

THE IMPACT OF ORGANIZATIONAL JUSTICE  
TOWARDS EMPLOYEE JOB SATISFACTION IN  
MALAYSIA

So Soon Yuan

Master of Business Administration

University Tunku Abdul Rahman

Faculty of Accountancy and Management

December 2015

THE IMPACT OF ORGANIZATIONAL JUSTICE  
TOWARDS EMPLOYEE JOB SATISFACTION IN  
MALAYSIA

So Soon Yuan

A research project submitted in partial fulfilment of the  
requirement for the degree of

Master of Business Administration

University Tunku Abdul Rahman

Faculty of Accountancy and Management

December 2015

**THE IMPACT OF ORGANIZATIONAL JUSTICE  
TOWARDS EMPLOYEE JOB SATISFACTION IN  
MALAYSIA**

By

**So Soon Yuan**

This research project is supervised by:

**Goh Poh Jin**

**Lecturer**

**Department of International Business  
Faculty of Accountancy and Management**

---

Copyright @ 2015

ALL RIGHTS RESERVED. No part of this paper may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, graphic, electronic, mechanical, photocopying, recording, scanning, or otherwise, without the prior consent of the authors.

---

I hereby declare that:

(1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) The word count of this research report is 20,712.

Name of Student: SO SOON YUAN

Student ID: 11UKM01428

Signature: \_\_\_\_\_

Date: 10 DECEMBER 2015

---

## **Acknowledgments**

There are many persons and parties that contributed to the completion of this research project whom I think I should spell out my gratitude towards their unconditional support.

Firstly, my parents, So Hian Leng and Kerk Kim Liew who encouraged me to further develop and improve myself despite I am a married working professional.

Secondly, my wife Tay Suan Lee and two lovely kids, So Tian Yu and So Fay Yu whom I felt sorry to neglect them at some point of time during the writing and completing of this research project. I knew I couldn't have complete this research project without their full support and total understanding.

Thirdly, Goh Poh Jin, supervisor of this research project who provided guidance and direction to me throughout the research project.

Fourthly, a bunch of my MBA classmate that helped me promptly when I need their clarification based on their past research project experience. They are Bent, Rico, Brandon, Joanne, Gigi, Sze Yin, Jimmy, Yuan Bin and Dwayne.

Last but not least, the respondents of the survey questionnaires.

---

## **Dedication**

To the most important people in the world,

my parents,

my wife

&

my children.

---

## TABLE OF CONTENTS

	Page
Copyright Page .....	iii
Declaration .....	iv
Acknowledgments .....	v
Dedication .....	vi
Table of Contents .....	vii
List of Tables .....	x
List of Figures .....	xi
Abstract .....	xii
CHAPTER 1 INTRODUCTION .....	1
1.1 Introduction.....	1
1.2 Research Background.....	1
1.3 Problem Statement .....	3
1.4 Research Objectives .....	6
1.5 The General Objectives .....	7
1.6 The Specific Objectives .....	7
1.7 Research Questions .....	7
1.8 Hypotheses of the Study .....	8
1.9 Significance of the Study .....	9
1.10 Chapter Layout .....	12
1.11 Conclusion .....	14
CHAPTER 2 LITERATURE REVIEW .....	15
2.1 Introduction.....	15
2.2 Organizational Justice .....	16
2.2.1 Distributive Justice .....	19
2.2.2 Procedural Justice.....	22
2.2.3 Interpersonal Justice .....	26
2.2.4 Informational Justice .....	29
2.3 Job Satisfaction .....	32
2.4 Organizational Justice and Job Satisfaction .....	36
2.5 Proposal Theoretical/Conceptual Framework .....	42



---

2.6 Hypotheses Development .....	43
2.6.1 Employee Job Satisfaction .....	43
2.6.2 Distributive Justice.....	44
2.6.3 Procedural Justice.....	44
2.6.4 Interpersonal Justice.....	45
2.6.5 Informational Justice .....	46
2.7 Conclusion .....	46
CHAPTER 3 METHODOLOGY.....	47
3.1 Introduction.....	47
3.2 Research Design .....	47
3.3 Data Collection Methods .....	48
3.4 Sampling Design.....	48
3.4.1 Target Population.....	48
3.4.2 Sampling Frame and Sampling Location .....	49
3.4.3 Sampling Elements.....	49
3.4.4 Sampling Methods.....	50
3.4.5 Sampling Size.....	51
3.5 Research Instrument.....	51
3.5.1 The purpose of using Questionnaire.....	51
3.5.2 Questionnaire Design.....	52
3.6 Pilot Test.....	54
3.7 Construct Measurement .....	55
3.8 Correlation & Regression Data Analysis .....	55
3.9 Conclusion .....	58
CHAPTER 4 RESEARCH RESULTS.....	59
4.1 Introduction .....	59
4.2 Descriptive Analysis .....	59
4.3 Analysis Finding .....	63
4.3.1 Pearson Correlation .....	63
4.3.2 Multiple Linear Regression .....	66
4.4 Conclusion .....	72
CHAPTER 5 RECOMMENDATION AND CONCLUSION.....	73
5.1 Introduction .....	73
5.2 Social Demographic Characteristics of Sample.....	73
5.3 Correlational Analysis.....	76

---

5.4 Regression Analysis .....	77
5.5 Discussion.....	78
5.6 Implication. ....	80
5.7 Limitation .....	82
5.8 Recommendation for Future Study .....	83
5.9 Conclusion .....	83
References .....	84
Appendix A .....	90
Appendix B .....	96
Appendix C .....	100
Appendix D .....	101

---

## LIST OF TABLES

Table 3.1: Questionnaire Reliability Test Result.....	53
Table 3.2: Code Book For Variables .....	55
Table 4.1 Pearson Correlation Result .....	62
Table 4.2: Validity of the Regression Model .....	63
Table 4.3: R2 .....	68
Table 4.4: Significance of Linear Regression Model .....	69
Table 5.1: Summary of Demographics of Respondents .....	72
Table 5.2: Summary of Correlational Analysis .....	74
Table 5.3: Summary of Regression Analysis .....	75
Table 5.4: Revised Conceptual Model .....	76
Table 5.5: Summary of Hypothesis Testing .....	77

---

## LIST OF FIGURES

Figure 2.1: Conceptual Model for Organization Justice	
Impact toward Job Satisfaction .....	42
Figure 4.1: Descriptive Analysis for Education Level, Gender and Job Type.....	57
Figure 4.2: Descriptive Analysis for Management and Marital Status.....	58
Figure 4.3: Descriptive Analysis for Age, Income Level and Job Age .....	59
Figure 4.4: Scatterplot for Overall Relationship for Pair of Variables .....	61

---

## **ABSTRACT**

Employee performance is always the direct factor that would affect the performance of a company. According to what have depicted by Greenberg (2010), organization behavior (OB) scientist highlighted the importance of know how people feel about their job, that also known as job satisfaction. Then the level of satisfaction towards job will affect how well do the people perform in their work. Eventually, their performance would become the competitive advantage of the organization. Hence, managing people effectively who in turn driving an business is crucial to ensure the organization is success. Therefore, this research is to examine the influence of organizational justice towards employee job satisfaction in Malaysia. Four independent variables such as Distributional Justice, Procedure Justice, Interpersonal Justice and Informational Justice would be tested against a dependent variable, Job Satisfaction. The multi Pearson Correlation and Multiple Linear Regression analytic method would be employ to find out the level of influence of each independent variable toward dependent variable. The employees' thought and response would be the primary data source to be collected and analyzed via dissemination of questionnaires. The main objective is to construct a reliable and valid framework that is appropriate to describe the significance of organizational justice that might affect the job satisfaction of employee in Malaysia organization. Eventually, the study finding could enable Malaysia employer to gain insight and knowledge with regards to organization justice aspect that would eventually help the organization to attain respective goal.

---

# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

Chapter 1 elaborates a research proposal which helps to gain insight and understand the effect of organization justice toward job satisfaction among Malaysia employee. The core of this research is to investigate the co-relationship of independent variables such as distribution, procedural, interpersonal and information justice on job satisfaction from the perspective of the target respondents. In brief, this chapter will discuss eight main sub modules which are; the research background, the problem statement, the research objectives, the research questions, the hypotheses of the study, the significance of the study, the chapter layout and finally a short conclusion of the introduction.

### 1.2 Research Background

Generally, an organization is actually a structured social system consisting of people and group. And the smallest entity constituted an organization is the people. Then, the people work together in a group setting to attain agreed-upon common goals of the said social system (Greenberg, 2010). In another word, people are the fundamental component to drive an organization to success. With reference to Lind's study (as cited in Zhang 2006), perception of the people in the organization about what is fair,

---

or rather what is supposedly to be fair is the fundamental cognition that will change people's attitudes and behaviors in association to the organization. Besides that, Greenberg's research (as cited in Zhang 2006) also suggested the perception of fairness in workplace is called Organizational Justice (OJ). On the other hand, according to Lund's work (as cited in Hasan 2010), job satisfaction is a global construct and concept that carries multiple dimension or facets. Overall, Locke defined job satisfaction (as cited in Hasan 2010) as "a function of the perceived relationship between what one wants from one's job and what one perceives it as offering". This is aligned with what was depicted by Greenberg (2010) whom explained many organizational behaviour (OB) scientist highlighted the importance of know how people feel about their job and referring this feeling as job satisfaction.

Therefore, according to Ambrose and Colquitt, Conlon, Wesson, Porter & Ng, (as cited in Hollensbe, Khazanchi & Masterson 2008) who argued that the degree of fairness being perceived by an employee can influence important work outcome such as job satisfaction and performance, employee behaviours and attitudes towards their job and organization. Hollensbe et. Al. (2008) further articulated the concept which include fairness of decisions about resource allocation (also known as distributive justice) and fairness of the procedure used in the allocation processes (refer to procedural justice). These two types of fairness are found to affect employee's job satisfaction, organizational commitment, working morale, organizational citizenship behavior, withdrawal behavior etc.

Similarly, it is widely recognized and backed by many researchers that the level of satisfaction towards job will affect the performance and result of the employee in their assigned work. Eventually, their performance would bring positive outcome to the organization such as high working morale, greater job commitment, improve accountability, sense of organizational citizenship, low employee turnover rate etc. These are the long term benefit of the organization that managing people based on OJ principle, who in turn driving the business to success. (Ali, Javad & Javad 2013;

---

Chong, Wong & Tioh 2010; Georgalis, Samaratunge, Kimberley & Lu 2015; Hassan 2010; Hamlett, 2014; Pyun 1997; Sillito 2009; Zhang 2006)

Thus, OJ is a well-accepted criterion in affecting employee job satisfaction. The model suggested that one perceived level of fairness toward their contribution in an organizational would create positive attitude towards their job, otherwise will bring negative impact to the organization. If this aspect is being neglected, unfairness or organizational injustice is likely to occur, the unpleasant price to pay include workplace sabotage, theft, workplace aggression etc. ( Hollensbe et. Al. (2008). With reference to the writing of Bowen, Gilliland & Folger (1999) that described a real life case in an airline company. There was a staff who was a baggage handler who sabotaged the company baggage operation because he felt being treated unfairly. He tore off a few customers' baggage tags every time during his duty. This made losses to his company in term of compensation to customer and company reputation.

### **1.3 Problem Statement**

The core issue to be addressed with the study is to bridge the gap of impact of OJ on the employee job satisfaction in Malaysia environment, specifically to consider the four main OJ dimensions mentioned. With reference to several researchers such as Egan (1993), Guo (2009), Iyer (2011), Morris and Leung (as cited in Fodchuk 2009), Pyun (1997), Oh (2013) and Zhang (2006) whom mentioned that OJ study in non-Western culture and country is not as rich and common as the Western. They also argued that construct and model used in Western culture may not yield the same finding in other culture. Besides that, there are researchers such as Choong, Wong & Tioh (2010), Tam (1998), and Wan, Sulaiman & Omar (2012) whom specifically studied OJ in Malaysia context although their focus area was varied. Nevertheless, all of their work didn't address the impact of the four OJ dimensions on Malaysia employee job satisfaction.



---

Therefore, the mission of this study is to gain an understanding on how OJ goes about in Malaysia organizations, particularly from the view point of an employee towards the organization they are serving at.

As mentioned, OJ refers to one's perception of fairness in the organization (Greenberg, 2010) and it is the key criterion in understanding the thinking and opinion of the employee towards their organization (Miller et.al. 2012 as cited by Gauri 2013). Overall, the fairness perceived by one can be broadly categorized into the following four dimensions:

a. Distributive Justice

With reference to Al Rawashdeh (2013), this dimension is the gaining or benefit of a person's contribution in a particular job comparing him with others. Gauri (2013) also highlighted that it always concerns with the perception of fairness on the proportion of ones' gain comparing to others peer in the organization for having the same responsibility. The gain can be in various forms includes salary, employee well fare, promotions, authority, prestige, recognition & reward, satisfaction, result of solved conflict and also the allocation of other social & economic resources like friends network, time etc.

b. Procedural Justice

Al Rawashdeh (2013) stated that the procedures and processes used to determine the result of an employee contribution is categorized under this dimension. According to Belanger (2007), procedural justice is specifically looking at the fairness of formal decision-making policies employed by an organization to measure the outcome of an employee contribution. The metric to measure the performance and contribution of the people having the same responsibility should be exactly same and the relevant measuring processes should be having high transparency.

---

c. Interpersonal Justice

Early decade was referred as interactional justice. This dimension refers to the manner in which a supervisor used to treat his subordinate or co-worker, whether he is being treated with dignity, respect and just. (Iyer 2011; McNabb 2009). Similarly, Belanger (2007) explained interpersonal justice briefly as the fair treatment of an individual by others in an organization. Additionally, Cropanzano, Prehar, & Chen (as cited in Belanger 2007) further stated that interpersonal justice has association with personal outcomes such as supervisory relationship. Bies (as cited in Belanger 2007) suggested that experiences in organizational injustice often help to develop the perception of interactional justice within an organization. There are four types of interpersonal injustice which were derogatory judgements, deception, invasion of privacy and disrespect (Belanger 2007; McNabb 2009).

d. Information Justice

This is the most recent OJ dimension being argued and discussed according to Belanger (2007). It refers to the morale or reason being conveyed to the person about the action or policy imposed on him. McNabb (2009) explained that information justice includes both justification and truthfulness perspectives. The former refers to the complete and detailed explanation and clarification for the decisions made that affect the employees; meanwhile the latter encompasses the honesty and transparent principle of the employer towards employee while discussing about the decision made. In reality, justification and truthfulness always play an important role in effective communication and exchanging of ideas with people. Greenberg (as cited in McNabb 2009) suggested that information justice should be separated from interpersonal justice in 1993. Before that, information justice was treated similarly as if interpersonal justice. Furthermore, Greenberg specifically mentioned that interpersonal justice refers to respect to the target and propriety.

---

With reference to empirical study, positive OJ would actually benefit the organizational with several favorable organizational outcome and one of them is high employee job satisfaction (Georgalis, Samaratunge, Kimberley & Lu 2015; Hassan 2010). With high satisfaction in the job, the employee is likely to perform better in their assignment and ultimately benefit the company. For instance, high job satisfaction can make more loyal, skillful and experienced employees which is a form of competitive edge to the company. Besides that, higher job satisfaction can lead to lower turnover rate of employee which helps save human development cost for a company (Guo 2009; Iyer 2011; McNabb 2009; Sungjoo 2011).

