2014).

Procedural Justice

Procedural justice and distributive justice both have a different perception but researches conclude that both are a key element to decide the view of employees regarding justice, however, both components have a significant effect on managerial outcome (Greenberg, 1987; Folger and Konovsky, 1989; McFarlin and Sweeney, 1992). “The fairness in the policies and procedures in the matters like wages, promotions, reward and punishment, working conditions and performance evaluation” etc is the concept of such justice type (Dogan 2002; Jahangir et al. 2006). It is identified as how much the employees perceive their organizations to be equitable in their policies and methods. In “social exchange, procedural justice is believed a critical resource” (Loi et al., 2006). Nabatchi et al (2007) went a step ahead and stated that procedural justice is not only being fair in the organizational rules and procedures but also taking the input of employees in this regard. Guo (2009) and Wan et. al. (2012), distributive justice is the weight or proportion being given to an employee, whereas, procedural justice evaluates and look at the fairness during the decision-making process or formal policy adopted to determine the distribution of those resources, however, Fatima et al., (2015) defined it as the perception concerning the fairness rules that leads to satisfaction.

Job Satisfaction

Job satisfaction is defined as the expressive equal once professed from evaluation and that of simplifying job values, however, the employees are more likely to face the feeling of dissatisfaction if the hygiene factors are ignored in the organization (Locke, 1969).

Greenberg (1979) stated that job satisfaction is actually the emotional response of an individual at the workplace. Henne & Locke (1985) is an employee preferred way of doing things which is in the interest of their own satisfaction. According to Royal (2009), the level of employee happiness at workplace or towards job is the concept that defines job satisfaction, whereas, Hasan (2010) explained it as the concept that compares the outcome of an individual to the desired outcome of an employee. Similarly, Greenberg (2010) and Baloch (2014) further stated that “job satisfaction is commonly linked to the feeling of an employee toward his job, generally is an assessment of an employee on their job that produces positive or negative workplace attitude”.

The Relationship between Organizational Justice & Job Satisfaction

Many studies have investigated/interrogated the relationship/association between organizational justice and job satisfaction, where, various studies have established a significant relationship between them among the variables. (Shokerkon and Neamii, 2003; Bakhshi et al., 2009; Aslam et al., 2011), therefore, on basis of previous studies, we can put forward the following hypothesis.

H1: Organizational Justice has a significant and a positive relationship with Job Satisfaction.

Distributive Justice and Job Satisfaction

The studies have concluded/identified that distributive justice is a strong predictor of the job satisfaction and positively influences it (McFarlon and Sweeney, 1992; Yousaf and Shamsuri, 2006; Lambert et al., 2007), therefore, following is the hypothesis based on the preceding studies.

H1a: Distributive justice has a significant and a positive relationship with job satisfaction.

Procedural Justice and Job Satisfaction

According to researchers “procedural justice will have a positive relationship with job satisfaction if it is calculated as a whole and not on the basis of personal individual consequences” (McFarlin and Sweeney, 1992; Martin and Bennett; 1996; Lambert et al., 2003), therefore, to find the relationship between procedural justice and job satisfaction, the hypothesis developed for this research is:

H1b: Procedural justice has a significant and a positive relationship with job satisfaction.

Rationale of the Study

In this research, the intent of the researcher is to find the relationship among variables and how strong the relation is among them, where, overall study of organizational justice shows a positive and a significant relationship/association with job satisfaction.

The researcher has conducted this research on public and private universities where dissatisfaction is likely to be the issue. Choong, Edward and Heng (2010) conducted study in Malaysia on organizational justice employee performance which indicates that organizational justice has a positive impact on employee performance. Ibrahim and Perez (2014) study shows that there is a positive and a significant impact of organizational justice on employee job satisfaction in UAE companies. In the present competitive/ambitious world, organizations desire is to get maximum output from employees and to insure they perform beyond their usual job descriptions.

In Pakistan, the universities in their present shape are not geared/adapt to produce new knowledge, unfortunately, the members of faculty do not co-operate/unite with each other in research activities. This objective can be achieved by providing justice for both teaching and administration staff at workplace from the leadership and also the employees should give their full performance to smoothen the quality education. One intention behind the selection of the educational sector is that there is a frequent turnover in the teaching and administration staff especially in the private educational institutes. So, there is a gap to check the justice level existing in the educational sector of Peshawar.

