



RESEARCH PAPER

Impact of Organizational Justice on Performance of Employees at University Level

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PAPER INFO

ABSTRACT

Received:

September 11, 2019

Accepted:

December 25, 2019

Online:

December 31, 2019

Keywords:

Interactional Justice,
Performance
Procedural,
University Employee

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The current study explored the intention to identify the impact of organizational justice on university employees' performance. This research was drawn on the Positivist paradigm under Quantitative approach for the attainment of objectivity in the results. The data was collected through the Survey method from 60 university employees comprising of 43 male and 17 female. Accordingly, 40 employees from public universities whereas 20 from private universities by the Simple Random sampling technique. The university employees 'Organizational Justice' (OJ) was measured by the University Employees Organizational Justice Questionnaire (UEOJQ) that was adopted after having permission from the developers. Whereas, employees performance was measured by taking their performance score calculated by their institutions in terms of their evaluation through performance evaluation report (PER). The results helped to conclude that organizational justice has a significant impact on the performance of university employees. On the basis of these results, it is recommended that university administration may revise their policies of organizational justice while considering the employees' current needs consider sharing the results of performance evaluation of employees at regular intervals that become the reason to motivate the employees to work with more devotion.

Introduction

Organizations are supposed to be an area where employees of different nature and temperaments perform their tasks or duties assigned by their administrative staff. In the current era where people are making progress in every

field of life, changes are also observed in the way organizations treat their employees. According to Peterson (2004), organizations prove as a platform for all the employees who are supposed to work under that particular system. Justice holds a unique place in the smooth running of every phenomenon, either it relates to any field of life. Many researchers put their efforts to study various aspects of this phenomenon implies as organizational justice (OJ).

The study conducted by Chen et al. (2015), referred OJ as an integral concept of every organization either concerned with the managerial activities or execution of the plans practically, administration needs to treat with their all employees on a fair basis. It demands justice not only in the structure of any organization but also in its culture. The reason behind this philosophy is very simple, whatever the people working in an institution or industry it has a set structure, every employee has their immediate officer to whom they are answerable, the behavior of all these people/officers set a culture for the whole organization. For that reason, there is a need for justice in structure as well as in culture (Yean, 2016).

The results of a study carried out by Yean in the year 2016 showed a positive impact on the employees' performance. in the same way, previous studies highlighted the existence of a considerable positive correlation between OJ and employees' satisfaction of with work or duties that they are performing, attitude, and commitment towards work (Al-Zu'bi, 2010; Chen et al., 2015; Clay-Warner, Reynolds, & Roman, 2005). On the contrary, the absence or minimal OJ becomes the reason for negative emotions among employees it can be in the form of stress that they have to accomplish their assignment on time that leads to psychological issues. In such a scenario employees develop some feeling to take revenge which reflects their negative emotions (Mardani Hamooleh, Ebrahimi, Mostaghasi, & Taghavi Larijani, 2013).

Organizations need to treat employees appropriately to encourage them that help to motivate them in thinking creatively to bring some innovation in company products, the way they provide services to their customers, and how they revise or update their outdated procedures to meet the demands of their clients. Where organizations have a firm belief that their workers can perform the aforementioned novel things they fight with a sense of pride with the competitors (Lyu, 2016). These novel ideas are the basic requirement for any organization for its survival considering this fact now they are trying to pay more attention to OJ. In this reference, organizations may promote innovative ideas of their workers by acknowledging their efforts with some sort of incentives (Lyu, 2016).

Workers show their inclination or positive behavior to perform their duties with devotion when that has the assurance of justice or fair treatment from their management. Previously conducted research works provide sufficient evidence of the existence of organization success due to employee knowledge (Liao, Fei, & Chen, 2007; Liu & Phillips, 2011)

At present, literature has made a great contribution to the search for new horizons of organizational justice. Studies have found that there is a formally undeniable relationship between organizational justice and job performance (Cohen-Charash & Spector, 2001; Iqbal, 2017; Khan, Khan, & Amin, 2020; Khan, Saleem, & Idris, 2020; Krishnan, Loon, binti Ahmad, & Yunus, 2018; Moazzezi, Sattari, & Bablan, 2014).

The literature so far has extensively researched organizational justice from an industrial and corporate perspective. It has been observed that little effort has been made in the field of justice in the workplace in higher education institutions. Thus, the purpose of this study is to analyze organizational justice as a powerful factor in evaluating the recommendations of academics on higher education in Pakistan. Human resources are paramount in higher education institutions for efficient performance and productivity. Organizations rely on product managers and support staff for success. The key to the success of organizations is the dedication and commitment of the staff. Employee productivity and job satisfaction is a major barrier to organizational performance, and organizations must take into account all the factors that affect employee productivity.