Overall, the central problem is to investigate and clarify the impact of organization justice having positive or negative relationship towardw employee job satisfaction in Malaysia. Hence, sequence of steps will be carried out to study the problem. Firstly, employee perception of fairness would be learnt and understood thoroughly down to the four dimensions mentioned above, which are the distribution justice, procedural justice, interpersonal justice and information justice. Then, these four dimensions that treated as four independent variables will be examined in association to the dependent variable, job satisfaction by collecting responses and feedback from target respondents via survey questionnaires. Next, appropriate data analysis will be adopted to justify the relationship of each independent variable towards the dependent variable. Lastly, conclusion on the relationship of each independent variable toward job satisfaction and their respective weight in the study will be discussed.

## **1.4 Research Objectives**

The objective of the research can be categorized into general and more specific one as follows:

---

## **1.5 The General Objectives**

To expose and gain genuine insight about how employee in Malaysia perceives and judges fairness in their organization. The general purpose of this research is to find out and examine whether distribution justice, procedural justice, interpersonal justice and information justice in Malaysian organization would affect the job satisfaction of the respective employees in their organization.

## **1.6 The Specific Objectives**

Specifically, the below objectives are aimed to achieve in correspond to the general objective.

Objective 1: To justify if distributive justice has positive impact on employee job satisfaction.

Objective 2: To determine whether procedural justice has positive impact on employee job satisfaction.

Objective 3: To understand whether interpersonal justice has positive impact on employee job satisfaction.

Objective 4: To study should informational justice has positive impact on employee job satisfaction.

## **1.7 Research Questions**

Next, research questions as of below needs to be answered after research objectives have been lay down as mentioned in previous section. The questions are rather direct and simple as such:

- (a) How does distributive justice relate towards employee job satisfaction in Malaysia?

---

(b) How does procedural justice relate towards employee job satisfaction in Malaysia?

(c) How does interpersonal justice relate towards employee job satisfaction in Malaysia?

(d) How does information justice relate towards employee job satisfaction in Malaysia?

## **1.8 Hypotheses of the Study**

Below are the hypothesis which would be employed to test the relationship of the independent variables to the dependent variable with reference to the research questions above.

Hypothesis 1:

H10: There is no relationship between distributive justice and employee job satisfaction.

H11: There is a positive relationship between distributive justice and employee job satisfaction.

Hypothesis 2:

H20: There is no relationship between procedural justice and employee job satisfaction.

H21: There is a positive relationship between procedural justice and employee job satisfaction.

---

Hypothesis 3:

H30: There is no relationship between interpersonal justice and employee job satisfaction.

H31: There is a positive relationship between interpersonal justice and employee job satisfaction.

Hypothesis 4:

H40: There is no relationship between informational justice and employee job satisfaction.

H41: There is a positive relationship between informational justice and employee job satisfaction.

## **1.9 Significance of the Study**

This study is eyeing to enrich the gap & study with regards to the impact of the four OJ dimensions towards job satisfaction that has not covered in Malaysia context specifically. Basically, the effect of organization justice on various positive organizational outcomes such as motivated workforce, high employee commitment, and low staff turnover rate have been tested and ascertained many decades ago by many empirical researching works (Gauri 2013, Georgalis, Samaratunge, Kimberley & Lu 2015; Hassan 2010). However these empirical research area and context were predominantly based in the western country (especially in the United States). Thus, this might be incomplete as it might overlooks the non-Western cultural differences and social norms that likely to produce different outcome and implication to management of an organization as mentioned by Morris et. al. (as cited in Fodchuk 2009). For instance, with reference to Iyer (2011) who did OJ study on India company stated that employee turnover studies and organizational commitment research that being done in the West cannot be migrated to be test in other countries

---

directly. One reason is the difficulty of the respondent in understanding the new construct introduced by the research. Similarly, the instruments and constructs that used to study OJ in the western were inappropriate to be used in the eastern country like South Korea (Oh 2013). Whereas Fodchuk (2009) also argued that the OJ measure to assess perceptions were developed based on Western samples and cultures. Hence, it was not fit to be adopted directly and assess the non-Western culture. Egan (1993) also stated the same. Farh et. al. (as cited in Fodchuk 2009) highlighted that translating the metrics of psychological constructs to other cultures can be error prone such as semantic inequivalence, cultural biases and omission of culture-specific dimensions. Overall, the amount of empirical OJ research in non-Western country is much limited (Fodchuk 2009; Guo 2009; Pyun 1997; Zhang 2006;) since early time.

Therefore, some researchers had conducted similar research with regards to OJ that focus in the eastern country such as China, South Korea, India, Jordan and Malaysia (Chong et. al. 2010; Fodchuk 2009; Guo 2009; Hasan 2010; Iyer 2011; Oh 2013; Pyun 1997; Tam 1998; Wan, Sulaiman & Omar 2012; Zhang 2006). Nevertheless, amongst all these empirical research about Asia-focus OJ, some covered all four typical dimension of OJ (Fodchuk 2009; Gauri 2013; Greenberg, 2010) which are the distributive, procedural, interpersonal and information justice (Fodchuk 2009; Guo 2009; Iyer 2011). And some researchers only covered three out of the four dimensions such as distributive, procedural and interpersonal justice (Al Rawashdeh 2013; Hasan 2010; Oh 2013; Tam 1998; Zhang 2006). Furthermore, some encompassed only distributive and procedural justice (Chong et. al. 2010; Pyun 1997) meanwhile some like Wan et. al. (2012) focused on impact of procedural justice only.

As mentioned, OJ study in Asia is relatively lesser than western country. For Malaysia, although some past studies were done but there were incomplete in term of the four justice dimensions mentioned and target sector. For instance, Tam (1998) focused on Malaysia public sector only but not private industry. And Wan et. al.

---

(2012) assessed the impact of procedural justice dimension only while Chong et. al. (2010) conducted similar study but with two justice dimensions only i.e. distribute and procedural justices. Thus, there were gaps identified and significantly worthwhile to close the gap with this study. This study is aim to bring empirical outcome which can help Malaysia private organizations such as non-government body, for-profit company, non-profit company, education institutions etc. to gain insight and knowledge on how Malaysia employees in an organization perceive fairness and what is the positive consequences if oneself perceived fairness in the organization.

Moreover, with reference to Robinson (2004), there were much arguments and debates between the numbers of dimensions (factors) within OJ in the past. Then Colquitt (as cited in Robinson) carried out factor analysis and supported the four-dimension model that encompassed distributive, procedural, interpersonal and informational justice. According to Colquitt, the four-dimension model was proved to be more significantly better fit than the two- or three-dimension model. He also used structural equation modeling to demonstrate the predictive capability of the four dimensions in predetermine various organizational outcome such as job satisfaction, organizational commitment and etc. (Robinson 2004). Therefore, the four-dimension model of OJ can be better predictive variables compare to the two- or three-factor model used by the work of Chong et. al. (2010), Tam (1998) and Wan et. al. (2012). This model can help management of the Malaysia organization to understand more extensively about their employees' perception on fairness. Thereafter, adequate and timely resources can be re-allocated and counter measure can be done effectively based on dimension that the employee had perceived unfair to them. Furthermore, with reference to Hollensbe, Khazanchi & Masterson (2008), perceived of corresponding fairness by an employee will ultimately benefit the organization in term of company performance and lower employee turnover rate. Also, promote sense of belonging to the company among employees (Hassan 2010; Hamlett, 2014; Pyun 1997; Sillito 2009; Zhang 2006).



---

Therefore, this study can help the management of an organization (e.g. Human Resource Manager) to reflect and assess should there is any OJ dimensions being neglected or overlook within the organization. Because organizational injustice tends to jeopardize employee working morale and motivation, corresponding salvage and rectification action can be taken before hand. On the other hand, for employee, understanding and knowing the aspect which could create negative attitude towards their job is important. Should there is any dissatisfaction or negative feedback regarding to their job can be raised to their respective superior or management in a mutual beneficial way. For example, an employee is unhappy because the procedural of promotion is perceived unfair by the employee. And there is no way for him to talk the issue to the management. On the other hand, if the employee does aware about procedural and information justice, then the employee's can take initiative to communicate the issues to the management.

According to Bliss (as cited in Hamlett, 2014) , the losses of a 10% turnover in a mid-sized company with about 1000 staff is near to USD7.5 million. This is because the losses includes revenue, knowledge, experiences and vacant leadership the withdrew employee leaves behind. So, upholding organizational justice will benefit both the organization and the employee in long run. Any dissatisfaction should be handled and mitigate the negative impact as soon as possible. Lastly, through the study, the survey activity can create awareness to the respondents (also an employee) about the concept and framework of OJ in their organization.

## **1.10 Chapter Layout**

### *Chapter 1: Introduction*

This module is served as starting and introduction of the impact of organizational justice on Malaysia employee job satisfaction. Besides that, the module specified the research objectives to be met, also research questions to be answered by the study and

---

research hypotheses that need to be examined and investigated. Lastly, importance of the research and overall chapter layout are stated too.

#### *Chapter 2: Literature Review*

This module is mainly discussing about past literature and research that has been done with regards to the research topic especially on organizational justice and its impact to employee behavior in a company. It also include proposed conceptual framework to illustrate the relationship of research topic. Also the definition of independent variables and dependent variables are reported together with detail articulation about the variables by past research. Lastly, hypotheses development is included as well.

#### *Chapter 3: Methodology*

To illustrate the approach to carry out relevant and important research task such as research design, data collection, sampling method, sampling frame, sampling size, research instrument, constructs measurement, data processing, and method of data analysis.

#### *Chapter 4: Data Analysis*

To check, clean, transform and model data with the goal of discovery useful information, suggesting conclusion and support decision making. Analysis stage aim to demonstrate and draw the pattern of the result of data collected. Then analyze the result with relation to the conceptual model by using multiple linear regression analysis method..

#### *Chapter 5: Discussions Conclusion and Implication*

Basically, to discuss the conclusion and summary from the finding of the data analysis whether the finding support the hypotheses presented earlier. It also include implication if found any and limitation of the research. Lastly, suggestion for future research is appended as well.

---

## **1.11 Conclusion**

This chapter mainly serves as the base of the research study. It introduces and presents the research background; discuss the research problem to be tackled. Besides, the research objectives and research questions are included in this chapter as well. Furthermore, the hypotheses are introduced and significance of the research is presented. Lastly, the outline of each chapter is reported as well. Next, Chapter 2 will present the relevant literature review which is relevant to the research topic.

---

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter aims to provide theoretical background and review of empirical study which had filled and enriched the literature of OJ. In brief, the first section will be mainly reviewing of secondary data with regards to organizational justice and its effect on employee work outcome. According to Hair et al. (2007), secondary data is data collected for other purpose i.e. past research; annual report etc but still can be relevant and address the current research question. Therefore, the ball park of the research, namely the OJ will be presented first in the chapter. Then, the four independent variables, i.e. distributive, procedural, interpersonal and information justice will be followed. Subsequently, the dependent variable, job satisfaction will be discussed with reference to the bulk of empirical research and historical journal. Lastly, the association and relationship between the independent and dependent variables reported by past research will be retrospected.

Next section of the chapter will introduce a proposed conceptual framework which develops to demonstrate the idea of research topic, to meet research objective and answer research questions. Then, hypotheses on each of the construct will be developed and tested to examine the relationship of organization justice towards employee job satisfaction.

---

## 2.2 Organizational Justice

It was Greenberg who coined the new social science terminology “Organizational Justice” in 1990 (Hamlett 2014; Sheli 2009; Zhang 2006). The “organization” in the term refers to workplace in the society and “justice” denotes the fairness attribute in that workplace. The combination of the words literally means the function of fairness in a working place. Looking retrospectively, Robinson (2004) cited the philosopher John Rawls who mentioned that justice is the synonym of fairness in 1971. He highlighted that justice should be the first important principle of any organizational or institution in the society. John further provided explanation on the rational identification of justice principles and guidelines. There were two important rule of justice according to John. The first one said that every person must have equal right to enjoy basic civil liberties. While the second rule stated every person must have equal opportunity in the society. John mentioned that he found unequal distribution of resources in that time because opportunity to move forward only available to those who possessed the talent and interest. Then, Cohen and Greenberg (as cited in Robinson 2004) were the first to cross connecting some of the philosophical literature about justice with the field of psychology.

Besides that, the other major development that focuses on the issues of fairness at workplace was Adam’s work. With reference to Adam’s equity theory (Egan 1993; Gauri 2013; Greenberg 2010 p.254, Hamlett 2014, McNabb 2009; Oh 2013; Sheli 2009, Tam 1998; Zhang 2006), that argued the ratio of one gain (input) to his own contribution (outcome) when comparing himself with other peers. Equity theory suggested 3 general equity outcomes which are underpayment inequity, overpayment inequity or equitable payment when one compare his outcome/input ratio to other peers. The first one refers to one feeling of anger when having lesser outcome to input ratio comparing to other peers while second one means one having feeling of guilty or shame if outcome to input ratio is more than others. Last one explained that people having satisfied feeling when his outcome to input ratio is equal or similar to other

---

peer (Greenberg 2010). According to Robinson (2004), the researched on equity theory led to the study of OJ. Built on top of the equity theory , distributive justice had been treated as the first dimension being introduced in OJ (as cited in Hamlett 2014). Similar statement about the importance of fair and just resource distribution found in several empirical studies (Sheli 2009; Tam 1998) who said fairness was a central value in human society and daily life. One work attitudes, behavior and effort are heavily affected by the derived outcome. Wilson (2010) also cited Pfeffer who highlighted that just and fair management or approach are fundamental human right to all employees and company should avoid unfavorable consequences that resulted from unjust and partial treatment.

Moreover, there were also past research that enriched and optimized the fundamental and comprehensiveness of OJ from historical point of view such as Colquitt et.al. (as cited in Guo 2009). Colquitt et.al. reported that the origin of OJ study could be traced back to World War II when Souffer, Suchman, DeVinney, Start and Williams conducted a relative deprivation studies among the American soldiers in the U.S. troops in 1949 (as cited in Guo 2009). Souffer et. al. found that when one soldier compared himself with counterparts who were having lower status and income level and not comparing to peers who were having relatively higher status and income would feel easy and better spirit. This is similar to the equity theory of Adam introduced in the 1965 as mentioned above. According to Guo (2009) and Tam (1998), after World War II, OJ study had continue to grow and developed over decades since 1950s. The first phase was from 1950s to 1970s where researchers and scholars paid attention to distributive justice and argued that distribution of resources and results would affect the perceived fairness of one. As discusses, this is the first dimension being introduced (Hamlett 2014; Zhang 2006). Then, from mid-1970 to the mid-1990s, several researchers such as Thibaut and Walker, Leventhal, Karuza & Fry, shifted their focus from distributive to procedural justice that argued that a person would judge fairness with regards to the procedure adopted to assess and decide the resources allocation also. (as cited in McNabb 2009, Sheli 2009; Tam

---

1998; Zhang 2006). Next, the third wave of OJ development began in mid-1980 which involved the third dimension of OJ, interpersonal justice (also known as interactional justice in the old days) that referred to the manner and approach that a person was being treated and handled by his superior (Guo 2009; Sheli 2009). According to Leventhal (as cited in Sheli 2009), interpersonal justice is significant criteria to judge the procedural fairness about whether the person being affected by the procedure was being treated with honesty and respect. Prior to that, many cases had treated interpersonal justice as a subset of procedural justice in operationalization (Zhang 2006). Lastly, the most recent introduced dimension is the information justice. Greenberg argued that interpersonal justice can be separated into two sections – interpersonal and information justice in 1993 and this was supported by Colquitt et al. (as cited in Belanger 2007; Gauri 2013). The former referred to judgement of fairness with regards to the manner and treatment while interacting to a person while the latter referred to the honest, appropriate, comprehend and timely explanation and justification of the outcome and decision-made to the person that was being affected.

