Organizational Justice and Its Impact on Job Satisfaction in Public Sector Universities of Peshawar

Mahboob F and Khan B*

Women University Swabi, Gulu-Deeri, Distt and Tehsil Swabi, Khyber Pakhtunkhwa, Pakistan

Abstract

The aim of this research is to scrutinize the impact of organizational justice on job satisfaction. The relationship of three dimensions of organizational justice (Distributive justice, Procedural justice and Interactional justice) was observed with job satisfaction to know whether it has positive or negative effect on employees. The scale for organizational justice was based on literature and survey whereas for job satisfaction, Minnesota Job Satisfaction scale was used as data collection tool. This survey was carried out in different Departments of Peshawar University and ICP. For reliability of data, Cronbach's alpha coefficient was used. For normality of data Kolmogorov-Smirnov and Shapiro-Wilk Tests were applied. The results of these tests showed respective satisfactory values. Descriptive statistics, regression analysis, and correlation were used for data analysis. The results found that most of the employees want fairness in interaction, procedures and distribution of resources. The results also found positive correlation between organizational justice and job satisfaction.

Keywords: Organizational justice; Job satisfaction

Introduction

It is reality that assets do everything possible but we cannot deny the fact that it is the employees who make things possible in the organization. Employees are the most valuable assets of any organization either it is profitable organization or non-profitable organization. Today the main issue for competitive organization is the retaining of its valued employees. It is generally in an organization's best interest to consume its energy to retain the quality employees [1]. The purpose of this research is to find the effect of job design on employee turnover intention. Job design is the process in which tasks of job are organized in order to reduce the turnover of employees and dissatisfaction. When jobs of employees are properly designed then employees felt satisfaction in organization and there will be low turnover intention. Many variables can affect the employee turnover intention i.e. pay, working environment, coworker's relationship, job security and recognition. This research study only examines the effect of job design on turnover intention. So far the job designs have negative effect on turnover intention [2]. According to Leeand Maurer, if the job is well designed then there will be less turnover intention in the organization. It is the process of setting together a series of tasks, responsibilities and duties to produce a multifaceted for employees to assume in their work and to respect as their own. It is critical not only is it the basis of individual achievements and satisfaction during work. It is compulsory to take the job safely, economically and efficiently.

One of the most vitally researched element in today's competitive setting is job satisfaction because it is related to various psychological and workplace issues. Job satisfaction is the physical and psychological well-being of employees which has close relationship with the productivity, absenteeism, employee relations, and employee's turnover [3]. Job satisfaction has a close association with human motivational theories. The most popular theories need hierarchy theory by Maslow, two factor theories by Herzberg and Job Characteristics Model. Maslow's need hierarchy suggests the five levels of human requirements consisting of basic needs, security, social need, admiration and self-realization. Providing the mentioned factors can help in motivating and enhancing the satisfaction level of the employees. Similarly two factor theories proposed Hygiene and Motivation factors in order to determine the satisfied and dissatisfied employees. Hygiene factors

are linked with job dissatisfaction including working environment, organization's policies and rules, and relationship with peers etc. When hygiene factors are delivered to employees they can achieve a neutral state (neither satisfied nor dissatisfied). In order to satisfy the employees, organization needs to focus on providing motivator factors such as recognition, responsibility and achievement. The two essential factors of job satisfaction are intrinsic and extrinsic. Intrinsic factors are psychological in nature that comes from within the individual, as illuminated in Job Characteristics Model the five key job characteristics: identity of tasks, variety in skills, importance of workload, feedback and autonomy, influence psychological states, which leads to job satisfaction. Whereas extrinsic factors of satisfaction come from the external environment in which the individual works. In order to make employees more productive and satisfied both intrinsic and extrinsic sources must be provided. Most of the definitions and theories clarify that organizations cannot achieve employee's satisfaction merely by providing good pay and benefits. For an organization to strive for employee's satisfaction, the HR professionals must take care of other factors too. That includes trust, respectful treatment of all the employees, a working environment that is free from stress, morale issues, they must be provided with career advancement opportunities, a sense of security, and transparent information sharing regarding performance and health of the organization etc.