Organizational justice reports on one of the factors, the fair experience of the behavior received from the individual's system and the reporting of such behaviors on their perceptions (Krishnan et al., 2018). Employees became more satisfied when they realized that the compensation paid by the organization was linked to their cooperation. This award can range from a certificate of recognition to a monetary definition, including other benefits and privileges.

Staff members are optimistic about the bright future of the organization with high satisfaction and expect the quality of their work to be recognized. Which makes them more dedicated to the organization? Justice in such an organization reflects justice in society, so it has expanded its scope to other related disciplines: governance, psychology and organizational behavior (Khan, et al., 2020).

It always has an important place because of its relationship with big factors like professional satisfaction, professional commitment and function. It also ensures good disposal relationships between management and white-collar staff. As a result, this trend leads to motivation and workplace performance. It has to do with the rise of interactive justice, and the long-term commitment of individuals to organizational justice (Moazzezi et al., 2014).

In the twenty-first century, higher education institutions must always explore and evaluate how to meet the needs of their workers. This indicates the vitality of general managers in the working environment. It is very different from a manager who only makes decisions that he considers to put the enlightened ideas of the workers into the process of solution. This shows that in shaping the culture of any organizational culture their members play a significant role (Moazzezi et al., 2014).

The degree to which an organization is supposed to treat its employees on an equal basis without any biasness (Whitman, Caleo, Carpenter, Horner, & Bernerth, 2012). Literature provides evidence of three types of OJ which are given below:

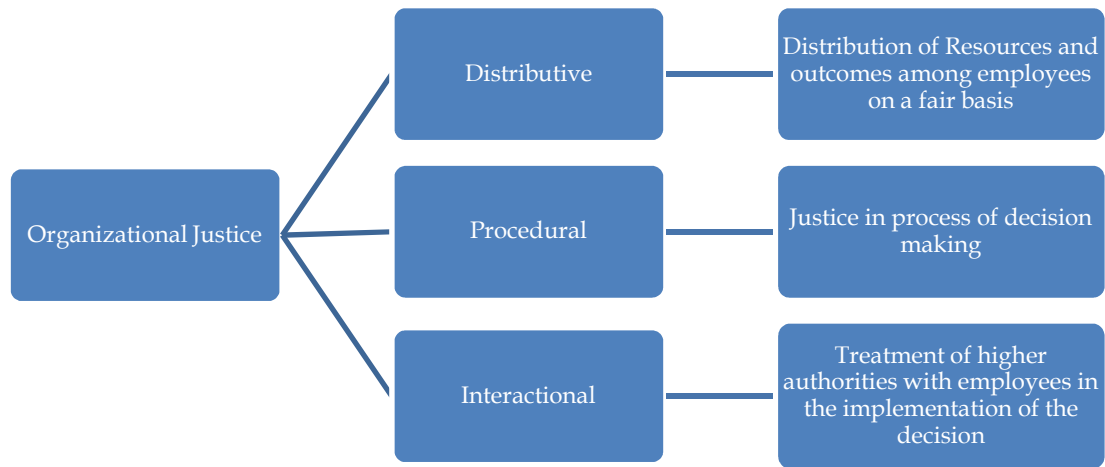


Figure 1: Types of Organizational Justice

All three types deal with the belief that outcomes either in the form of physical or metaphysical resources/benefits will equally share among employees, their opinion is important therefore will consider at the time of the decision, and lastly, these judgments will be implemented on all the employees without consideration of designations (Chen et al., 2015; Krishnan et al., 2018; Yean, 2016) . It has been observed that fewer efforts have been put up in regards to workplace justice in higher education institutions. Thus the objective of this study is the analysis of organizational justice in evaluating the academicians' proposition in higher education in Pakistan. The results of this study will contribute to the understanding of organizational justice in educational institutions. The respondents of the study represent the entire organization will add to the understanding and application of justice in a working, organizational setting.

Material and Methods

The current research study was conducted under the Positivist paradigm using a Quantitative approach for the attainment of objectivity in the results. The data was collected through the Survey method from 60 university employees including males=43 and females=17, 40 from public universities whereas 20 from private universities were selected by the Simple Random sampling technique. The university employees' organizational justice (OJ) was measured by the University Employees Organizational Justice Questionnaire (UEOJQ) developed by the researcher. It was a 5 point Likert rating scale with 3 subscales and 20 items. Its

reliability was 0.81 Cronbach's Alpha which is highly reliable. Whereas their performance was measured by taking their CGPA calculated by their institutions in terms of their evaluation.