Apart from that, researcher such as McNabb (2009) also highlighted that the definition of justice is a social-dependent construct and subject to the collective belief and faith of a culture and society background. In another word, one believe and perceived of “fair” and “unfair” would not necessary be the same in the other. McNabb further articulated his arguments with the example of an “impartial” handling in China may be viewed as “partial” in Australia. Similarly to a “fair” treatment in a rule and regulation government agency might be saw as “unfair” in a university. This was aligned with Farh et. al. who were also claiming that translating the metric of psychological constructs from western to eastern culture or from one nature to other nature could be error-prone (as cited in Fodchuk 2009). Guo (2009) also highlighted the perceived value differences in distinct culture was noticeable in his research.

---

### **2.2.1 Distributive Justice**

As mentioned, this is the first dimension introduced in OJ study and was based on equity theory of Adam. According to Greenberg (as cited in Tam 1998), distributive justice means the perceived fairness of the outcome allocated to a employee in an organization. The outcome can be in several forms such as salary, incentive, reward, recognition, prestige, promotion, connection etc. (Gauri 2013; Hamlett 2014; McNabb 2009; Oh 2013). With reference to McNabb (2009), the term “distributive justice” was coined by Homans in 1961 as part of his exchange theory of social behavior. McNabb further articulated that this dimension is focus on a person judgement and perception should resources (i.e. year-end incentive) given by the organization to the person is fair and based on his contribution to the organization. This is similar to the Adam’s equity theory mentioned. Hence, if the person perceived unfairness in the resource allocation, then feeling of tension would start to grow. This would not only affect the person who felt unequitable, it would also affect the person whom the person made comparison with (McNabb 2009). Similar report has been written by Hamlett (2014) who also stated the social exchange model of Homans and Adam’s equity theory served as the beginning of distribution justice. Based on these concepts, a person would view distributive of resources to be fair as far as the allocation proportionate to his contribution (Hamlett 2014). Besides that, Tam (1998) also written about the two sub-dimensions of distributive justice that could be further categorized as denoted by Greenberg. They are the reactive category or the proactive category. Reactive refers to one intention to escape or avoid a perceived unfair state while proactive focused on mechanism designed to promote fair and just state. Therefore, reactive category would ask question such as “How do individuals react to inequitable outcome distribution?” While proactive category would question “how do individuals try to create impartial distribution?” These categories served as the ruler of proper questions design in investigating distributive justice with target respondents.



---

Additionally, Hamlett (2014) mentioned that amongst distributive, procedural and interpersonal justice, distributive justice is seem to have the strongest positive effect on employee's job satisfaction according to McCain et al. Hamlett further articulated that employee who perceived that the resource allocation among the co-workers is not fair would respond negatively and resulted several unfavourable outcome such as withdrawing from the job. McNabb (2009) also mentioned about Homans' work about the anger and aggression psychological state of a person should he perceived to have received less outcome comparing to his peer who are having the similar contribution. On the other hand, a person would feel guilty, remorse or shame should he perceived to have received more outcome comparing to other co-workers who had the same responsibility. This is aligned with Gauri (2012) and Al Rawashdeh (2013) works as well. Nevertheless, Tam (1998) discussed another Adam's idea about people who experience overpayment equity would perceive there are over rewarded, and then they might try to rectify the imbalance by increasing their contribution (i.e. effort, productivity etc.) Some studies also found that overpaid employee has higher productivity than equitably paid employee. Apart from that, Tang, Baldwin and Linda (as cited in Choong 2010) also found that distributive justice was significantly associated to pay satisfaction, promotion, performance review and organizational commitment. Similarly, Pyun (1997) reported that distributive justice is more strongly related to personal or context-specific outcome such as job or pay satisfaction. And Fodchuk (2009) also highlighted the same by citing Sweeney & McFarlin that stated the distributive justice is much related to personal outcome such as pay satisfaction. This was aligned with Zhang (2006).

On another hand, Tam (1998) also highlighted that there are some studies that fail to support the equity theory that distributive justice is based on under similar situation. Some scholars in the past argued that employee in the early time were made to believe that they were overpaid. The employer repetitively telling that they were unfit for the job. This would have created threat to the employee's self-esteem or job security. The consequences of this was the employee been motivated and forced to

---

work extra hard to perform better, but not because of perceived equitable stage (distributive justice). Later, Greenberg (as cited in Tam 1998) found that the status of the employee in a company would affect the perceived distributive justice. Management staff reacted more positively to distributive justice than those whom had lower status (i.e. clerk). Besides that, the choice of referents would affect the perception of distributive justice. These referents' responses would serve as the benchmark for the person to evaluate the distributive justice he was experiencing. With reference to Greenberg and McCarty (as cited in Tam 1998), individuals can choose referents from within the same company (internal equity), other organization (external equity) or another person at other point of time (individual equity). Different referents to compare the distribution of resources would yield different conclusion by the individual. Thus, the perception of distributive justice is quite subjective and situational in the eye of an individual. This subjective evaluation is based on social comparison process. Responses to distributive injustice could be psychological (anger, disappointment etc.), behavioral (absenteeism, quit from job etc.) or both (Tam 1998). Thus it may not necessary related to job satisfaction as expected.

However, Hamlett (2014) also reported that although distributive justice has been associated with several positive effects. However the effect would be different based on the leadership style used in the organization i.e. abusive, domineering etc. leadership style would not bring positive effect of distributive justice. Apart from that, according to Iyer (2011), Pare et. al. conducted an OJ survey in Canada and found distributive justice to be negatively related to employee turnover intentions (organization outcome). They showed that the effect to be mediated by organizational citizenship behavior and organizational commitment. According to Sheli (2009), some managers incorrectly believe that tangible resources such as pay, incentive etc. are always more important to subordinates compare to being treated with dignity and honesty. Egan (1993) mentioned the results of the historical OJ field study had derived an general conclusion where distributive justice has both positive and negative effect to task performance.

---

### **2.2.2 Procedural Justice**

As mentioned in the historical review of OJ, Thibaut & Walker pioneered the concept of procedural justice and segregated procedural justice from distributive justice context (as cited in Oh 2013; Tam 1998; Zhang 2006). Prior to Thibaut & Walker, there were other researchers such as Deutsh (as cited in Tam 1998) argued the four important principles in determining the fairness of distribution of resource (distributive justice) which are (1) the significance and values of the rules used to control the distribution, (2) the rules itself, (3) the approach of enforcing those rules and lastly (4) the decision-making procedures. However, Deutsh treated procedural justice as a subset within distributive justice scope. Same went to Leventhal who also discussed procedural justice bound by the context of distributive justice. He further claimed that if the procedures are seen as fair, then the final distributed outcome would probably be perceived as fair although it might be disadvantageous (as cited in Tam 1998) to the person.

With reference to Guo (2009) and Wan et. al. (2012), while distributive justice focus on the resource along with the weights or proportion being given to an employee, procedural justice on other hand evaluate and look at the fairness on the decision-making processes or formal policy adopted to determine the distribution of those resources. This is the core distinction between distributive justice and procedural justice. Despite distributive justice had received overwhelming attention from many researchers from the first 20 years after Adam's equity theory is introduced in the 1950s, the focus shifted to procedural justice started mid-1970s to mid-1990s (McNabb 2009; Tam 1998). With reference to Sheli (2009), the shift of focus happened because researchers had later found that people also concerns about how decisions were made decided, on top of what were those decisions about. Thus, the perception and evaluation on justice should have covered more than the outcome itself.

---

Take annual pay raise in an organization for an example. From the perspective of procedural justice, one would be concerning about how did the top management of the company determine and calculate how much of a salary increment to give to each employee after the annual employee appraisal instead of whether the employees perceived the amount of pay raise were satisfied (McNabb 2009). According to Tang et. al. (as cited in Choong 2010) and Zhang (2006) whom claimed that procedural justice were more to do with supervisory satisfaction, self-rated performance review, performance appraisal, commitment and job involvement. Thus, it is not surprise that one could encounter the situation where an employee is contented with his annual pay raise (perceived distributive justice) but not satisfied with the associated appraisal scoring because the processes and policy was unclear to him (perceived procedural injustice). This is aligned with Fodchuk (2009) whom written that Sweeney et. al. found also procedural justice is more strongly related to organizational-level outcomes such as affective commitment, perceived organizational support etc. distributive justice is much related to personal outcome such as pay satisfaction. Fodchuk (2009) also explained from a predictive validity ground that distributive justice may be able to predict several unique outcomes but procedural justice had no predictive relationships on those outcome. For example, in China, connection and network of relationship with others could play an important role on distributive justice. Zhang and Yang (as cited in Fodchuk 2009) found respondents would allocate different resources to different people based on the bond and relationship between the allocator and receiver. Thus, procedural justice wouldn't be able to help in this situation.

Same to distributive justice, Greenberg (as cited in Tam 1998) also further categorized procedural justice into two sub-dimensions as the distributive justice (as cited in Tam 1998). First category is the reactive one that means a person intention to get rid from a perceived unfair situation. The other category is the proactive one that focused on the effort and measure committed to promote fair and just in the organization. Therefore, the reactive procedural justice dimension will tend to ask

---

question such as “How do workers react to unfair policies and legal procedures?” Then the proactive dimension would ask “How do workers attempt to create fair policies or procedures?” Thus, this is the fundamental guideline to design the questions in investigating procedural justice area. With reference to Thibaut and Walker (as cited in Sheli 2009; Wan 2012), who introduced the two perspectives of procedural justice. The first is called process control that refers to the ability of one to involve and express their view in a procedure. The second one is decision control that means the ability of one to influence or affect the ultimate outcome itself. This denotes that is one is allowed to express their view and concern in a procedure and also that view and concern could affect the outcome that is intended by the person.

Nevertheless, with reference to Leventhal (as cited in Egan 1993; Guo 2009; McNab 2009; Sheli 2009; Zhang 2006) who advanced and suggested the list of procedural elements that should be used to evaluate the impartiality of the procedure while deciding the resource allocation. These includes (1) the selection of decision-makers, (2) defined the baseline to evaluate possible rewards, (3) the information gathering process, (4) the procedure to define the decision process, (5) the procedure to appeal and (6) the precautionary measure that design to prevent abuse of power by the authority and promote the change activity for changing procedure if required. Then, he continues to describe several key conditions that must be met to ensure the fairness in procedural is obeyed. Such as controlling of bias, make consistent distribution, based on valid information, able to rectify mistake, taken into account the interest of all receivers and always guided with common moral and ethical principle. All these elements and conditions help to improve the perception of fairness in an organization (Bies & Shapiro; Folger & Konovsky; Lind& Tyler as cited in Sheli 2009).

Then, Folger (as cited in Egan 1993; Sheli 2009; Wan et. al. (2012)) further developed a construct called “voice” based on past research. Voice plays an important role to indicate the ability of a person to express his view during a procedure. This is similar to Thibaut’s process control concept. Many researchers had found that voice

---

is one of the important antecedents to judge the fairness of procedure and thus received much attention in OJ literature (Sheli 2009). Independent from distribution outcome, voice would help to improve the judgement on procedural justice if one involve in the procedure to determine the distribution of resource according to Greenberg (as cited by Sheli 2009). Employee felt more satisfied and value the decision of the procedure and likely to support them rather than only go along with the decision of the authority. Because he got to involve in the decision-making processes and his voice and opinion has been heard. This would create a supportive and high consensus working environment. Moreover, the interpersonal justice dimension in addition to the voice construct is introduced by Leventhal after this dimension (as cited by Sheli 1009). This dimension would be reviewed in the next section.

For instance, with reference to Choong et. al. (2010), an employee were reported to have relatively higher perceptions of procedural justice for involving in the flexible employee benefit plans compare to the traditional benefit plan where employer offers only a fit-for-all scheme. In a flexible benefit plans, the employee could involve in evaluating what is the proportion and benefit of the company fund should be allocated. With this, each employee could actually customise and adjust the benefits plan according to individual preference and situation. The employees were able to control the overall outcome of the benefit plans that suits them for example life insurance, personal accident insurance, medication and hospitalization plan, optical and dental treatment, annual gym club membership etc. Some people may allocate more funds in optical and dental treatment and some may option to channel the fund to gym club membership. Some may see medical and hospitalization plan is having higher priority than personal accident insurance. These make the employee to perceive higher value in procedural justice because he became more aware and affirm to the values and significance of the benefit plans in terms of company cost and coverage level. The employer in this case becomes a facilitator instead of a provider only.

---

Wan et. al. (2012) who researched on OJ in Malaysia confirmed the positive impact of procedural justice on organizational commitment, intention to leave, career satisfaction and work performance. This is similar to Hasan (2010) and AL Rawashdeh (2013) who conducted his OJ study in Jordan who also wrote the same conclusion on the positive effect of OJ on job satisfaction. And Zhang (2006) written the same finding of past literature he came across. Additionally, Choong et. al. (2010) had slightly different finding that they found a fair correlation between procedural justice and job satisfaction. However, Choi (2011) also highlighted the outcome as of Choong et. al. On the other hand, Gauri (2013) found that procedural justice didn't positively relate to job satisfaction as long as the perceived unfairness of procedure is balanced off with the perceived fairness in distributive and interpersonal justice. It notably that Gauri (2013) conducted his study on ten health and rehabilitation centers in southern state of the United State

### **2.2.3 Interpersonal Justice**

As discussed in the previous section, interpersonal justice was an advancement made by Leventhal (as cited in Sheli 1009) from the voice construct that suggested by Folger (as cited in Egan 1993; Sheli 2009; Wan et. al. 2012). Voice construct is meant to evaluate if one's view and thinking could be able to be heard and considered during a procedure. Historically, this dimension is initially coined as interactional justice which introduced by Bies and Moag (as cited by Hamlett 2014). Their works found that people would like to be treated with respect and truthful in regards to the outcome and procedure in an organization. Next, Gauri (2013) and Belanger (2007) had reported that Greenberg argued interactional justice can be further segregated into two separate parts, which are the interpersonal and informational justice in 1993. He defined interpersonal justice as "showing concern for individuals regarding the distributive outcome they receive" (Hamlett 2014). Refers to Greenberg's work, interpersonal aspect focus on the manner of communication and treatment of one

---

supervisor to his subordinate whom affected by resource allocation and decision made., while informational look at honest, comprehend, appropriate, accurate and timely explanation and justification on the resource allocation and procedure to decide the allocation proportion. Therefore, interpersonal justice was evolved from interactional justice thereafter. Some researcher such as Choi (2011), Georgalis et. al. (2014), Sheli (2009) and Tam (1998) began to focus in interpersonal justice that drill down to the manner of a person being treated by his supervisor and evaluate informational fairness separately. However, some researcher such as Belanger (2007) used the terminology interchangeably. And the informational fairness would be covered in the next section.