Conceptual Framework

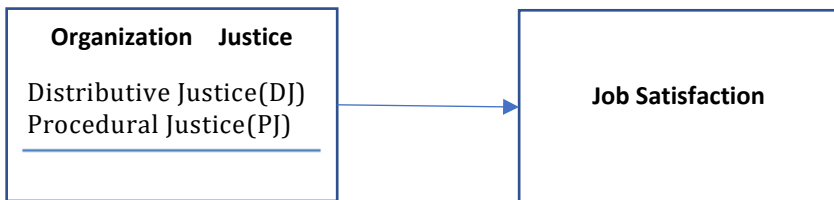


Figure 1: Conceptual/Theoretical Framework

Research Methodology

Population

Swanson and Holton (2005) stated that “as it is almost impossible to collect data from the entire population owing to many limitations, so researchers usually select samples from the overall population”. This study is conducted on teaching and non-teaching staff in the public and private universities of Khyber Pakhtunkhwa to check the effects of organizational justice on the job satisfaction.

Sample Size and Sampling Technique

This study is conducted in those Universities of KPK which have been established for 05 years or more. For this research 12 universities were taken as a sample in which 06 were public and 06 were private. The sample for this study includes Peshawar University, University of Engineering and Technology Peshawar, Shaheed Benazir Bhutto Women

University, Malakand University, Kohat University & Hazara University from Public Sector and Preston University, Northern University Nowshera, Qurtaba University DI Khan, Abasyn University, City University and CECOS University from Private Sector and sample size consisted of Teaching and Non-Teaching staff which were 550 in number using convenient sampling (see table 1 for details).

Table 1. Sampling Technique

Teaching Staff	Non-Teaching Staff
$N = no / 1 + (no - 1 / N)$	$N = no / 1 + (no - 1 / N)$
$N = 385 / 1 + (385 - 1 / 385)$	$N = 385 / 1 + (385 - 1 / 482)$
$N = 385 / 1 + (384 / 2527)$	$N = 385 / 1 + (384 / 480)$
$N = 385 / 1 + 0.1518$	$N = 385 / 1 + 0.80$
$N = 385 / 1.1518$	$N = 385 / 1.80$
$N = 334$	$N = 213.88$
	$N = 214$

Data Collection

The nature of the data collected for organizational justice and job satisfaction was primary while quantitative technique was used to extract results from the selected sample. Data was collected with the help of multiple questionnaires which consisted of several close ended questions on 5-Likert Scale (1=strongly disagree to 5=strongly agree).

Distributive Justice: has adopted seven (7) items from Price and Mueller (1986) and Neihoff and Moorman (1993).

Procedural Justice: has adopted seven (7) items from Neihoff and Moorman (1993).

Job Satisfaction: has adopted seven (7) items from Hackman and Oldham (1975); Fernand and Awamleh (2006) and has five subscales (work on present job, pay, opportunities for promotion, supervision, co-workers).

Reliability

Cronbach (1990) has indicated that, “a variable having 0.70 or greater than 0.70 is considered reliable for the research”. To identify the reliability for measurement tool/instrument, the Cronbach alpha is used. All variables in the current study including distributive justice, procedural justice, and job satisfaction had Cronbach alpha above 0.70 thus indicating good reliability.

Validity

The methods like face validity, content validity and the construct validity are adapted for the survey measure, however, face validity is established by showing questionnaire to experts in the field such as university professors, the content validity of this research is ensured on the bases of literature review helped in establishing the construct validity. According to Fornell and Larcker (1981), if the average variance extraction (AVE) is greater than the value of correlation square of pattern

matrix components then the discriminant validity has been established among the variables.

Data Analysis and Results

Demographic Information

To analyze the result for this study the researcher has distributed five hundred and fifty (550) questionnaires among employees in public and private universities and the same number of questionnaire was received by researcher. The questionnaire was distributed among male and female respondents, the demographic information of those respondents is shown below:

Table 2. Demographic Information

	Gender		Age		Education		Experience		Salary	
	FREQ	%	FREQ	%	FREQ	%	FREQ	%	FREQ	%
	390	71	76	14	96	18	159	29	84	15
	160	29	188	34	124	23	206	38	92	17
Valid			134	24	258	47	173	32	126	23
			96	18	72	13	12	2.2	94	17
			56	10					154	28
Total	550	100	550	100	550	100	550	100	550	100