Literature and Review

Job design is specifying the methods and contents of any job in such a method that different requirements of job holder can be

Citation: Mahboob F, Khan B (2017) Organizational Justice and Its Impact on Job Satisfaction in Public Sector Universities of Peshawar. Arabian J Bus Manag Review 7: 330.

effectively and efficiently satisfied [4]. Job design is the one of the topics of motivational concepts to the structure of task to improve satisfaction and productivity [5]. Job design is the procedure by which managers take decision for individual job authority and duty [6]. It is the process of setting together a series of tasks, responsibilities and duties to produce a multifaceted for employees to assume in their work and to respect as their own. It is critical not only is it the basis of individual achievement and satisfaction during work. It is compulsory to take the job safely, economically and efficiently [4].

Several researchers used three facet construct of organizational justice which is composed of distributive procedural, and interactional [7-9], which are understudy in this research. There are various research studies in which negative significant effects are found on the intentions of employees to leave their jobs based upon procedural justice and interactional justice [8-10]. In some other research studies positive significant relations have been found between facets of organizational justice on organizational commitment, procedural justice and interactional justice [7-9].

Kaul and Singh [11] conducted a research study in which they studied about the organizational justice as an enhancer of organizational commitment. The findings of this study showed that organizational justice play a vital role in enhancing the organizational commitment [12]. Many researchers agreed with the fact that the degree of satisfaction and turnover rate of employees are inversely related to each other. It means that when the essential requirements of employees are accomplished within an organization, they will surely work their without any intention to leave their job.

Al-Kilani [13] conducted research in which he studied about the effects of organizational justice on intentional to leave: with investigating the mediating role of organizational commitment and job satisfaction. The findings of this study presented that organizational justice positively related to organizational commitment and job satisfaction but it was found that negative relationship is presented between organizational justice and intentions to leave job.

Satisfaction of employees from job is one of the major issues organizations are facing today. There are several elements that must be fulfilled to achieve the job satisfaction level of workforces. These elements include job design, manager concern for his employees, working environment, appreciation and rewards, and social relationships [14].

The perception of employees varies about level of satisfaction. There may be an organization that provides same facilities to all employees, but it will give rise to different results regarding satisfaction. Some employees will be satisfied while others may be dissatisfied from their job [15].

The success level of an organization is dependent upon the satisfaction level of its workforce. There is a strong link between job satisfaction and different organizational events that might include performance, moral values, leadership, conflicts, and incentives. Organizations produce quality products only when its employees are satisfied from their job. This satisfaction will be achieved only when their level of job security, pay and promotions, working condition, relations with their co-workers and supervisors are highly achieved.

Satisfaction of job varies from person to person based on their attitude and behavior towards their work. It may be affected by social and cultural values, management style and involvement of labors, work position and empowerment.

Workforce satisfaction can be enhanced with good job opportunities, high salary, and good relationship among employees, appropriate training sessions, career development and better working environment. These help organizations work in a more effective way.

Workers 'roles, job satisfaction can be achieved by proper management and planning of the organization with efforts that are required to bring the best qualities and skills of employees through training sessions. These satisfying and supportive platforms lead to more satisfied employees because their future is more secure and they are getting enough remuneration which results in better performance.

The quality of products, services of organizations and response of employees has close links with the satisfaction level of employees. This satisfaction can be accomplished only when higher authorities of the organization take care of all the responsibilities associated with their employees by providing friendly environment, health insurance, cooperative co-workers and chance for getting high position.

The policies and schedule of job, and better earning facilities are the key elements which attract employees and have am effective impact on the overall productivity of the organization. Research has shown that even if most of the factors associated with job satisfaction are achieved, but still pay structure is the basic entity which influences the performance in a positive or a negative manner.

The expected outcomes that employees receive from their job results in job satisfaction. This may comprise of high gratitude from his boss, good salary package, promotion's opportunity, and minimum workload [16].