Some social science academic material such as Greenberg (2010) also mentioned that it is the common value and attribute of people that they deserve to be treated in a polite, honest and caring manner and it wouldn't be fair if this basic expectation is not being fulfilled. As mentioned, interpersonal justice could be seen as a downstream dimension of distributive and procedural justice. Distributive justice refers to the outcome allocation. Then procedural justice justifies the procedure to determine the outcome allocation. Drill down to the next stage, interpersonal justice suggested that people would evaluate and perceive fairness based on the communication and treatment behaviour of the superior to the subordinate affected by the resource distribution and decision-making procedure. Similarly, Tam (1998) also highlighted that most people made fairness judgement based on the manner and communication experience they received. Same to Hamlett (2014) who articulated that interpersonal justice study reached the finding of most of the employees believe being marginalized from the company's information networks is disrespect and an damage to their dignity. This made interpersonal justice be bounded in the social exchange processes between two parties instead of the structural quality of decision making or resource distribution. Additionally, Sheli (2009) had reported that interpersonal model could make up the shortcoming of the gap of distributive justice and procedural justice.



---

One possible scenario that could demonstrate how interpersonal justice make up the gap is, say an long service employee was being relocated to another business outlet that is more remote from the current one without his involvement in the decision making process (procedural injustice) and no additional incentive or allowance is given (distributive justice) to him. He would have felt anger, disappointment and aggression. And he is likely to go against the decision or merely go along but work with low morale and low organizational commitment. Worst case scenario would be him quitting from the job which became a loss to the company. This is highly possible negative impact because the employee regards these as procedural and distributive injustice even the procedure is legitimate. Nevertheless, should the manager of the employee are sensitive and expressing his concern and care toward the employee. Showing consideration on the view and thinking of the employee and allowed them to voice his dissatisfaction with the manager. This is an act of recognizing the employee's right in respectful interpersonal treatment and would probably influence their perception of fairness. Sheli (1009) reported that candid, honest and caring treatment to an employee would substantially reduce the negative reaction of the employee and helps the employer to understand the employee more.

Similarly, Bies et.al. (as cited by McNabb 2009) suggested that studying the distributive and procedural justice perspective in a organization were not insufficient and should include interpersonal justice as well. McNabb (2009) and Tam (1998) also mentioned about the 4 criterion of interactional justice which are (1) justification, (2) truthfulness, (3) respect, and (4) propriety. These four criterions should be met to have a person perceived high interpersonal justice while communicating with his superior or other higher authority. According to Belanger (2007), same with the distributive justice, interpersonal justice has been correlated with personal level outcomes such as supervisory relationships, organizational citizenship behaviour, and job performance. As mentioned above, Bies (as cited in Belanger 2007) highlighted that judgement of interpersonal justice are usually built from the experience of

---

injustice. Generally, there are four type of interpersonal injustice found which are (1) derogatory judgement which means make strong disapproval remark, (2) deception that means not telling the truth, (3) invasion of privacy such as making negative comment on personal matter, and (4) disrespect that can goes harm people dignity and self-esteem. Belangar (2007) claimed that past research has proven the relationships between interpersonal justice and supervisory relationships, organizational citizenship behaviour and also job performance.

As mentioned, past literatures had shown positive impact of interpersonal justice toward organizational outcome such as job satisfaction. However, there are cases where researchers found non-significant or fair impact of interpersonal justice toward positive organizational outcome. For instance, Oh (2013) reported that interpersonal justice was found to have no significant impact on career satisfaction amongst employees in South Korea. Same with the finding of procedural justice to job satisfaction, Gauri (2013) who stated there is no positive relationship between interpersonal justice and job satisfaction in his study on ten health and rehabilitation centers in southern state of the United State. Addtionally, Bakhshi etl al. (as cited in Al Rawashdeh 2013) found that interactional justice has fairer impact on job satisfaction compare to procedural justice in his study that focus in Jordan.

#### **2.2.4 Informational Justice**

Informational justice is the most recent dimension in OJ (Belanger 2007) since 1990s as mentioned. The OJ originator, Greenberg defined informational justice as “providing knowledge about procedure that demonstrate regards for people’s concerns” in 1993 (as cited in Hamlett 2014; Wilson 2010). Similarly, Wilson (2010) who specifically studied about mediating role of information justice had referred informational justice as a process that authority level elucidates the consideration and justification thoroughly and directly to the affected employee with regards to the

---

decision. This dimension eyeing at evaluating how well is an authority in communicating and articulate the information underlying the decision making process to subordinate who are affected by the decision. Similarly, Nowakowski & Conlon (as cited in Braunig 2007) who also highlighted the informational justice paid attention on the articulation and statement of the person who assumed the role of an authority and this could help to predict informational justice. It can predicts the trust a person has on his management according to Keman and Hanges (as cited in Braung 2007).

On the other hand, it can also helps to justify the amount and scope of information needed to satisfy an employee and deliver perceived informational justice when decision are made without the employee involvement (Wilson, 2010). As cited by Belanger (2007), Braeunig (2007), McNabb (2009) and Sheli (2009), Greenberg suggested to segregated interactional justice into two more specialized dimensions which are the interpersonal and informational justice in 1993. And Colquitt's research (as cited in Belanger 2007) had second Greenberg's suggestion.

Informational justice could be observed through candid, appropriate, thorough and timely articulation to an employee of with regards to a decision made. The information conveyed across should encompass procedure adopted and resources allocation that affected the employee. Referring to Braeunig (2007), some decision makers would provide proper and adequate explanation to the affected employee. With this explanation, they hopes to rationalize the authority's decisions, improved authority self-impression, resolve dissatisfaction of the employee if any, controls conflicts and reframe negative impact to the affected employee that resulted from the decision made.

Colquitt et. al. (as cited by Braeunig 2007) and Robinson (2004) also reported that informational justice could change the reaction of an employee to procedural injustice. They further explained that when an employee was made to understand the structural

---

aspects of a process through necessary information given will help to reduce perception of procedural injustice. Therefore, in a communication with a supervisor, the amount and quality of information given would help an employee to perceive the procedure is fair and the supervisor is honest and trustworthy. Braeunig (2007) further elaborated that should the information is deemed true and thorough by the affected employee, then the employee is likely to trust his supervisors. Same with the Robinson's (2004) work who stated that by providing more information, especially when some unfavourable incident happened for instance relocation workplace of an employee, resulted to an increase of evaluated procedural justice according to Bies et. al. and Greenberg. Perhaps it was due to people's need to feel in control of a situation according to Robinson (2004). And this indicates that negative emotion; behavioural or psychological change would be controlled and reduced due to perceived informational justice according to Braeunig (2007). Therefore, the informational justice has similar remedy effect as with interpersonal justice (Sheli 2009) when employee perceived distributive and procedural injustice occurred.

With reference to Fodchuk (2009) who cited Shapiro and Brett's work, informational justice could be implemented in two methodologies, i.e. non-instrumental and instrumental. For non-instrumental, Shapiro et. al. articulated that when important and thorough explanation on the decision was given to the employee, this would reflect the decision maker is respecting and caring the receiver of the information and willing to be more mindful and careful to consider the decision being made. On the other hand, instrumental means decision maker channel the information as rational justification and explanation to the receiver about the outcome to convince the recipient to accept willingly on the decision made. Generally, informational justice can provided clarity and understanding to the employee about why things happened that way and change own mind-set and cognition to accept the decision made (Iyer 2011).

---

Past research such as Shah, Waqas and Saleem (as cited by Gauri 2013) have found that informational justice did affect job satisfaction in Pakistan public section. This was aligned with the finding of Gauri (2013) who written that informational justice has positive relationship to job satisfaction when he conducted a research specifically on 10 health and rehabilitation centres in the United State. Furthermore, Fodchuk (2009) who focus the OJ study in China has discovered that informational justice has dominant effect over the other counter-part, interpersonal justice towards employee perception of fairness in China. On the other hand, Thurston's (2001) work was not completely match to the context of this study, but still relevant to the OJ study, He hypothesized based on Greenberg's OJ concept also found that informational justice indirectly promoted the helpful behaviors of an employee to his supervisor. It was mediated through satisfaction on his supervisor. In addition to that, Braeunig (2007) also reported that his worked provided proof of informational justice helps in reducing turnover intention, which is one type of organizational negative outcome. When a supervisor willing to explain in detail and provide necessary information to the employee, on an operational procedure and decision-made can reduce the employee's intention to withdraw from the workplace.

## **2.3 Job Satisfaction**

Historically, the origin of job satisfaction can be traced back till 1942 when Maslow (as cited in Royal 2009) introduced the theory of human motivation that discussed how human got motivated throughout life. A substantial fraction of job satisfaction was stemmed from this theory that address the Hierarchy of Needs (Maslow) from lower ends needs to higher ends' one (Royal 2009). According to Maslow, the lower end needs such as food, water, place to live and cloth to wear have to be fulfilled first before high ends' one. Once all these physiological needs are fulfilled, human will then advance to safety need such as employment security and stability, which is a

---

level higher than physiological needs. Then, human will move next level up in the hierarchy to pursue for satisfaction needs that came from social love, sense of belonging and self-value in the relationship with family, friends and organization. Subsequently, the second higher level in the hierarchy according to Maslow is the self-esteem need that seeks for respect from others. And the top in the hierarchy is the self-actualization need that came from personal growth and fulfillment. With the observation in Maslow's Hierarchy of Needs, job satisfaction has association with safety needs (level 2), satisfaction needs from relationship with individual and organization (level 3), self-esteem needs (level 4) and self-actualization needs through personal growth and achievement (level 5). This is aligned with Hasan (2010) and Greenberg (2010) whom highlighted that job satisfaction can be multi-facets global construct that related to many perspectives in the society and organization.

According to Hackman & Oldham (as cited by Royal 2009), in brief, the degree of happiness of an employee has toward the job is called job satisfaction. And, judgement on job satisfaction can be different individually and every people feel different level of happiness on different factors. With reference to Locke, job satisfaction is defined as "a function of the perceived relationship between what one wanted from one's job and what one perceives it as offering" as cited in Hasan (2010). Additionally, Mosadeghrad (as cited in Hasan 2010) also explained job satisfaction as the comparison of actual outcome against desired outcome of an employee. Then, the response and reaction of the employee following the comparison would result different degree of job satisfaction. Similarly, Greenberg (2010) further stated that job satisfaction is commonly linked to the feeling of an employee has toward his job, generally is an assessment of an employee on their job that produce positive or negative workplace attitude. He further covered the value theory of job satisfaction that has similar explanation and justification as with Locke and Mosadeghrad (as cited in Hasan 2010).

---

The value theory of job satisfaction suggested that almost all of the possible factors in a workplace can be a source of job satisfaction of an employee as long the factor has something that people value. For example pay raise, harmony working environment, flexible working hour, understanding supervisor, career development, personal grow etc. Then the theory argued that job satisfaction is an assessment of an employee in matching the desire outcome of a value against their perception about the availability of that outcome. For instance, an employee perceived flexible working hour as an important value so that he can manage his working hour and household errands more efficiently. However, if his supervisor is having another view which he requested the employee to be in workplace on time based on employment contract. Then, the employee will judged that his desire outcome would not fulfilled and the option won't be available to him. This would then result negative or low job satisfaction according to the value theory of job satisfaction. On the other hand, if the supervisor being considerate and allowed the employee to report to work on flexible hour for particular day, then the employee desire value outcome would be met to certain extent. This may produce positive job satisfaction. The fulfillment of desire value could be seen as a motivation to the employee.

The notion of motivation in relation to job satisfaction is mentioned in past researcher work such as Herzberg (as cited by Hamlett 2014). With reference to Hamlett (2014), job satisfaction is created by “motivators” factor. Same with the value theory of job satisfaction (Greenberg 2010), “motivator” is a vague word in job satisfaction context. It can encompass many positive outcomes or factors that employee value such as individual or team achievement, fruitful hard work, rewarding from job, recognition or acknowledgement from others, added responsibility, career growth, individual development etc. If the value is fulfilled, the employee will feel high job satisfaction. And the two-factor theory was introduced by Herzberg in 1968 (as cited in Hamlett 2014, Royal 2009) that ground on motivator and hygiene factor (two factors). This provided another perspective of job satisfaction and explained that the different cause of job satisfaction and dissatisfaction actually co-existed. With

---

reference to the two-factor theory, Herzberg articulated that job dissatisfaction has association with job satisfaction. The term “dissatisfaction” normally refers to problem that related to “hygiene factors”. Hygiene factors includes company and management policies, company leaders, relationship with supervisor, working conditions, building peer relationships, high pay, fruitful individual life, building and maintain connection with subordinates, decent status and sense of job and individual security and personal security. Additionally, Herzberg made distinction between dissatisfaction and low satisfaction. Dissatisfaction happened when employee perceived negatively on the hygiene factors mentioned while no satisfaction happened when motivator in job is absent. For elaboration, the employee feel dissatisfy if the management alter the policy that is unfavorable to the employee for instance, shorten the lunch break by 15 minutes. And he would feel low satisfaction if he didn’t received appropriate recognition on his hard work. Therefore, Herzberg said to improve level of job satisfaction by improving hygiene factors is not sufficient, management should try to improve on the motivators as well. With reference to the elaboration, management should review and revise the importance of shorten the lunch break and also pay attention in recognizing hard work of an employee.

Empirically, there were many research that reported job satisfaction as an significant contributor to favorable work outcome and has created much attention in studying this variable (Hamlett 2014, Royal 2009). And one of the important factors that lead to job satisfaction is equity and how receiver perceived the equity allocation. Thus, the equity theory of Adam came into picture in predicting employee job satisfaction (Royal 2009). As mentioned, equity theory referred the outcome to input ratio that a n employee has perceived when he compared himself with the peer. Equity theory advanced into distributive justice in the OJ context today. Thus perception in fairness of equity allocation has positive relationship with job satisfaction according to past research work of DeConinck & Bachmann, Lambert, Hogan, & Griffin and Paik, Parboteeah, & Shim (as cited in Hamlett 2014). This is aligned with value theory of job satisfaction mentioned previously where the employee value the outcome of their



---

contribution, in this case is the monetary reward and treated that as a recognition of the company. This is consistent with the Hierarchy of Needs theory (Maslow) where all people has needs in socialization, self-esteem and self-actualization.