Results and Discussion

The researcher utilized multiple regressions in order to find the impact of OJ on the performance of the university employees working in public as well as private universities of Lahore. Details of the said analysis are given below:

Table 1
Correlation between Organizational Justice and University Employee Performance

	DJ	PJ	IJ	P
Distributive Justice (DJ)	1	.744**	.610**	.429**
Procedural Justice (PJ)		1	.669**	.501**
Interactional Justice (IJ)			1	.433**
Performance (P)				1

With the help of correlation analysis, the researcher found the relationship between said variables. The results presented in Table 1 showed the strong and positive correlation between DJ and PJ, DJ and IJ, PJ and IJ. Whereas moderate as well as a positive correlation between DJ and P, PJ and P, and lastly IJ and P. All the results showed significant results, which provide sufficient evidence to reject the null hypothesis.

Table 2
Effect of Organizational Justice on University Employee Performance

R	R Square	Adjusted R Square	df	F	Sig.
.501	.251	.238	1	19.432	.000

Table 2 showed the values of regression analysis that was utilized to know about the effect of OJ on university employees' performance. Results of variance against performance are presented through "R square", which indicated that there exist 25% in employees' responses that they gave in reference to organizational justice in their workplace. Whereas the value of $F=19.432$, $p=.000$ reflects the fitness of the above model.

Table 3
Coefficient of Regression Indicating the Effect of Organizational Justice on University Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
Performance	3.736	.437		8.542	.000
DJ	.463	.128	.429	3.612	.000
IJ	.479	.131	.433	3.656	.001
PJ	.529	.120	.501	4.408	.000

Table 3 reflected the results of the regression coefficient in reference to university employees' perception of the practice of organizational justice in universities where they are working and its effect on their teaching performance. $\beta = .429, .433, \text{ and } .501$ against DJ, IJ, PJ respectively, whereas $p < .000$, these results provide sufficient evidence that there is a significant impact of OJ on university employees' performance, which helped to reject the null hypothesis.

The normality of the data, linear relationship, and homogeneity of variance is presented through the following figures.