In the table 2 frequency column I shows that out of five hundred and fifty, total of 390 respondents are male and 160 respondents who participated in the research are female, which indicates that in complete sample 71% are male and 29% were female respondents. Frequency column under age shows that majority of respondents are in a group of 26-30 years followed by group age of 31 to 35 years. The table above indicates that 76 respondents are in the age group of 22-25, 188 are in 26-30, 134 are in of 31-35, 96 are in of 36-40 and 56 are in of 41 and above. The table also indicates that most of the respondents participated in this research has a MPhil degree. In above table 96 respondents falls in category of bachelor degree, 124 respondents have master’s degree, 258 has MPhil degree and 72 respondents has Ph. D degree. In above table 159 staff member fall under the category of 1-2 years, 206 of the staff fall in the group 2-4years, 173-member falls under the group of 4-8years, 12-member falls under the category of 8-10years. In salary column, 84 respondents are in category of 12000 to 18000, 92 respondents are in category of 19000 to 22000, 126 respondents are in 23000 to 28000 categories, 94 respondents fall in category of 29000 to 35000 and 154 respondents are in category 36000 and above.

Table 3. Questionnaire Reliability Test

Construct	No. of Items	‘Cronbach’s Alpha’
DJ	7	.824
PJ	7	.785
JS	7	.825
OVERALL	21	.908

Table 4. Discriminant validity for individual variable

	DJ	PJ	JS
Average Variance Extraction (AVE)	0.286589286	0.466385	0.330382
Composite Reliability (CR)	1.239041688	1.337868	1.043033

The above table 4.3 shows the average variance extraction for DJ is 0.286589286, PJ is 0.466385, JS is 0.330382. Table also shows the composite reliability value for DJ is 1.239041688, PJ is 1.337868 and JS is 1.043033.

Table 5. Discriminant validity for combined variable

	Values for Pattern
Average Variance Extraction (AVE)	0.361118651
Composite Reliability (CR)	1.206647756
Correlation of Pattern Matrix Components	0.068326162
Correlation-Square of Pattern Matrix Components	0.004668464

Table 5 shows the value for average variance is 0.361118651, composite reliability is 1.206647756, correlation of pattern matrix components is 0.068326162 and correlation square of pattern matrix components is 0.004668464. The average variance extraction (AVE) 0.361118651 is greater than the value of correlation square of pattern matrix components (0.00466846), therefore, the discriminant validity has been established among the variables.

Table 6. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
DJ	550	1.00	4.57	2.8603	.97666
PJ	550	1.29	4.71	2.9917	.84799
JS	550	1.43	4.57	2.7577	.88770
OJ	550	1.21	4.43	2.9260	.77126

The above table 4.5 shows the mean and standard deviation, where, the descriptive statistics suggest that participants perception about distributive in their respective organization is just medium level (M=2.8603, S.D=.97666); for procedural justice is medium level (M=2.9917, S.D=.84799); and for job satisfaction is medium level (M=2.7577, S.D=.88770).

Table 7. Correlation

		JS
DJ	Pearson Correlation	.595**
	Sig. (2-tailed)	.000
	N	550
PJ	Pearson Correlation	.867**
	Sig. (2-tailed)	.000
	N	550
OJ	Pearson Correlation	.854**
	Sig. (2-tailed)	.000
	N	550

** . Correlation is significant at the 0.01 level (2-tailed).

The table 7 shows the correlation among the variable entered. DJ shows coefficient value of .595 with job satisfaction, PJ shows .867 coefficient value with job satisfaction and .854 coefficient value of organizational justice with job satisfaction and also indicate that DJ, PJ and OJ is significantly affect job satisfaction.

Association between Distributive and Procedural Justice with Job Satisfaction.

Table 8. Model Summary and ANOVA

R	R Sqr	Adj. R Sqr	Std. Error	F	Sig.	Durbin-Watson
.854 ^a	.729	.728	.46283	1471.542	.000 ^a	2.348
.595 ^b	.355	.353	.71385	300.962	.000 ^b	1.857
.867 ^c	.752	.751	.44275	1658.881	.000 ^c	2.312

a. Predictors: (Constant), OJ; b. Predictors: (Constant), DJ
 c. Predictors: (Constant), PJ; d. Dependent Variable: JS

In table 8 the model 1 value of R (.854) shows that OJ is a strong predictor of JS and has a positive significant relationship. The value of R square (.729) indicates that OJ explains 72.9% of the variance in JS. Where F value (1471.542) and Sig. Value (p<.001) indicates that model is statistically significant. In model 2 the value of R (.595) indicates that, DJ is a medium level predictor of JS and has positive significant relationship. R square value (.355) shows the DJ explains variance of 35.5% in JS. Where F (300.962) and Sig. value (p<.001) indicates that model is statistically significant. The value of R (.867) in model 3 indicates that PJ is a strong predictor of JS and has a positive and a significant relationship. R square (.752) value shows 75.2% variance in JS is explained by PJ. The F value (1658.881) and Sig. (p<.001) indicates that model is statistically significant. The data met the assumption of independent errors.