According to Hamlett (2014), a highly motivated, loyal and satisfied work force would drive the company to success. Hence, one of his suggestion to improve job satisfaction of employees are to empower employees to make decision, grant them authority to control their own specific task, equal promotion opportunities etc. Apart from that Naveed et al. (as citd in Hamlett 2014) also mentioned that the company should factor in the length of service, employee skill set and ability in fair compensation, career advancement to increase employee job satisfaction. Royal (2009) also highlighted the relationship of an employee with his supervisor would affect job satisfaction as well. Empirically, Gauri (2013) and McNabb (2009) have reached the finding of at least one of the dimension in OJ has positive impact on job satisfaction as well. There are numbers of researchers that observed at least one of the four dimensions in OJ has positive relationship with job satisfaction such as Begley et. al., Chang and Dubinsky, Jespen and Rodlwell, Lambert and Nadiri and Tanova according to Gauri (2013).

## **2.4 Organization Justice and Job Satisfaction**

Looking at the big picture of OJ, the first dimension, distributive justice is used to evaluate the fairness of outcome given or resource allocated to an employee. Secondly, second dimension is aimed to judge whether the formal policy to determine the outcome is fair to the employee, and known as procedural justice. Next, interpersonal justice refer to the perceived fairness of an employee should he has received polite, respect, honest and caring treatment from his superior. This respectful treatment is particular important during the communication effort on the employee who is affected by the decision. Lastly, informational justice emphasize on the

---

---

sufficient, honest, comprehend, timely and thorough information had been conveyed to the affected employee. The last two dimensions could help to balance off the perception of injustice in distribution and procedural. This could be seen in Sheli (2009) work who stated the same about Greenberg observation on interpersonal and informational justice have justice-enhancing effects. They could made the injustice of distribution and procedural appear to be smaller and less negative toward the affected employee. Fodchuk (2009) also mentioned the same in his work.

The concept of “Employee First, Customer Second” (EFCS) is coined by the American CEO of HCL Technologies, Vinnet Nayar (2010) who steers one of the largest I.T. outsourcing firms in the world. His idea is to value and treat employee with respect and full support, then this respect and good will would be pass to the customer, eventually benefit the company. While in Malaysia, with reference to British Broadcasting Corporation (BBC) (2010), Group CEO of AirAsia, Malaysian home grown low-cost air flight company, Tony Fernandes also adapted the same philosophy in managing the 8000 work forces of Air Asia (as of 2010). Tony mentioned that happy employee would take good care of the company’s customer. Therefore, the two successful practitioners from Western and Eastern have come to a consensus that employee perception and well-being is crucial and critical towards their job satisfaction. And these were aligned with the finding of empirical research. The degree of satisfaction would eventually result in good job performance. Hence, there is a need to understand how organizational justice goes about in Malaysia employment field.

In fact, retrospectively, there were authors such as Bowen et al. (1999) and Russell et al. (2006) who had highlighted organizational justice could play an important role in managing and improve employee morale and trait in their job. However, Bowen studies are mainly focus in service industry such as hospital, hotel, finance institution where customer and front line staff interact to each other directly and customer has heavy involvement when the service is carried by the front line staff. The study was

---

mainly contributed to Human Resource Management with regards to service industry. Whereas Russell's study is specifically more detail and focus on examination of self-concept with organizational justice. He used quantitative method by distributing questionnaires to about 150 employees from different industry and position. With reference to Russell, self-concept is actually a multi-faceted schema that houses all information relevant to oneself such as one family background, education level, religion, effort contributed, working position, achievement etc. Specifically, self-concepts can be divided into 3 levels below:

- a) Individual level – comparison of oneself of uniqueness and self-perceived value with contrast with other people. Example, family, education, experience etc. Hence, at this level, behavior of oneself is driven by self-interest.
- b) Relational level – the extent to which individuals recognized themselves in terms of connections and role relationships with others. At this level, individuals are motivated by the wellbeing of the specific other and expected role behavior. Example, a father to his children and a team leader to a his/her team member.
- c) Collective level – Self recognition as a member in a social group where favorable inter-group comparison and uniqueness give rise to self-value and self-esteem. At this level, individuals are motivated by the welfare of the social groups he/she belongs to. Example, employee in an organization, member of an non-government organization etc.

Russell et al. research has laid down an important fundamental where organization justice is subjective and the level of perceived fairness of an individual would be changed from context to context. Both Bowen and Russell had concluded that organization justice would positively affect relevant work outcome (performance, satisfaction, turn over etc.) and these are align with Vinnert as well. The study of Russell has also denoted that future research about organization justice with self-concept should be done in Malaysia contxt as there is no relevant research being done yet.

---

As compared to earlier studies, Rodriguez (2012) has done a research study about organizational justice impact on public high school student withdrawal rate. Rodriguez found that dropout rate in US public high school varies among different ethnic such as American Indians, Alaska Natives, Asian, American. His study has fulfilled the gap where most research studies in US about organizational justice are relevant to work place but not academic institution. And there is no research in that area with regards to dropout rate among different ethnic in US. His study is significantly contributing to US government to pay different level of concern and affirmative action to help and reduce the dropout rate of different ethnic group. For example, American Indians or Alaska Natives has dropout rate of 13.2% while Asians or Pacific Islanders is 3.4% or lower. It is worth to highlight that Rodriguez used triangulation mixed methods to analyze and study the data which had been collected both quantitatively and qualitatively among 10 high schools in US. Rodriguez used two pilot test to test the validity and reliability of the survey question he developed to collect data from high school students. Pilot test 1 is mainly quantitative while pilot 2 is a mix of both methods. His studies result supported his hypotheses where perceived of fairness in a school would impact the dropout rate of the student.

Pitts (2006) had carried out research study focus on managerial communication and justice perception on employee which would change the organization positively. His target of research is mainly US organization that went through merger and acquisition (M&E) process. Thus, he collected research data through qualitative interview and quantitative questionnaires distributed among public safety organization after merger with the other company. He has taken 2 years' time to collect data to ensure the completeness and comprehensiveness of data covered. He found that effective and quality communication from managerial personnel is positively affecting the working morale and trails of employee in an organization after merging with other organization. Effective and quality communication is very important in clarifying and

---

mitigating miss understanding and rumors which tend to be spread among employees during M&E process. This is aligned with the hypothesis of this research where information justice would have positive significant impact on employee satisfaction and turnover rate.

On the other hand, Campbell (2007) has done a research focused on employee motivation, satisfaction and goal setting with regards to pay. The pay included rewards and other non-monetary incentive such as company trip. Campbell's research is been done with Pearson correlation, mean and standard deviations to examines the variables. He also used Organization Commitment Questionnaire (OCQ) with a 7 points Likert scale to denote to measure individual differences in intrinsic and extrinsic motivational orientations. He also went through validity, reliability and consistency test before distributing the questionnaires to collect data. As concluded the pay system model he suggested is favorable and positively affect to a limited extent moderated job performance. Employees are to perform their job better if the quality of feedback and extrinsic rewards they receive are measurable and commensurate with their achievements. This is aligned with the hypothesis about distributive justice would positively impact job performance of employee.

While in Malaysia context, there was research study about procedural justice in promotion decision being done by Wan et al. (2012). Wan used qualitative method to collect data for the research. Nine multi-national companies were identified based on the number of employees in the organization and were selected randomly from the service and manufacturing industries. Target interviewee was managerial staff with at least 10 years of experience in a company with more than 1000 employees. This is to ensure that the companies are of a reasonable size and that there would be enough staff that may be due for promotion. Apart from that, Wan et al. found that Malaysia had many cases on procedure adopted in promoting managerial staff was partial and unfair. Most importantly, the procedure was operating in a black box. This caused

---

managerial staff of the company to leave the company or having lower working morale and commitment, eventually became a losses to the company itself.

Additionally, Oh's (2013) work has found that distributive justice and procedural justice have significant contribution in career satisfaction in South Korea public sector. He also reported that interpersonal justice has not noticeable relationship with career satisfaction in the same background. Moreover, with reference to Guo (2009) whose research was focus in China, different culture and social norm would appreciate different dimension of OJ. Some researchers researched on the relationship between the four dimensions of OJ with cultural values and norm. For instance, Kim and Leung (as cited by Guo 2009) found that countries with higher materialism such as China and Korea would evaluate distributive justice heavier in evaluating OJ than countries with lower materialism such as Japan and the United stated. While country with lower materialism would take interpersonal justice more seriously than countries with higher materialism. This is similar to Gauri's (2013) work who mentioned that more studies revealed that distributive justice has stronger impact on job satisfaction than procedural justice. However, Lambert and Mamarzadeh & Mohmoudi (as cited by Gauri 2013) asserted otherwise where procedural justice has more influence than distributive justice on job satisfaction. Besides that, Suliman, Elamin & Alomain (as cited by Gauri 2013) have other finding about interpersonal justice has more effect on job satisfaction comparing to distributive justice or procedural justice. Gauri's (2013) work also reported that many researchers concluded that interpersonal and informational justice are related to job satisfaction as well. Apart from that, Shah, Waqas and Saleem (2012) similarly found that distributive and informational justice influence job satisfaction in Pakistani public sector organizations.

Thus, there were sufficient and solid evidences that distributive, procedural, interpersonal and informational justices are related to satisfaction. With such richness of literatures of the past research in OJ, the scope of the proposed research topic is

---

appropriate to carry out to fulfill the gap in examining the four independent variables i.e. distributive, information, interpersonal and procedural justice towards employee job satisfaction in Malaysia context. The research would help in Malaysia Companies to understand and take appropriate actions towards growing the company by valuing their employee more.

## 2.5 Proposal Theoretical / Conceptual Framework

Figure 2.1: Conceptual Model for Organization Justice Impact toward Job Satisfaction

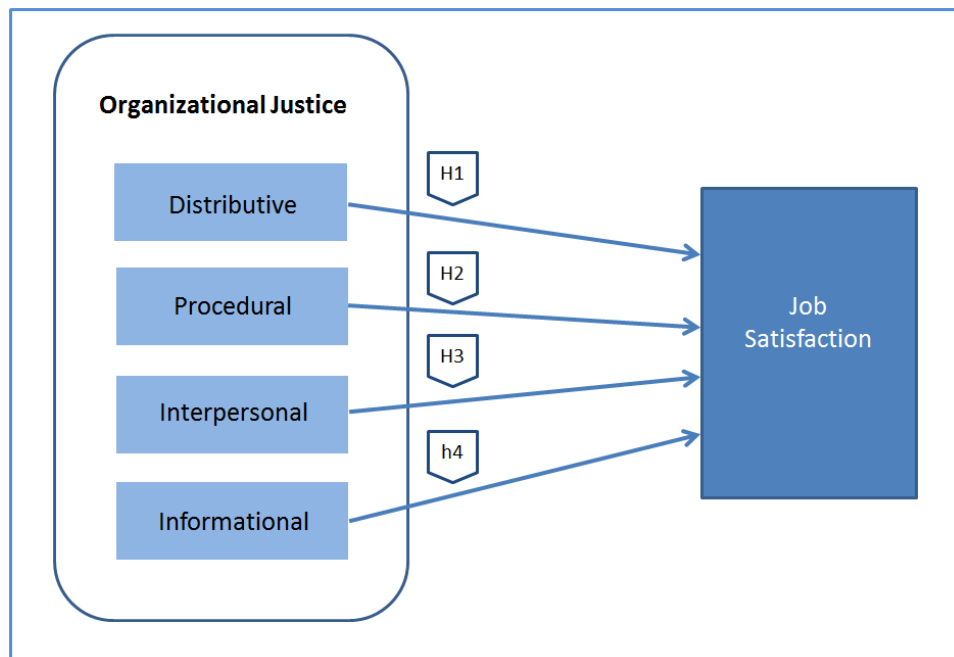


Figure 2.1 illustrated the conceptual model of this research where organizational justice (on left hand side) constituted of four independent variables, namely the distributive, procedural, ,interpersonal and information justice would have positive relationship to a dependent variable on the right hand side which is the employee job satisfaction. Measuring these independents would reveal whether the said variables

---

would affect the dependent variables in the finding of the study. Multiple linear regressions would be used to examine and analyze the relationship of the variables.

The model is served as an graphical illustration about the research topic, research objective and questions. It was adapted and designed based on the past research and finding where researcher such as Bowen et al. (1999), Russell et al. (2006), Oh (2013) and practitioner like Vinnert (2010) who have found that organizational justice would have positive relationship to employee satisfaction, motivation and performance.

## **2.6 Hypothesis Development**

### **2.6.1 Employee Job Satisfaction**

Industry practitioner such as Vinnert (2010) and Tony Fernandez (according to BBC (2010)) have demonstrated that being fair and respect employees would benefit the company eventually. Because the fairness and nice treatment received and perceived by the employees would generate positive working attitude and generate motivation by the employee on their daily job. This good working attitude would eventually result in good handling and well taken care of company customers.

Apart from that, Bowen (1999) studies had support the above statement, especially for service industry such as hotel, hospital, restaurant etc. where employee has direct interaction with customer and customer involvement in the transaction is heavy and vital. The response and feedback of the customer towards the service quality is easy to capture. While Russell et al. (2006) has emphasized that organizational justice play an important role in managing and improve employee morale and trait in their job. And Russell had laid down an important fundamental where organization justice is



---

subjective and the level of perceived fairness of an individual would be changed from context to context. Lastly, with reference to Greenberg (2010), the fairness perceived by one be broken down into four type which is the distributive, procedural, interpersonal and information justice

### **2.6.2 Distribution Justice**

With reference to Campbell (2007), employee perceived the outcome of their hard work mainly on the reward such as pay, recognition, incentive, certification etc. Most employees are to perform their job better if they perceived and know that their good work will be rewarded commensurately and the management of the company would appreciate their work with special recognition such as incentive.

In order to further analyze the relationship between distributive justice toward employee job satisfaction, this research proposed that:

H10: There is no relationship between distributive justice and employee job satisfaction.

H11: There is a positive relationship between distributive justice and employee job satisfaction.

### **2.6.3 Procedural Justice**

Based on the past research of Wan et al. (2012) in Malaysia context, procedural justice is crucial especially in promoting employee in an organization. Employee tend to perceive injustice and being treated unfairly in an organizational if the procedures of promotion is not transparent and well informed by all the candidates in the promotion exercise.

---

Hence, in order to further analyze the relationship between procedural justices toward employee job satisfaction, this research proposed that:

H2<sub>0</sub>: There is no relationship between procedural justice and employee job satisfaction.

H2<sub>1</sub>: There is a positive relationship between procedural justice and employee job satisfaction.

#### **2.6.4 Interpersonal Justice**

There is a lack of high relevance research on impact of interpersonal justice toward employee job satisfaction. However, with reference to Pitts (2006) and Russell et al. (2006), oneself would felt being treated with respect and dignity is being taken care via effective communication from top management to lower level employee or vice versa. However, Oh (2013) found that interpersonal (interactional) justice has not significant relationship toward job satisfaction.

Thus, in order to further analyze the relationship between interpersonal justices toward employee job satisfaction, this research proposed that:

H3<sub>0</sub>: There is no relationship between interpersonal justice and employee job satisfaction.

H3<sub>1</sub>: There is a positive relationship between interpersonal justice and employee job satisfaction.

---

### **2.6.5 Informational Justice**

With reference to Pitts (2006), valid, useful and timely work-related information being conveyed to employee would help in perceive of information fairness by employee in an organization. Employee needs this information to make correct and efficient decision while carrying daily task. Besides that, information justice could made the employee felt being part of the decision making process if the superior willing to communicate the information to the employee.