Job satisfaction can be best interpreted by procedural justice. When employees perceive that the procedures and strategy of an organization is based on justice then they get more satisfied and give their best performance to the organization. Hence procedural justice delimits the overall turnover rate of employees.

According to the researcher, the top contributors regarding job satisfaction include respect and honor that are given to all employees, rewards/benefits, compensation and security of job. These contributors act as a baseline for gaining high satisfaction level. Ensuring these elements can lead to a more stable and well-established organization.

Organizational justice is related to the level of fairness because it has a positive impact on performance of employees, specifically justice deals with the circumstances in which employees match their job activities and how it influence their performance related to the work [17].

When employees in an organization come to know that they are appreciated for their work and treated fairly and equally by their employers then they work with full interest and devotion. This fair treatment from managers boosts up the moral of employees which increases their performance [18].

Campbell et al. studied how the justice effects and support employees burnout and turnover intention. The three aspects of burnout are emotional exhaustion, depersonalization, and diminished accomplishment [19]. They investigated the influence of three forms of organizational justice as they affect the three features of burnout and ultimately the turnover.

Organizational justice is actually the fair division of tasks and unbiased behavior of supervisors with their subordinates. It is the belief and conception of employees about decisions that are made within

an organization. It mainly deals with the impartial attitude towards employees.

Theoretical framework of research

It is a model which describes the basis behind the research study. It grasps a theory that requires to investigate in the research (Figure 1).

Research hypotheses

H1: The higher the distributive justice, the higher will be job satisfaction;

H2: The higher the procedural justice, the higher will be job satisfaction;

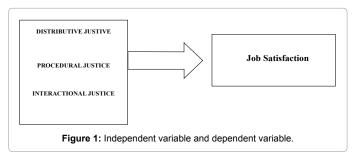H3: The higher the interactional justice, the higher will be job satisfaction.

Research Methodology

The research is quantitative in nature. The hypothesis will be tested after the collection of numerical data. Wyse describes quantitative research as giving numerical values to the problem. Attitudes, opinions and behaviors can be quantified through quantitative research. According to Sukamolson quantitative research describes a phenomenon by gathering numerical data which is analyzed using statistical and mathematical tools and methods.

First the data was obtained from the specified organizations then it was computed using a statistical tool SPSS, from which statistical calculations were made and conclusion was drawn from it, similarly the research analyzed and attempted to uncover the significance of human behavior, beliefs and emotions. Staw et al. [20] in their research concluded that positive emotions lead to favorable work outcomes in terms of performance evaluation and working relationship with coworkers. The purpose and objective of this research is to reveal the relationship between job satisfaction and perceived level of organizational justice by the faculty members of public sector universities of Peshawar therefore type of investigation was correlational.

Data collection

Data was collected through primary source i.e., personal interviews from the respondents and questionnaire. According Akbayrak [21] every data collection technique has its own merits and demerits, the selection of the data collection technique depends on the variables involved, and therefore the technique must fulfill the purpose of the research. However Johnson et al. [22] describe questionnaire method good for measuring attitude; also it's an easy method for data analysis when the questions are close ended. Likert Scale of 5-points was used for questionnaire and that was designed after conducting interviews and a detailed literature reviews. Questions of the questionnaire were mainly divided between two sections; the first section was related to organizational justice while the second section was about job satisfaction.

Figure 1: Independent variable and dependent variable.

For job satisfaction, Minnesota Job Satisfaction questionnaire was used. According to Gay et al., the Minnesota questionnaire makes it easy to measure a more individualized outcome of workers satisfaction [23]. This individualized result is helpful because two individuals may have same level of satisfaction for different reasons. While questions regarding the three dimensions of organizational justice like distributive, procedural and interactional justice were self-extracted by conducting interviews and literature review.