Figure 2: Histogram of University Employees' Performance

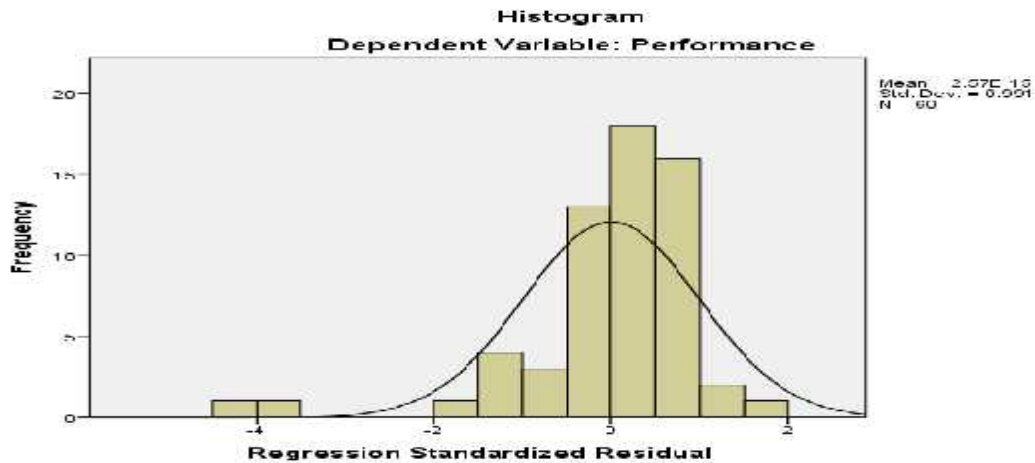


Figure 3: P-P Plot of Regression Standard Residual

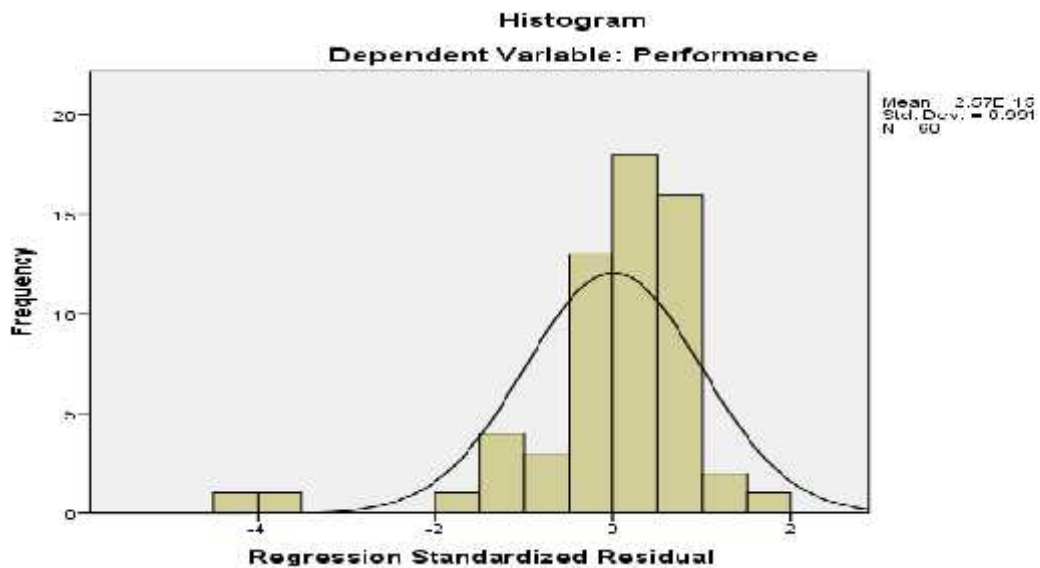
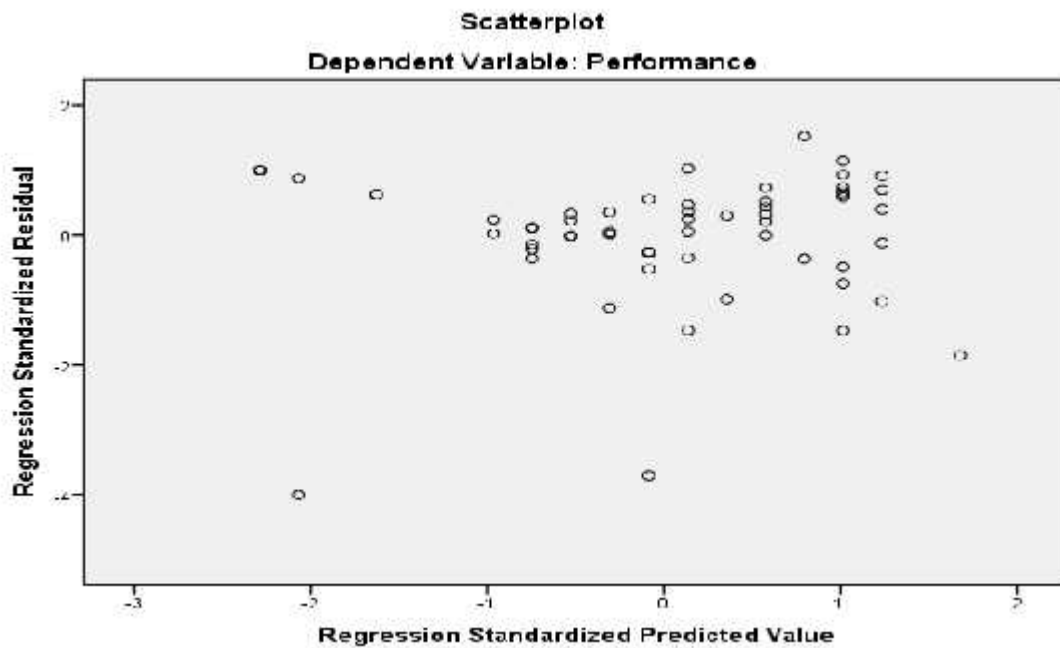


Figure 4: Scatterplot of Regression Standardized Predicted Values



Conclusion and Discussion

The concept of justice is very important in every field of life either it is related to domestic activities or organizational tasks. When employees have the confidence that they are treated equally in their organization they remained concerned with their performance. In the light of the above-mentioned results, the researcher concluded that organizational justice has a significant impact on the performance of university employees. These results are consistent with the studies conducted by (Iqbal, 2017; Khan, Khan, et al., 2020; Khan, Saleem, et al., 2020; Nasir & Ahmad, 2016; Pracha, Malik, Azeem, & Yasmin, 2017). On the basis of these results, the researcher recommended that university administration may revise their policies of organizational justice while considering the employees' current needs consider sharing the results of performance evaluation of employees at regular intervals that become the reason to motivate the employees to work with more devotion.

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