Thus, in order to further analyze the relationship between information justices toward employee job satisfaction, this research proposed that:

H4<sub>0</sub>: There is no relationship between informational justice and employee job satisfaction.

H4<sub>1</sub>: There is a positive relationship between informational justice and employee job satisfaction.

### **2.7 Conclusion**

The content in Chapter 2 is important and useful to give overall view and understanding of the research theme. The dependent variable with each independent variable has established relationship and being illustrated in the hypothesis respectively. Then, the next chapter will be focus on methodology used to collect data and the data analysis method to be used.

---

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Introduction**

As mentioned previously, this chapter would address the methodology used to collect data which intended to be analyzed and tested on the hypotheses mentioned to answer the research questions. Besides, research design, data collection methods, sampling approaches, research instrument etc. would be described in this chapter as well.

#### **3.2 Research Design**

With reference to Burns & Bush (2006, p.116), research design is a blueprint of a framework of beforehand decisions in the methods and process to collect and analyze data. It is like a master plan in building a house where the width, length, material, volume and structure of a house is specifying before actual development starts.

For the purpose of this study, quantitative research will be employed to examine the relationship between the four independent variables and the dependent variables, i.e. employee job satisfaction. In the current context, quantitative research is referring to survey research where questionnaires would be disseminated to corresponding respondents to collect feedback about perception of fairness in Malaysia organization.

---

The survey questions from Oh (2013) to cover distributive, procedural, interpersonal and job satisfaction construct would be adopted. While questions with regards to informational justice construct would be adopted from Robinson (2004) research. The questions would be adapted and disseminated to the target respondents to collect feedback.

### **3.3 Data Collection Methods**

Primary data alone would be collected and analyzed used in the data analysis phase. As mentioned, the data would be collected via person-disseminated approach either via email or face-to-face contact.

### **3.4 Sampling design**

#### **3.4.1 Target Population**

All Malaysian employees regardless of age, gender, race and income level who can be reached via email or in person has been targeted as the potential respondent to the study. There are two form of questionnaire that had been disseminated, i.e. online survey and printed survey. Due to the nature of convenience sampling method, all Malaysia employees that came into contact during the data collection phase, either in person, electronically or connection of friends or relative had been approached to respond to the survey on voluntarily basis. Overall, amongst the total 210 survey responses that have been received, 119 (56.7%) respondents were from Information Technology (IT) position and 50 (23.8%) respondents from sales/marketing job. Then, 22 (10.5%) were from aviation industry whose job type wasn't listed in the survey hence selected "Others" option and the remaining was a mix of engineering,

---

education, production etc. job position. Furthermore, there are about 62% (129) of respondents having 1 to 3 years working experience in their current company and about 25.2% (53) having 3 to 5 years. Then, 5 to 7 years was 1.9% (4) , 7 to 10 years is 10% (21) and over 10 years has 1.4% (3) only. All the respondents did not disclose their company name and generally, 37.6% (79) of the respondents have four year college degree certification. There were no specific industries, gender, age group, job position and income for the study to focus. Also no minimum working experience or education background was set because the research question and hypothesis didn't address all these demographic variables.

### **3.4.2 Sampling Frame and Sampling Location**

Sampling frame refers to the representation element of the target population. However, there is not sampling frame required in this research study. The sampling location is at Klang valley due to the limitation of time to complete the study. Additionally, the respondents were being reached via email or in person via friends, relatives, colleagues and spouse.

### **3.4.3 Sampling Elements**

As mentioned, the sampling elements include all working adult who is working in Malaysia. And also they were all English literate because the survey was designed in English lingual only due to the limitation of time of the study.

---

### 3.4.4 Sampling Methods

Non-probability convenience methods would be used to collect respond from the target population. According to Hair et al. (2007), this method involves selection of sample elements that are most convenience and most readily available to be participated and must be able to provide required information. In this study, additional prerequisite was they must be English literate to respond to the English only survey questions due to the time limitation of study.

Since convenience sampling is used, there are some ways that aim to reduce sampling bias that could happen such as below:

- a) Maintain a reasonable demographic or background distribution of the survey's participants. Control and manage the representativeness of the sample so that no segment is being under or over represented in the sample. For instance, when one segment has overwhelming representation in the sample such as more than 90% of respondents serve less than 3 years in their current company, then some of the responses should be excluded from the analysis. This could help the sample to model the intended population.
- b) Distribute survey questionnaire at different day, different times and different location could help to diversify the samples to mimic the population.
- c) Do not be judgmental to decide who should be the survey target respondents. Chances should be given to anyone who is approachable conveniently to fill the survey questionnaire.
- d) Increase the sample data size is a tactic to reduce bias and improve objectivity of the sample. As a rule of thumb, the bigger the sample size, the lower the bias is because the samples manage to cover more respondents.

---

### **3.4.5 Sampling Size**

Considering the constraints of time and cost, 10 pilot test and 210 usable responds had been selected for data analysis purpose. According to Roscoe (1975), sample size larger than 30 and less than 500 is appropriate for most of the research. Hence, about 300 questionnaires have been distributed for the target respondents in Malaysia. And only 210 valid answered questionnaires could be used in the analysis phase because many invalid replies have been removed from total responses. The removal was due to respondents had left blank in the important sections with regards to the variables, select more than one answer in the important section with regards to the variables and select same answer for all sections in the questionnaire.

## **3.5 Research Instrument**

The research instrument is a self-administered questionnaires to target population via email or face-to-face.

### **3.5.1 The purpose of using Questionnaire**

Questionnaire is a cost-effective research tool for use in data collection. A number of sequential steps should be followed in planning and designing questionnaires. Then, the questionnaire had been sent for pilot sample to check reliability and validity before disseminate for actual research sampling. The result of pilot test would be discussed in the latter section in this chapter.



---

### 3.5.2 Questionnaire design

To understand the attributes of a well-designed questionnaire, this study had adopted and adapted the questionnaires used by Oh (2013) and Robinson (2004). Total of 23 items in the questionnaire are from Oh (2013) which 18 items are for distributive, procedural and interpersonal justice and 5 items are for job satisfaction. Then, the other 5 items with regards to informational justice was adopted from Robinson (2004). Lastly, 8 items for demographic information has been asked in the last section of the questionnaire. Due to the nature of quantitative study that usually involve relatively large sample compare to qualitative one, there were 36 closed-end questions in the questionnaire where respondents were giving options to choose their answer from a list of predetermined answers. According to Oh (2013), the constructs in the questionnaire were measured with multi-item scales that have been designed, created and adopted earlier in the United States. Moreover, according to Robinson (2004) whom the study adopted questions for informational justice construct, the questions he used was designed by Colquitt who was one of the earliest researcher of OJ.

Both metric and nonmetric scales were used for this quantitative study. Firstly, the 3 independent variables (distributive, procedural and interpersonal) and 1 dependents variable were measured with 5-point Likert-scale (interval scale) ranging from 1 (strongly disagree) to 5 (strongly agree). Informational justice also used 5-point Likert-scale that ranging from 1 (to a small extent) to 5 (to a big extent). This kind of measurement scale could support Person Correlation and Multi-linear Regression analytic method. Then, demographic question were measured with nominal scale for gender and marital status. Then ordinal scale for age, highest education level, and monthly income, management level, working industry and year of service in the current company which had been pre-determined and categorized in rank ordered. Firstly, distributive justice questions were asked to assess the perceived fairness of resource allocation of the respondents. Examples of item are “My work schedule is fair” and “I believe my level of pay is fair”.

---

Then, procedural justice items are followed to evaluate perceived fairness of the respondent with regards to the formal policy and decision-making process to determine the resource allocation. The items also covered procedure to raise self-opinion, make appeal etc. For instance, “Our organization makes sure that all employees' concerns are heard before job decisions are made.” Subsequently, move on to interactional justice (also known as interpersonal justice). This dimension focus on the perceived fairness on the treatment and manner that a recipient received during an interaction with his superior with regards to a decision made. One example of the item was “When decisions are made about my job, my supervisor treats me with kindness and consideration.” Last dimension in OJ which is the informational justice that aimed to judge the fairness received by the recipient in term of accurate, detail, timely, appropriate and comprehend information during an interaction with his supervisor with regards to a decision made. Sample question is “Has he/she been candid in his/her communications with you?” Lastly, items with regards to the dependent variables, job satisfaction was asked to assess how was the job satisfaction level of the respondents in consideration of OJ impact. Sample question such as “I am satisfied with the success I have achieved in my career.” and “I am satisfied with the progress I have made toward meeting my overall career goals” were raised.

---

### 3.6 Pilot Test

Table 3.1: Questionnaire Reliability Test Result

**Scale: ALL VARIABLES**

**Case Processing Summary**

		N	%
Cases	Valid	10	100.0
	Excluded <sup>a</sup>	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.914	28

According to Pavot, Diener, Colvin and Sandvik (1991), the Distributive Justice Scale, Procedural Justice Scale, Interactional Justice Scale, Informational Justice Scale and Job Satisfaction Scale have good internal consistency. Thus, with reference to Table 3.1, the Cronbach Alpha coefficient reported of .914. In the current study the Cronbach alpha coefficient was set at .89. Additionally, refer to the Corrected Item-Total Correlation column (in Appendix B), Procedural Justice 8 (-.146), Procedural Justice 11 (.180), Informational Justice 19 (.263), Job Satisfaction 26 (.177) and Job Satisfaction 27 (.102) had less than .3. This may indicate that these items are measuring something different from the scale as a whole. Nevertheless, the overall Cronbach Alpha is considered high (.914), thus no items with low item-total correlates need to be removed in this case. Therefore, the questionnaires could be considered reliable with the 10 samples collected during pilot testing. The pilot test result can be referred at Appendix B.

---

### 3.7 Construct measurement

With reference to Greenberd (2011), the follow definition of each constructs are being made

- *Organizational Justice*

Fairness perceived by oneself in an organization in term of remuneration, recognition, procedural used, information covey to and respect given.

Generally, can be categorized into following:

- *Distributive Justice*: People's beliefs that they have received fair amounts of valued work-related outcomes such as pay, recognition etc.
- *Procedural Justice*: People's perceptions of the fairness of the procedures used to determine the outcomes they receive.
- *Interpersonal Justice*: People's perceptions of the fairness of the manner in which they are treated, typically from authority personnel.
- *Informational Justice*: People's perceptions of fairness of the information used as the basis for decision making.
- 

- *Employee Job Satisfaction*

Positive or negative attitudes held by individuals toward their jobs

### 3.8 Correlation & Regression Data Analysis

Overall, 3 different types of analysis methods would be employed to analyze, understand and interpret the data collected in order to derive meaningful insight from the data. Firstly descriptive analysis that described the demographic and background of the respondents would be conducted. This could help to understand the background

---

of the respondents that could affect the response on the question asked. For instance people with shorter length of service in a company would have higher tendency to perceived organizational injustice compare to people with longer length of service.. Having that, analyzing and describing demographic data from respondents with various backgrounds could ensure the distribution of the samples was fair and reasonable. And this descriptive analysis could help to reduce selection bias that might result from convenience sampling.

Notice the nature of all the independent and dependent variable were numerical continuous measurement, thus Pearson Correlation analysis would be subsequently employed to check the correlation and direction of the relationship between the independent and dependent variables. A positive correlation means there is a positive relationship between two variables, namely one increase and so does the other. On the other hand, a negative correlation signified a negative relationship between two variables that one increase but the other decrease. Zero correlation indicates that there is no relationship between two variables. Moreover, a perfect relationship of 1 or -1 means one variable could be predicted exactly when the other variable changed. Additionally, the strength of the relationship could be examined with Pearson Correlation analysis too. The strength could range from perfect negative relationship (-1.00) to perfect positive relationship (1.00) whereas 0 means no relationship at all. According to Pallant (2005), given two pairs of variables that had -5.2 and 5.2 correlations respectively, researcher treated their strength of relationship were equal but direction are opposite, i.e. one negative and the other positive.

Moving on, Multi Linear Regression would be used to analyze the sampled data because the proposed research conceptual framework involved four independent variables that need to be studied and examined on their predictive ability on a single continuous dependent measure. This analysis is based on correlation (as analyzed by Pearson Correlation) but enable more sophisticated examination and comprehensive analysis such as the exploration of significance of the hypothesis, goodness of fit of

---

the proposed conceptual model and the influence level of each independent variable towards the dependent variable. For instance, by increasing a value of a variable within the model, multi linear regression can check if a variable contributes to the predictive functionality of the proposed model and how much is the contribution. Furthermore, the study would employed standard multi regression where all independent variables would be entered into the equation simultaneously because as mentioned, the model involved a set of continuous independent variables and intended to examine their impact on a dependent variable. According to Pallant (2005), this type of regression is commonly used by this kind of research setting.

Lastly, Pearson Correlation and Multi Linear Regression analysis result would be studied, interpreted, concluded and answered the research questions and hypothesis that specified earlier. These answered questions could further expand to business implication and potential research direction in the future. Limitation of the study could also be drawn.

**Table 3.2: Code Book For Variables**

No.	Variable	SPSS Variable Name	Coding Instructions
1	Identification Number	ID	Unique identification number for each questionnaire
2	Distributive Justice	DISJ1 to DISJ5	Enter the number circled from 1 (strongly disagree) to 5 (strongly agree)
3	Procedural Justice	PROJ6 to PROJ11	Enter the number circled from 1 (strongly disagree) to 5 (strongly agree)
4	Interpersonal Justice	INTJ12 to INTJ18	Enter the number circled from 1 (strongly disagree) to 5 (strongly agree)
5	Informational Justice	INFJ19 to INFJ23	Enter the number circled from 1 (strongly disagree) to 5 (strongly agree)
6	Job Satisfaction	JSATIS24 to JSATIS28	Enter the number circled from 1 (strongly disagree) to 5 (strongly agree)

With reference to table 3.2, the Identification Number is to tag each answered questionnaire with a unique identification number for reference and back tracing purpose. Then, the distributive justice would be entered as DISJ1 to DISJ5 in SPSS. And procedural justice is defined as PROJ6 to PROJ11 in SPSS. Next, interpersonal justice is from INTJ12 to INTJ18 and informational justice is INFJ19 to INFJ23. Lastly, job satisfaction is JSATIS24 to JSATIS28 in SPSS. The, the responses collected for each items in the questionnaire would be entered to the analysis software (SPSS) based on the SPSS variable name defined as above.

---

### **3.9 Conclusion**

This chapter has briefly covered the sampling methodology and analysis approach of the research. Besides that, respondents' demographic distribution, construct measurement and result of reliability test are also shared. Next chapter will explained the research results based on SPSS analysis.

---

## **CHAPTER 4**

### **RESEARCH RESULTS**

#### **4.1 Introduction**

This chapter aimed to present the analytical results of the collected survey data with analytical result which were tabulated in adequate table and chart format for easy understanding and referencing. Then important interpretation and explanation with regards to the analysis is discussed. Firstly, descriptive analysis will be presented to describe the demographic and characteristics of the respondents of the survey. Then, Pearson's Correlation is discussed to report the strength of the relationship of two variables and indicates the positive or negative relationship of the two variables. Lastly, Multiple Regression analytic method would be employed to study the predictive capability the conceptual model that intend to predict the effect of a set of independent variables on a dependent metric. In another word, the fitness of the model is examined and the overall significance of the model is reported. By then, research hypothesis and questions will be answered through the research results..