Table 9. Coefficients

Model	B	Beta	t	Sig	Collinearity	
					Tolerance	VIF
1 (Constant)	-.117		-1.511	.131		
OJ	.982	.854	38.361	.000	1.000	1.000
2 (Constant)	1.210		12.832	.000		
DJ	.541	.595	17.348	.000	1.000	1.000
3 (Constant)	.042		.612	.000		
PJ	.908	.867	40.729	.000	1.000	1.000

a. Dependent Variable: JS

The results show that OJ has positive and significant effect on JS ($\beta=.982$, $P<.05$), DJ has positive and significant effects on JS ($\beta=.541$, $P<.05$). Furthermore, the PJ has positive and significant effects on JS ($\beta=.908$, $P<.05$).

Difference in Public and Private University (H2)

Table 10. Group Statistics

	Public and private universities	N	Mean	Std. Deviation	Std. Error Mean
DJ	Public	275	3.1075	.94372	.05691
	Private	275	2.6130	.94756	.05714
PJ	Public	275	3.3610	.75527	.04554
	Private	275	2.6223	.77236	.04657
JS	Public	275	3.1236	.90367	.05449
	Private	275	2.3917	.70244	.04236

Above table 10 shows the mean for distributive justice in public university is 3.1075, standard deviation .94372, standard error .05691, procedural justice mean is 3.3610, standard deviation of .75527, standard error of .04554, job satisfaction mean is 3.1236, standard deviation .90367, standard error of .05449 and for private university distributive justice mean is 2.6130, standard deviation .94756 and standard error mean .05714, procedural justice mean is 2.6223, standard deviation .77236, standard error .04657, job satisfaction mean is 2.3917, standard deviation .70244 and standard error is .04236.

Table 11. Independent Sample Test

Variables	Public Mean	Private mean	Mean Diff.	T-Value
DJ	3.1075	2.6130	0.49	6.13***
PJ	3.3610	2.6223	0.74	11.34***
JS	3.1236	2.3917	0.73	10.64***

Note: ***= $P<0.01$, DJ=Distributive Justice, PJ= Procedural Justice, JS=Job Satisfaction

The t-value is 6.132 with a Sig. value of .000, which is even less than .01, therefore, we can conclude that the means for the percentage of distributive justice for public and private universities are significantly different. The mean difference reported above is .49455, meaning there is, on average, .49% employee in private university has different perception of distributive justice then employee in public university. Also, we are 95% confident that employee is more concern of distributive justice in private university as in comparison to public (.33% and .65%).

Similarly, t-value is 11.340 with a Sig. value of .000, which is even less than .01, therefore, we can conclude that the means for the percentage of procedural justice for public and private universities are significantly different. The mean difference reported above is .73870, meaning there is, on average, .73% employee in private university has different perception of procedural justice then employee in public university. Also, we are 95% confident that employee is more concern of procedural justice in private university as in comparison to public (.61% and .86%).

The t-value is 10.605 with a Sig. value of .000, which is even less than .01, therefore, we can conclude that the means for the percentage of job satisfaction for public and private universities are significantly different. The mean difference reported above is .73195, meaning there is, on average, .73% employee in private university has different perception of job satisfaction then employee in public university. Also, we are 95% confident that employee is more concern of job satisfaction in private university as in comparison to public (.59% and .86%).

Discussion

The study has interrogated the association of organizational justice with job satisfaction. Results obtained indicate that employees in public and private sector universities believe organizational justice plays a significant role in their job satisfaction, where, study results identified that organizational justice is a strong predictor and has a positive significant association with job satisfaction, these results are consistent with the findings of previous studies (Yildirim, 2007; Bakhshi, Kumar, & Rani, 2009; Naami and Shokrkon, 2010; Aslam et al., 2011), which indicates that if employees are treated fairly with distribution and processes, they will feel more satisfied and committed to the organization. On basis of the research analysis the research hypothesis H1 is accepted.

The sub hypothesis H1a was that distributive justice has a significant and a positive effect on the job satisfaction, where, our results shows positive and significant effects, which are consistent with the findings of previous studies (Schappe, 1998; DeConinck and Stilwell, 2004; Lambert et al., 2007). On the basis of the findings of previous studies, it can be argued that employees are concern over equal distribution of resources such as pay, rewards, promotion etc. On basis of the research analysis the hypothesis H1a is accepted.