Research population and sampling

General Public Sector Universities of Peshawar were taken as the population of the study. Respondents of this research include faculty members of different Departments of Peshawar University and ICP. The sample size was 125 for each university and questions were asked from different faculty members in order to have better understanding that helps in making the research more authentic. The technique used for sampling is convenience sampling. The subjects are selected just because they are easiest to recruit for the study.

Results and Data Analysis

The questionnaire was first composed, assembled and then assessed by 6 participants who were not part of the research. This was conducted in order to ascertain the potency and effectiveness of the instrument.

For testing the hypothesis, questionnaires were distributed among lecturers and professors to collect the required data. Among 250 questionnaires, the researcher got 220 filled questionnaires and 20 were discarded due to uncertainties. Data were then combined to be analyzed for result. It was examined with a statistical tool SPSS, reliability was tested through Cronbach's alpha test, Heteroscedasticity of the variables are tested with Glejser Test to determine if there is difference in the residual variance, normality was tested through Kolmogorov-Smirnov and Shapiro-Wilk and linearity test was applied. Certain reliability measures such as Regression, correlation tests to identify how organizational justice affects job satisfaction.

Reliability analysis

The values of alpha of all these variables are more than the acceptable ranges i.e., significance of a variable 0.60 is the thresh hold value in social sciences researches. The values of the variables are above 0.60 which means that the data of this study is reliable (Tables 1-5).

Reliability statistics		
Cronbach's Alpha	Cronbach's Alpha based on standardized items	No. of items
0.669	0.705	2

Table 1: Reliability test.

Reliability statistics	
Cronbach's Alpha	No. of items
0.605	6

Table 2: Reliability test for distributive justice.

Reliability statistics	
Cronbach's Alpha	No. of items
0.437	6

Table 3: Reliability test for procedural justice.

Reliability statistics	
Cronbach's Alpha	No. of items
0.598	8

Table 4: Reliability test for interactional justice.

The above figures of the Tables 1-5 show that the data which has been collected on the scale of job satisfaction is normal due to the insignificant value of both tests because the P value is the more than 0.05.

The above Table 6 shows that the data which has been collected on the scale of distributive justice is normal due to the insignificant value of both tests because the P value is the more than 0.05.

Table 7 shows that the data which has been collected on the scale of procedural justice is normal due to the insignificant value of both tests because the P value is the more than 0.05.

The above Table 8 shows that the data which has been collected on the scale of interactional justice is normal due to the insignificant value of both tests because the Probability value is the more than 0.05.

The above results of the Table 9 indicating that there is proper linearity in Distributive Justice (DJT), as the significance value of Deviation from Linearity in above table is greater than 0.1.

The above results of the Table 10 indicating that there is proper linearity in Procedural Justice (PJT), as the significance value of Deviation from Linearity in above table is greater than 0.1.

The above results of the Table 11 indicating that there is proper linearity in Interactional Justice (IJT), as the significance value of Deviation from Linearity in above table is greater than 0.1.

Heteroscedasticity of the variables are tested with Glejser Test to determine if there is difference in the residual variance. Based on output Coefficient the obtained value of the independent variables i.e., DJT is 0.330, for PJT the sig value is 0.347 and the sig value for IJT is 0.501 which is above the desire level that is 0.05. Which concludes that there is no heteroscedasticity problem (Table 12).

Descriptive statistics

Questions of this research were based on five Likert scale that includes strongly disagree, disagree, neutral, agree and strongly agree. A statistical tool SPSS was used to analyze the data SPSS. The statistical results were shown by above table. The names of the variables are

Reliability statistics	
Cronbach's Alpha	No. of items
0.773	15

Table 5: Reliability test for job satisfaction.

Tests of normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job satisfaction	0.05	200	.200*	0.992	200	0.345
[a]Lilliefors significance correction.						
*This is a lower bound of the true significance.						

Table 6: Job satisfaction Kolmogorov-Smirnov and Shapiro-Wilk.

Tests of normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
DJT	0.058	200	0.094	0.989	200	0.118
[a]Lilliefors significance correction.						

Table 7: Distributive justice Kolmogorov-Smirnov and Shapiro-Wilk.