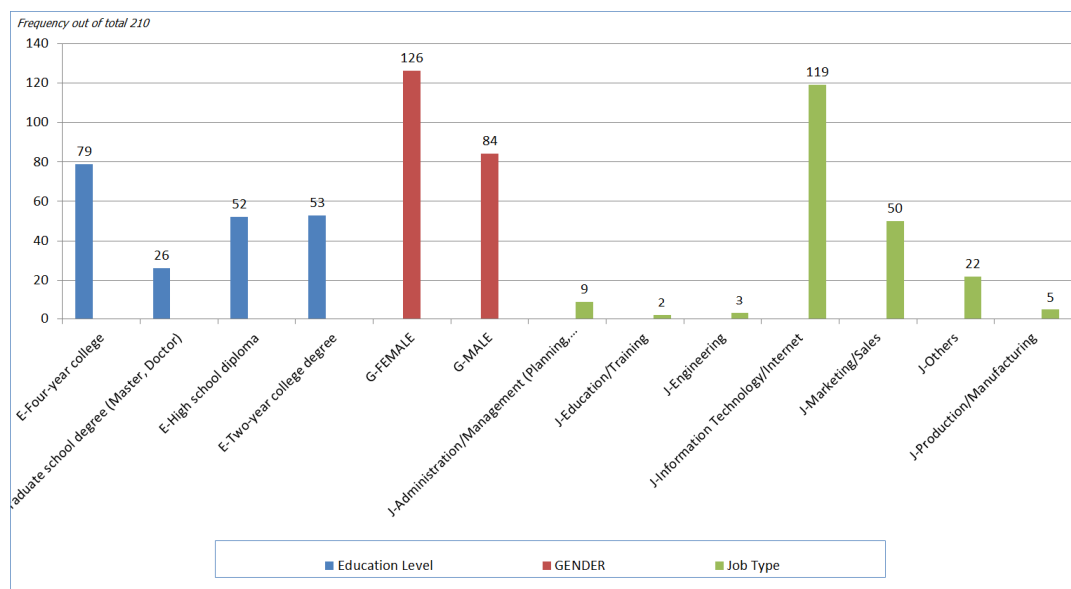
#### **4.2 Descriptive Analysis**

As mentioned, descriptive analysis could help to understand the background of the respondents of the survey. However, it is worthwhile to note that the conceptual model of the study didn't include any of the demographic variables are going to



discuss later. The two major types of demographic variables are categorical or continuous variable. However, the design of the questionnaire only covered categorical variables which include age, income level, job age (year of service), education level, gender, type of job in organization, management level and marital status. Please take note that age, income level and job age have been pre-segregated into several buckets for respondents' selection instead of a free entry by the respondents.

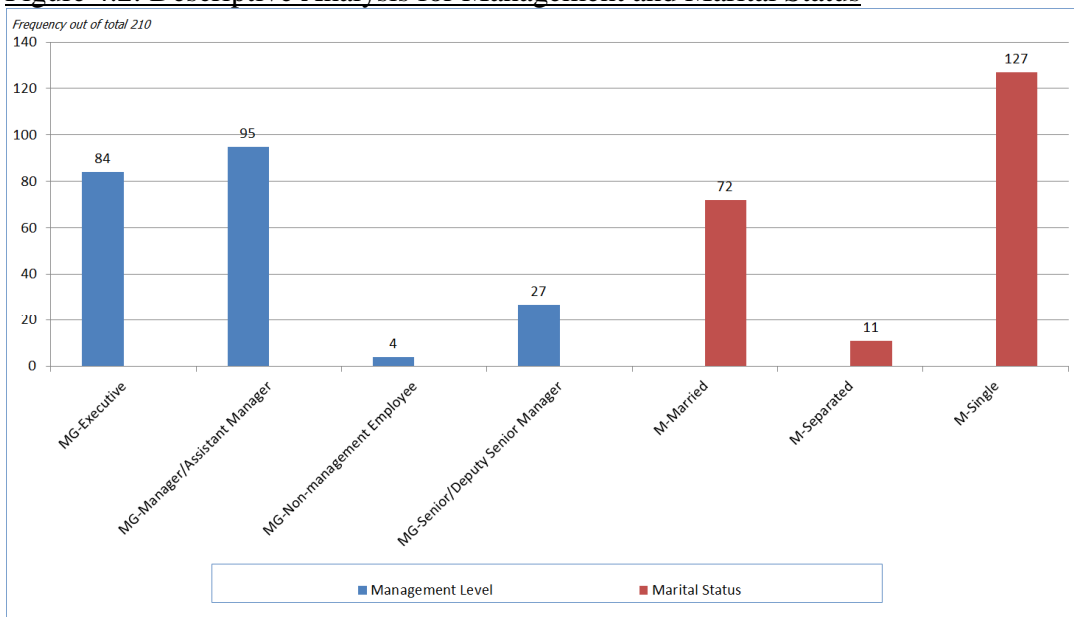
**Figure 4.1: Descriptive Analysis for Education Level, Gender and Job Type**



With reference to Figure 4.1, 79 out of 210 respondents (37.6%) are having four-year college degree where only 12.4% (26 out of 210 respondents) are having highest education level from graduate school degree in Master or Doctor. High school diploma is 24.8% (52 respondents) and two-year college degree is 25.2 % (53 respondents). Then, on gender wise, 126 respondents are female which is equivalent to 60% of total respondents. Thus the other 40% are male respondents. Moreover, with regards to type of job of the respondents in own organization, highest number of respondents are doing IT-related position which are 119 respondents (56.7%). Then marketing/sales is the second highest that represented by 50 respondents or 23.8%. 10.5% or 22 respondents selected the “Others” option. In this case, they are the

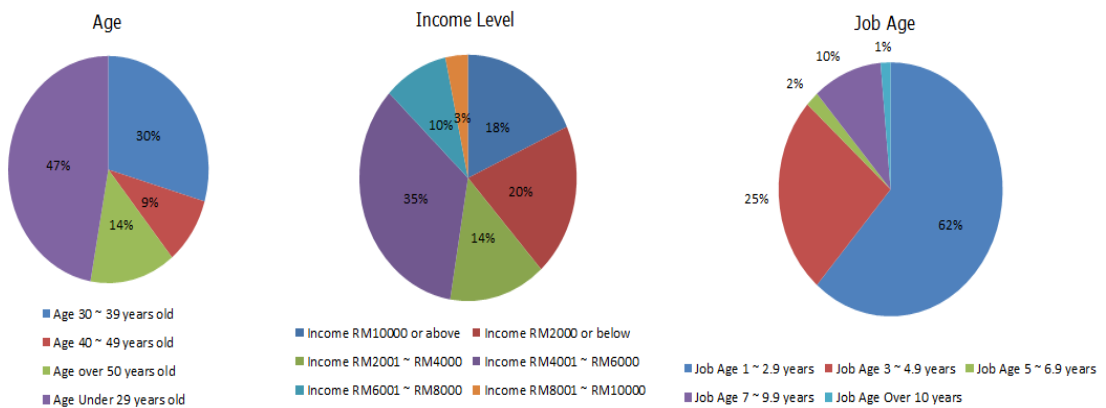
employee from aviation company that known by the author of this study. Their job position was not listed in the questionnaire. Then, following to that are administration/management (9 respondents or 4.3%), production/manufacturing (5 respondents or 2.4%), Engineering (3 respondents or 1.4%) and lastly education/training (2 respondents or 1%).

**Figure 4.2: Descriptive Analysis for Management and Marital Status**



Referring to Figure 4.2 above, 95 respondents are holding manager/assistance manager position in own company which is equivalent to 45.2%. Then, executive level is 40% that translate into 84 respondents out of total respondents. Next, respondents with senior/deputy senior manager position are 27 or 12.9%. Only respondents 1.9% (4) are non-management employee. On the marital status perspective, a number of 127 respondents (60.5%) are single while 72 (34.35) are married. Separated status is 5.2% (11 respondents).

**Figure 4.3: Descriptive Analysis for Age, Income Level and Job Age**



With reference to Figure 4.3 at the age pie chart (left), 47.1% of total respondents are under 29 years old while 13.8% is more than 50 years old. Next, respondents fall into 30 to 39 years old are 62 person or 29.5%. Respondents having 40 to 49 years old are 19 person or 9%. Then with regards to the Income Level (middle) distribution, most of the respondents are having RM4001 to RM6000 incomes which are 72 respondents or 34.3%. Then, 20% or 42 respondents are having RM2000 or below income level. It is worthwhile to notice that third highest income level in the survey RM10000 or above, which represented 38 respondents or 18%. Following by RM2001 to RM4000 (14.3%), RM6001 to RM8000 (9.5%) and lastly RM8001 to RM10000 (3.3%). There is one respondent that didn't respond to this question. Since income level won't affect the research result of the conceptual model and hypothesis, hence it is fine to keep the response of that respondent as valid record. The last demographic information is the length of service (in year) a respondent has worked in the current organization, also known as the job age (right). It is found that most of the respondents are falls into 1 to 2.9 years of job age with the 61.4% out of total respondents. Then, 53 respondents have worked for 3 to 4.9 years in his current organization. 4 people already served his organization for 5 to 6.9 years while 21 people are 7 to 9.9 years. Lastly, the smallest proportion of respondents has worked for more than 10 years in current organization, which are 1.4% or 3 respondents.

---

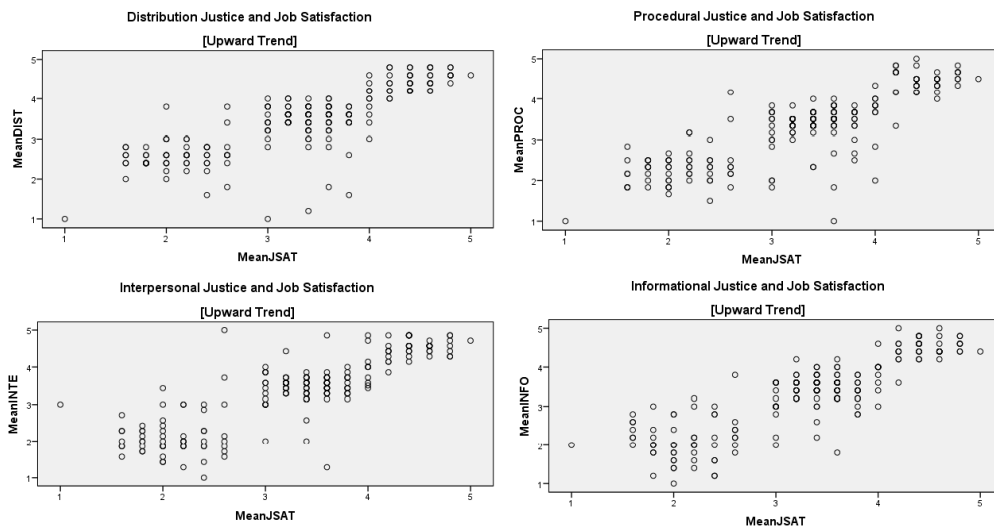
## **4.3 Analysis Finding**

Two analytic methods would be employed to analyze the data collected from the survey, namely the Pearson Correlation and Multiple Linear Regression. The results of the former will be presented first, followed by the latter. Then, research hypothesis and research questions would be addressed and answered together based on the analysis finding of Pearson Correlation and Multiple Linear Regression.

### **4.3.1 Pearson Correlation**

Pearson correlation is used to examine the relationship or direction, either positive or negative between the independent variable and the dependent variable. The independent variable is said to have positive relationship to a dependent variable if dependent variable increase after independent variable increase. If the dependent variable decreases after independent variable increases, then it is a negative relationship. Before the correlation is derived, scatterplot viewing can be used to examine the overall nature of the relationship of the variables. Upward trend indicates positive relationship while downward trend indicates negative relationship.

**Figure 4.4: Scatterplot for Overall Relationship for Pair of Variables**



With reference to Figure 4.4 that tabulated the overall relationship between each pair of independent variable and dependent variable. It is noticeable that distributive justice and job satisfaction (top left quadrant) has overall upward trending that signify that the relationship is most likely positive. Means when distributive justice increased, the job satisfaction also increased accordingly. Otherwise, if job satisfaction decrease after distributive justice increased then it would indicates the relationship of the pair of variable is negative. The same upward trending can be seen at procedural justice (top right quadrant), interpersonal justice (bottom left quadrant) and informational justice (bottom right quadrant). Thus it is appropriate to predict the job satisfaction of a respondent based on the reading of the four dependent variables of that particular respondent. Nevertheless, the actual relationship and strength of the relationship will be further studied as below:

**Table 4.1 Pearson Correlation Result**

		MeanDIST	MeanPROC	MeanINTE	MeanINFO	MeanJSAT
MeanDIST	Pearson Correlation	1	.857**	.804**	.838**	.810**
	Sig. (1-tailed)		.000	.000	.000	.000
	N	210	210	210	210	210
MeanPROC	Pearson Correlation	.857**	1	.843**	.857**	.837**
	Sig. (1-tailed)	.000		.000	.000	.000
	N	210	210	210	210	210
MeanINTE	Pearson Correlation	.804**	.843**	1	.908**	.842**
	Sig. (1-tailed)	.000	.000		.000	.000
	N	210	210	210	210	210
MeanINFO	Pearson Correlation	.838**	.857**	.908**	1	.862**
	Sig. (1-tailed)	.000	.000	.000		.000
	N	210	210	210	210	210
MeanJSAT	Pearson Correlation	.810**	.837**	.842**	.862**	1
	Sig. (1-tailed)	.000	.000	.000	.000	
	N	210	210	210	210	210

\*\* . Correlation is significant at the 0.01 level (1-tailed).

With reference to Table 4.1, the relationship between the four independent variables and job satisfaction were investigated by Pearson product-moment correlation coefficient. The number of cases (N) is 210 which are expected for total data being analyzed. Thus, no data is being excluded or missing. And there is no negative sign in front of the Pearson Correlation reading (r value) of all the independent variables means the correlation between all the independent variable and dependent variable is positive. In particular, distributive justice has correlation coefficient of .810 with job satisfaction. Then, procedural justice has .837 of correlation coefficient on job satisfaction. Besides that, interpersonal justice and informational justice have correlation coefficient of .842 and .862 respectively with job satisfaction. These findings explained that in case of increment of any of the four independent variables would also increase the level of job satisfaction. Additionally, with reference to Cohen (as cited in Pallant 2005), any correlation (the r value) that falls between 0.10 to 0.29 is considered weak relationship. Then, medium strength relationship covered r value between 0.30 to 0.49. Lastly, Cohen said that coefficient between 0.50 to 1.0 consider strong relationship between two variables. Therefore, according to Pearson

---

correlation analysis, all of the four independent variables discussed have strong positive relationship with job satisfaction. Particularly, informational justice has the strongest positive impact on job satisfaction compares to the other three OJ dimensions.

Generally, Pearson Correlation has found the answer to the research hypothesis and also questions. However, more in depth analysis would be discussed together with the research hypothesis and questions in the subsequent section.