The second sub hypothesis H1b was that procedural justice has a significant and a positive effect on the job satisfaction, our result indicate positive and significant effects of procedural justice on job satisfaction, which are consistent with the findings of previous studies, mentioned that “organizations that ignore procedural justice concerns run the risk of endangering negative organizational outcomes of decisions, non-compliance with rules and procedures, and in some instances, lower satisfaction” (Lind & Tyler, 1988; Masterson, Lewis, Goldman and Tylor 2000; Lee, 2000; Lambert et al., 2007), which indicates that employees strongly consider the procedural and process system. They are interested to know on what basis the rewards, pay, promotions are distributed or awarded to others. Therefore, on basis of research analysis the hypothesis H1b is accepted.

The hypothesis H2 is that there is a significant difference between public and private university, our results indicate a significant difference in public and private university. The results indicate that distributive justice has a significant difference in private and public universities. Which means there is difference in perception of public and private university employee perception towards distribution and allocation of resources, promotion, salary, workload and working condition. The response regarding distributive justice of private university has significantly higher difference then the public university, whereas, procedural justice indicates that the response of public and private university has significant difference and private university response has higher difference in comparison with public universities response.

Which means that employee of private universities believes procedures regarding pay increase, promotions, transfers, job decisions, and process has an impact on employee satisfaction. Job satisfaction result indicate that perception of employees in private universities is higher than the employees of public universities and also indicates a significant difference. Which shows that private university employees are more concerned with personal growth, pay, promotion, their supervisor, co-worker, organization and current job conditions in comparison to the employees of public universities. Therefore, the research hypothesis H2 is accepted.

Table 12. *Summary of hypotheses testing*

Hypothesis	Results
H1: Organizational justice has a significant and a positive relationship with job satisfaction.	Accepted
H1a: Distributive justice has a significant and a positive relationship with job satisfaction	Accepted
H1b: Procedural justice has a significant and a positive relation with job satisfaction.	Accepted
H2: There is a significant difference in public and private universities.	Accepted

Conclusion

Study has examined/interrogated the relationship/association of organizational justice with job satisfaction and has also identified the public and private university employee's perception. Total of 550 (five hundred and fifty) respondents of which 390 were male and 160 females participated in this research. The teaching and non-teaching participants were both included in this research. The research questionnaire was distributed among public and private university after validity and reliability test was conducted. The results of this study show that the components of organizational justice (distributive justice and procedural justice) has a positive and a significant relationship with job satisfaction, results also indicates that distributive justice and procedural justice both are predictors of job satisfaction. Result show a positive and significant relationship between organizational justice and job satisfaction and is a predictor of organizational justice. Finally, t test is conducted to find the significant level among private and public data. The test indicates that there is significant difference in public and private response to organizational justice and job satisfaction.

Limitation and Recommendations

The organizational justice has many attributes such as distributive justice, procedural justice, informational justice, interactional justice, interpersonal justice and temporal justice proposed by various scholars. However, it was not possible for the researcher to incorporate all the dimensions of organizational justice, therefore, for the current study the researcher has used only distributive justice and procedural justice. Future researcher may consider other aspects of organizational justice. On other hand job satisfactions has many attributes such as pay, social status, security, promotion, work condition, supervision, recognition, co-worker, nature of work and workover load proposed by various scholar. However, the researcher has incorporated personal growth, pay, promotion, supervision, co-worker and nature of work. The future researcher may consider other factors of job satisfaction. The data for this research is collected from private and public universities of KP only. Future researcher may extend it to the organizations such as; banks, hospitals, textile industries, automobiles etc. The current study data is collected from public and private universities of KP, however, the future researcher may extent it geographically by adding other cities of Pakistan. This study is focused on organizational justice and job satisfaction; however, mediation / moderation may bring changes to current findings.

Implications

This specific study will result in framing the structure of how the employees can be treated fairly in the organizations in order to keep them satisfied and motivated in the longer run for them to be totally geared towards the achievement of organizational goals. This entirely depends upon the treatment employees receive from their organization.

If the employees are not treated well enough, they do not put their effort into the work and waste their time in useless activities which in term hurts the overall prospects of the organization. The loyalty of the employees is also very important in organizing rules and regulations to treating employees at the organization. This study has also contributed literature to organizational justice its two components (distributive justice & procedural justice) and job satisfaction.

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