Tests of normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
PJT	0.06	200	0.081	0.99	200	0.205
[a]Lilliefors significance correction.						

Table 8: Procedural justice Kolmogorov-Smirnov and Shapiro-Wilk.

Tests of normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
IJT	0.056	200	.200*	0.988	200	0.1
[a]Lilliefors significance correction.						
*This is a lower bound of the true significance.						

Table 9: Interactional justice Kolmogorov-Smirnov and Shapiro-Wilk.

ANOVA Table							
			Sum of squares	df	Mean square	F	Sig.
Job satisfaction x DJT	Between groups	(Combined)	15.229	20	0.761	2.056	0.007
		Linearity	8.985	1	8.985	24.262	0
		Deviation from linearity	6.244	19	0.329	0.887	0.599
	Within groups		66.289	179	0.37	-	-
	Total		81.517	199	-	-	-

Table 10: Linearity test for DJT.

ANOVA Table							
			Sum of squares	df	Mean square	F	Sig.
Job satisfaction x DJT	Between groups	(Combined)	17.152	18	0.953	2.68	0
		Linearity	8.335	1	8.335	23.439	0
		Deviation from linearity	8.817	17	0.519	1.458	0.115
	Within groups		64.366	181	0.356	-	-
	Total		81.517	199	-	-	-

Table 11: Linearity test for PJT.

ANOVA Table							
			Sum of squares	df	Mean square	F	Sig.
Job satisfaction x DJT	Between groups	(Combined)	28.157	23	1.224	4.038	0
		Linearity	20.216	1	20.216	66.678	0
		Deviation from linearity	7.941	22	0.361	1.191	0.262
	Within groups		53.36	176	0.303	-	-
	Total		81.517	199	-	-	-

Table 12: Linearity test for IJT.

Coefficients[a]						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. error	Beta		
1	(Constant)	0.332	0.179		1.853	0.065
	DJT	0.033	0.034	0.072	0.976	0.33
	PJT	-0.036	0.038	-0.07	-0.944	0.347
	IJT	0.029	0.043	0.05	0.674	0.501

[a]Dependent variable: Job satisfaction.

Table 13: Glejser Test for heteroscedasticity.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. deviation
Age	200	1	3	1.575	0.67576
Gender	200	1	2	1.03	0.17102
Marital status	200	1	2	1.565	0.497
No of years worked	200	1	4	2.255	1.0562
Education	200	1	4	3.74	0.51354
Organization	200	1	2	1.5	0.50125
Valid N (list wise)	200				

Table 14: Descriptive statistics.

mentioned in the first column, observations are shown in the second column, minimum values are shown in the third column. Next to minimum column, there is another column which holds the maximum, which varies from 1.00 to 5.00 for each and every variable. Another column displays the mean value for all variables under consideration. The mean age of most of the employees is 1.5750 which shows that most of the employee's age ranges between 25 and 39. Majority of the faculty members are male as per result. The employees in ICP and Peshawar University are mostly post graduates. The descriptive statistics of organizational justice and job satisfaction shows that most of the employees are at the neutral level of their satisfaction, as it depends on the overall justice level of the organization (Tables 13 and 14).

The effect of correlation among dependent and independent variables is shown by above Table 15, correlation determines the strength and bonding of relationship between variables. The results are showing positive and significance correlation between all independent and dependent variables. DJT, PJT, IJT are positively significantly correlated with job satisfaction (JS), where Distributive Justice(DJT) is 0.332 which is above the critical value showing firm correlation between DJT and JS. The value of Procedural Justice (PJT) is 0.320 which is above the critical value indicating a strong correlation concerning PJT and JS. Similarly the Interactional Justice IJT is 0.498 which is above

the critical value which declared that there is a strong correlation in between IJT and JS.

The R square value shows the overall variation by the predictor variables. The above result shows 33% change/variation in dependent variable is caused by independent variables. The F-value is well above the desired level of model significance i.e., 4 or above and the calculated F-value is 33% which suggest that the overall model is highly significant variable (Table 16).

The above Table 17 shows the results of multiple regressions carried for the data analysis of this study. The above figures identifies that all facets of organizational justice i.e., distributive justice, procedural justice and interactional justice has positive impact on the level of job satisfaction of these two institutions faculty members. On analyzing the results it is clear that the three independent variables significantly predict change in dependent variable i.e., job satisfaction. The Beta values represent the unit change incurred in independent variables will bring how much unit change in dependent variable. Whereas T value expresses the significance of the independent variables and dependent variable, so the Beta value for DJ is 0.208, T value is 3.44. For PJ the Beta value is 0.181 and T value is 2.96. Similarly Beta value for IJ is 0.41 and T value 6.92. The P value is less than the significant level for all the independent variables.

Citation: Mahboob F and Khan B (2017) Organizational Justice and Its Impact on Job Satisfaction in Public Sector Universities of Peshawar. Arabian J Bus Manag Review 7: 330.

Page 6 of 7

Correlations		DJT	PJT	IJT	Job satisfaction
DJT	Pearson correlation	1	.231**	.196**	.332**
	Sig. (2-tailed)	-	0.001	0.006	0
	N	200	200	200	200
PJT	Pearson correlation	.231**	1	.217**	.320**
	Sig. (2-tailed)	0.001	-	0.002	0
	N	200	200	200	200
IJT	Pearson correlation	.196**	.217**	1	.498**
	Sig. (2-tailed)	0.006	0.002		0
	N	200	200	200	200
Job satisfaction	Pearson correlation	.332**	.320**	.498**	1
	Sig. (2-tailed)	0	0	0	-
	N	200	200	200	200
**Correlation is significant at the 0.01 level (2-tailed).					

Table 15: The analysis of correlation of the variable.

Model summary							
Model	R	R square	Adjusted R square	Std. error of the estimate	Change statistics		
					R square change	F change	Sig. F change
1	.579a	0.335	0.325	0.52586	0.335	32.929	0
aPredictors: (Constant); IJT; DJT; PJT.							

Table 16: Multiple regression test.

Coefficientsa								
Model		Unstandardized coefficients		Standardized coefficients	T	Sig.	Collinearity statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.313	0.295	-	1.064	0.289	-	-
	DJT	0.193	0.056	0.208	3.442	0.001	0.924	1.082
	PJT	0.188	0.063	0.181	2.969	0.003	0.916	1.092
	IJT	0.49	0.071	0.418	6.921	0	0.93	1.075
aDependent variable: Job satisfaction.								

Table 17: Multiple regression coefficients.

Conclusion

This research study covers the effect of OJ on the workforce job satisfaction level of public sector universities of Peshawar. The research analyzed the data of 200 employees whom were randomly selected. The data was analyzed through set of statistical techniques i.e., Reliability, factor analysis, correlation and regression. The results declared that fairness in organizational procedures and system leads to more satisfied employees. The results have shown that correlation of OJ and job satisfaction is positive. The research also found that if there is fairness in the interaction with employees, and justice in procedures and distribution of resources then it will lead to maximum job satisfaction level. The results of this research study proved that the objectives designed for this research were accomplished and a successful test of all hypotheses was carried out. In a nutshell, it is proved that all sub-dimensions of the OJ i.e., distributive justice, procedural and interactional justice have significantly positive influence on the job satisfaction.

Distributive justice will be implemented in these organizations by giving incentives, fringe benefits and bonuses to their employees for their work. All employees shall be treated with equality and equity by satisfying their needs.

Procedural Justice will be implemented by showing consistency, lack of bias behavior, accuracy in decision making, representation of all concerned processes, avoid mistakes and show ethical behavior by both management and employees.

Interactional Justice will be implemented by showing courtesy, dignity and sharing relevant information with their employees and treating their employees with kindness.

References

1. Humphrey SE, Nahrgang JD, Morgeson FP (2007) Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. Journal of Applied Psychology 92: 1332-1356.

2. Holtom BC, Mitchell TR, Lee TW, Inderrieden EJ (2005) Shocks as causes of turnover: What they are and how organizations can manage them. Human Resource Management 44: 337-352.

3. Meyer JP, Becker TE, Vandenberghe C (2004) Employee commitment and motivation: A conceptual analysis and integrative model. Journal of Applied Psychology 89: 991-1007.

4. Hitt MA, Beamish PW, Jackson SE, Mathieu JE (2007) Building theoretical and empirical bridges across levels: Multilevel research in management. Academy of Management Journal 50: 1385-1399.

5. Cotton JL, Tuttle JM (1986) Employee turnover: A meta-analysis and review with implications for research. Academy of Management Review 11: 55-70.

6. Bhal KT, Gulati N (2006) Predicting turnover intentions: Incorporating the role of organization and work-group level variables. Global Journal of Flexible Systems Management 7: 41-50.

7. Cheng SY (2014) The mediating role of organizational justice on the relationship between administrative performance appraisal practices and organizational commitment. The International Journal of Human Resource Management 25: 1131-1148.

8. Hassan A, Hashim J (2011) Role of organizational justice in determining work

outcomes of national and expatriate academic staff in Malaysia. International Journal of Commerce and Management 21: 82-93.

9. Nakra R (2014) Understanding the impact of organizational justice on organizational commitment and projected job stay among employees of the business process outsourcing sector in India. Vision 18: 185-194.

10. Basar U, Sigri U (2015) Effects of teachers' organizational justice perception on intention to quit: mediation role of organizational identification. Educational Sciences: Theory and Practice 15: 45-59.

11. Kaul S, Singh A (2017) Organizational Justice as an Enhancer of Organizational Commitment. The International Journal of Indian Psychology 4: 52-70.

12. MacIntosh EW, Doherty A (2010) The influence of organizational culture on job satisfaction and intention to leave. Sport Management Review 13: 106-117.

13. Al-Kilani MH (2017) The Influence of Organizational Justice on Intention to Leave: Examining the Mediating Role of Organizational Commitment and Job Satisfaction. Journal of Management and Strategy 8: 18-27.

14. Aziri B (2011) Job satisfaction: A literature review. Management Research and Practice 3: 77-86.

15. Moyes GD, Shao LP, Newsome M (2011) Comparative analysis of employee job satisfaction in the accounting profession. Journal of Business and Economics Research 6: 65-81.

16. Rahman M, Haque M, Elahi F, Miah W (2015) Impact of Organizational Justice on Employee Job Satisfaction: An Empirical Investigation. American Journal of Business and Management 4: 162-171.

17. Bakhshi A, Kumar K, Rani E (2009) Organizational Justice Perceptions as Predictor of Job Satisfaction. International Journal of Business and Management 4: 145-154.

18. Abbasi AS, Alvi AK (2012) Impact of organizational justice on employee engagement in banking sector of Pakistan. Middle-East Journal of Scientific Research 12: 643-649.

19. Campbell NS, Perry SJ, Maertz CP, Allen DG, Griffeth RW (2013) All you need is resources: The effects of justice and support on burnout and turnover. Human Relations 66: 759-782.

20. Staw BM, Sutton RI, Pelled LH (1994) Employee Positive Emotion and Favorable Outcomes at the Workplace. Organization Science 5: 51-71.

21. Akbayrak B (2000) A Comparison of Two Data Collecting Methods: Interviews and Questionnaires. Hacettepe Üniversitesi Eğitim Fakültesi Dergisi 18: 1-10.

22. Johnson RB, Onwuegbuzie AJ, Turner LA (2007) Toward a Definition of Mixed Methods Research. Journal of Mixed Methods Research 1: 112-133.

23. Gay EG, Weiss DJ, Hendel DD, Dawis RV, Lofquist LH (1971) Manual for the Minnesota Importance Questionnaire. Minnesota Studies in Vocational Rehabilitation 28: 83.