### 4.3.2 Multiple Linear Regression

Multiple linear regression analysis with confidence level 95% (p-value = 0.05) has been completed in statistical software SPSS. The results of Multiple Linear Regression and Pearson Correlation would be adopted to test hypothesis 1 to 4 and also answer the research questions 1 to 4 as mentioned above in the section following.

Table 4.2: Validity of the Regression Model

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.185	.126		1.471	.143
	MeanDIST	.169	.075	.151	2.247	.026
	MeanPROC	.243	.075	.238	3.254	.001
	MeanINTE	.203	.074	.217	2.729	.007
	MeanINFO	.318	.082	.334	3.869	.000

a. Dependent Variable: MeanJSAT

#### 4.3.2a. Distributive Justice and Job Satisfaction

With reference to Table 4.2, distributive justice has Sig . = .026. Thus, p-values was equal or smaller than confidence level 95% (p <=0.05). Along with the result of

---

Pearson Correlation in previous section (Table 4.1), these results supported the hypothesis that distributive justice has positive relationship towards employee job satisfaction. Also, should distributive justice increase by 1 unit standard deviation, the job satisfaction level on employee will increase by 0.151 on standard deviation also. Moreover, with reference to the B sub column under Unstandardized Coefficients, the multiple regression equation below could be derived:

$$\text{Job Satisfaction} = 0.185 + 0.169(\text{distributive justice})$$

Besides that, hypothesis 1 is addressed as below:

**Hypothesis 1:**

H1<sub>0</sub>: There is no relationship between distributive justice and employee job satisfaction.

H1<sub>1</sub>: There is a positive relationship between distributive justice and employee job satisfaction.

Reject H1<sub>0</sub> because  $p \leq 0.05$ . (Sig = .026). This could answer the question below:

**Research Question (a):**

How does distributive justice relate towards employee job satisfaction in Malaysia?

Based on the equation above and Pearson Correlation finding, distributive justice has positive relationship toward employee job satisfaction in Malaysia.

**4.3.2b. Procedural Justice and Job Satisfaction**

With reference to Table 4.2, procedural justice has Sig = .001. Thus, p-values was equal or smaller than confidence level 95% ( $p \leq 0.05$ ). Along with the result of Pearson Correlation in previous section (Table 4.1), these results supported the hypothesis that procedural justice has positive relationship towards employee job



---

satisfaction. Also, should procedural justice increase by 1 unit standard deviation, the job satisfaction level on employee will increase by 0.238 on standard deviation also. Moreover, with reference to the B sub column under Unstandardized Coefficients, the multiple regression equation below could be derived:

$$\text{Job Satisfaction} = 0.185 + 0.243(\text{procedural justice})$$

Besides that, hypothesis 2 is addressed as below:

**Hypothesis 2:**

H20: There is no relationship between procedural justice and employee job satisfaction.

H21: There is a positive relationship between procedural justice and employee job satisfaction.

Reject H20 because  $p \leq 0.05$ . (Sig = .001). This could answer the question below:

**Research Question (b):**

How does procedural justice relate towards employee job satisfaction in Malaysia?

Based on the equation above and Pearson Correlation finding, procedural justice has positive relationship toward employee job satisfaction in Malaysia.

**4.3.2c. Interpersonal Justice and Job Satisfaction**

With reference to Table 4.2, interpersonal justice has Sig = .007. Thus, p-values was equal or smaller than confidence level 95% ( $p \leq 0.05$ ). Along with the result of Pearson Correlation in previous section (Table 4.1), these results supported the

---

hypothesis that interpersonal justice has positive relationship towards employee job satisfaction. Also, should interpersonal justice increase by 1 unit standard deviation, the job satisfaction level on employee will increase by 0.217 on standard deviation also. Moreover, with reference to the B sub column under Unstandardized Coefficients, the multiple regression equation below could be derived:

$$\text{Job Satisfaction} = 0.185 + 0.203(\text{interpersonal justice})$$

Besides that, hypothesis 3 is addressed as below:

**Hypothesis 3:**

H30: There is no relationship between interpersonal justice and employee job satisfaction.

H31: There is a positive relationship between interpersonal justice and employee job satisfaction.

Reject H30 because  $p \leq 0.05$ . (Sig = .007). This could answer the question below:

**Research Question (c):**

How does interpersonal justice relate towards employee job satisfaction in Malaysia?

Based on the equation above, interpersonal justice has positive relationship toward employee job satisfaction in Malaysia.

**4.3.2d. Informational Justice and Job Satisfaction**

With reference to Table 4.2, informational justice has Sig = .000. Thus, p-values was equal or smaller than confidence level 95% ( $p \leq 0.05$ ). Along with the result of

---

Pearson Correlation in previous section (Table 4.1), these results supported the hypothesis that informational justice has positive relationship towards employee job satisfaction. Also, should informational justice increase by 1 unit standard deviation, the job satisfaction level on employee will increase by 0.334 on standard deviation also. Moreover, with reference to the B sub column under Unstandardized Coefficients, the multiple regression equation below could be derived:

$$\text{Job Satisfaction} = 0.185 + 0.318(\text{informational justice})$$

Besides that, hypothesis 4 is addressed as below:

**Hypothesis 4:**

H4<sub>0</sub>: There is no relationship between informational justice and employee job satisfaction.

H4<sub>1</sub>: There is a positive relationship between informational justice and employee job satisfaction.

Reject H4<sub>0</sub> because  $p \leq 0.05$ . (Sig = .000). This could answer the question below:

**Research Question (d):**

How does informational justice relate towards employee job satisfaction in Malaysia?

Based on the equation above, informational justice has positive relationship towards employee job satisfaction in Malaysia.

Overall, the relationship of the OJ variables to the job satisfaction could be written in the format of multiple linear regression equation below:

$$y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 \dots b_nX_n$$

Hence, the fitted model of the multiple regression linear equations was as below:

---

$$\text{Job Satisfaction} = 0.185 + 0.169(\text{distributive justice}) + 0.243(\text{procedural justice}) + 0.203(\text{interpersonal justice}) + 0.318(\text{informational justice})$$

From the equation above, it was observed that information justice have the most influence toward job satisfaction compare to others three OJ dimensions. This was aligned with the finding in Pearson Correlation (Table 4.1) analysis.

Next, the goodness of fit of the model would be presented as follows:

Table 4.3: R<sup>2</sup>

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 <sup>a</sup>	.792	.788	.409

a. Predictors: (Constant), MeanINFO, MeanDIST, MeanPROC, MeanINTE

b. Dependent Variable: MeanJSAT

With reference Table 4.3 above, the R Square value is 0.792. Should it express as a percentage when multiplying by 100 and produced 79.2%. This means the model explains 79.2% of the variance in job satisfaction of the 210 respondents. This could be observed as the goodness of fit of the model. Nevertheless, the adjusted R Square (0.788) shows some slight shrinkage from the unadjusted value (0.0792) indicating that the model may have room to improve generalization to predict the population.

---

Table 4.4: Significance of Linear Regression Model

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	130.597	4	32.649	195.610	.000 <sup>b</sup>
	Residual	34.216	205	.167		
	Total	164.813	209			

a. Dependent Variable: MeanJSAT

b. Predictors: (Constant), MeanINFO, MeanDIST, MeanPROC, MeanINTE

$H_0: \beta_1 = \beta_2 = \dots = \beta_k = 0$  (no linear relationship)

$H_1$ : at least one  $\beta_i \neq 0$  (at least one independent variable affects Y)

To test for overall significance of the model, it is necessary to look in the Table 4.4. F-test shows if there is a linear relationship between all of the independent variables considered together and the dependent variable, job satisfaction. The model in this study reaches statistical significance where sig = .000. Hence, p-value < 0.05, so, rejects  $H_0$ . Concluded there is at least one independent variable that will affect job satisfaction.

#### 4.4 Conclusion

This chapter presented the analysis result of the data collected using descriptive analysis, Pearson Correlation and Multiple Linear Regressions. The research hypothesis and research questions were answered based on the analysis finding. Besides that, goodness of fit and significance of the regression model were interpreted as well. Lastly, the strongest predictive variable towards job satisfaction was introduced. The next and also last chapter will summarize the research and discuss about the finding with more business perspectives.

---

## **CHAPTER 5**

### **RECOMMENDATION AND CONCLUSION**

#### **5.1 Introduction**

This chapter summarizes the outcome of the research based on the research finding presented in the previous section. Then, implications, conclusion, limitations and recommendations for future study are presented as well.

#### **5.2 Social Demographic Characteristics of Sample**

The demographic of the respondents of the survey are gender, marital status, education level, management level, type of job, age, income level and job age (length of service). All of them are not accounted for the conceptual model proposed and hence won't affect the result of the data analysis.

**Table 5.1: Summary of Demographics of Respondents**

Demographic	Value	Frequency	Percentage
GENDER	FEMALE	126	60
GENDER	MALE	84	40
Marital Status	Married	72	34.3
Marital Status	Separated	11	5.2
Marital Status	Single	127	60.5
Education Level	Four-year college	79	37.6
Education Level	Graduate school degree (Master, Doctor)	26	12.4
Education Level	High school diploma	52	24.8
Education Level	Two-year college degree	53	25.2
Management Level	Executive	84	40
Management Level	Manager/Assistant Manager	95	45.2
Management Level	Non-management Employee	4	1.9
Management Level	Senior/Deputy Senior Manager	27	12.9
Job Type	Administration/Management (Planning, Finance/Accounting)	9	4.3
Job Type	Education/Training	2	1.0
Job Type	Engineering	3	1.4
Job Type	Information Technology/Internet	119	56.7
Job Type	Marketing/Sales	50	23.8
Job Type	Others	22	10.5
Job Type	Production/Manufacturing	5	2.4
Age	30 ~ 39 years old	62	29.5
Age	40 ~ 49 years old	20	9.5
Age	over 50 years old	29	13.8
Age	Under 29 years old	99	47.1
Income	blank	1	0.5
Income	RM10000 or above	38	18.1
Income	RM2000 or below	42	20
Income	RM2001 ~ RM4000	30	14.3
Income	RM4001 ~ RM6000	72	34.3
Income	RM6001 ~ RM8000	20	9.5
Income	RM8001 ~ RM10000	7	3.3
Job Age	1 ~ 2.9 years	129	61.4
Job Age	3 ~ 4.9 years	53	25.2
Job Age	5 ~ 6.9 years	4	1.9
Job Age	7 ~ 9.9 years	21	10
Job Age	Over 10 years	3	1.4

With reference to Table 5.1, most of the respondents participated in the survey were female (60%). Then, people who is single having the highest number of participation according to marital status demographic which is 127 (60.5%), married participant was 72 (34.3%) and the balance respondents have separated with their partner. As mentioned, most of the respondents have four-year college degree education level

---

which is 37.6% or 79 out of 210. The high school diploma and two-year college degree have close frequency at 52 (24.8%) and 53 (25.2%). The balance 26 (12.4%) respondents are at least holding a Master or Doctorate degree. Next, most of the respondents (45.2%) are holding a manager or assistance manager role in the company. And respondents at executive level are 40% (84 respondents), senior or deputy senior manager are 12.9% (27 respondents) and 4 (1.9%) person are non-employee employee.

Subsequently, most of the respondents (119 person or 56.7%) are doing IT related job in their company. The next big group is marketing or sales which contributed 23.8% in total respondents. It is worthwhile to learn that the 22 respondents who select “Others” are from aviation industry and their job type was not listed in the survey questionnaire. Hence, they had chosen “Others” in the case. The remaining respondents are having job type of administration or management (9), education or training (2), engineering (3) and production or manufacturing (5). Next, the biggest age group (99 or 47.1%) that responded to the survey is under 29 years old. Then 30 to 39 years old group has 62 (29.5%) participants. While 40 to 49 years old and over 50 years old are 20 (9.5%) and 29 (13.8%) respectively.

On the income level aspects, 72 (34.3%) respondents have RM4001 to RM6000 income level, which is the biggest group. Then, the second highest selection is RM2000 or below which is 42 (20%) respondents. Then, RM10000 or above is 38 (18.1%), RM2001 to RM4000 is 30 (14.3%) , RM6001 to RM8000 is 20 (9.5%), RM8001 to RM10,000 is 7 person. There was one participant didn't response to the income level item. But the data record remains valid since income level won't be accounted for the research model. Lastly, the length of service (job age) of most of the respondents (129 or 61.4%) are 1 to 3 years. Then follow by 3 to 5 years which is 53 (25.2%) people. Next, 5 to 7 years have 1.9% (4 person), 7 to 10 year is 10% (21 person) and over 10 years of service is 3 (1.4%) person only.



---

### 5.3 Correlational Analysis

Table 5.2: Summary of Correlational Analysis

Pearson's Correlations For All Study Variables						
No.	Variables	Distributive Justice	Procedural Justice	Interpersonal Justice	Informational Justice	Job Satisfaction
1	Distributive Justice	1	.857**	.804**	.838**	.810**
2	Procedural Justice	.857**	1	.843**	.857**	.837**
3	Interpersonal Justice	.804**	.843**	1	.908**	.842**
4	Informational Justice	.838**	.857**	.908**	1	.862**
5	Job Satisfaction	.810**	.837**	.842**	.862**	1

With reference to Table 5.2, Pearson Product Moment Correlations for every pair of the variables are presented. As mentioned, the r value of each pair of independent variable and dependent variable are quite strong. All of them are having r value not less than .80 and having no negative sign in front of the r value. According to Cohen (as cited in Pallant 2005), any r value between 0.5 to 1.0 is considered strong relationship. Thus, all the proposed hypothesis 1 to 4 are supported by correlational analysis of the collected survey data. All independent variables (variables 1 to 4 in Table 5.2) have positive relationship toward job satisfaction.

---

## 5.4 Regression Analysis

Table 5.3: Summary of Regression Analysis

Regression Analysis Predicting Job Satisfaction with Four-Dimensions Model					
No.	Independent Variables	R Square	Adjusted R Square	Beta	Sig.
1	Distributive Justice	0.792	0.788	0.151	0.026
2	Procedural Justice			0.238	0.001
3	Interpersonal Justice			0.217	0.007
4	Informational Justice			0.334	0.000

Dependent Variable: Job Satisfaction

Table 5.3 revealed the multiple linear regression analysis for the impact of the four independent variables toward the dependent variable, job satisfaction. Generally, the model has 0.79 R Square value which implies that the model can described 79.2% of the variance in job satisfaction for the total sample of 210 respondents. This is the goodness of fit of the model in application. However, Adjusted R Square slightly reduced to 0.78 which indicates there is rooms for improve of generalization of the model. Apart from that, informational justice appeared to be the most influential factor in predicting job satisfaction (Beta = 0.334), then followed by procedural justice (Beta=0.238), next is interpersonal justice (Beta = 0.217) and the least influential one is distributive justice (Beta=0.151). All has confidences level more than 95% (p-value  $\leq 0.05$ ). Similarly to correlation analysis, hypothesis 1 to 4 are all rejecting  $H_0$  and supported  $H_1$  which hypothesize that all the four OJ dimensions has positive impact on job satisfaction. This also suggests that informational and procedural justice supposed to have priority in improving employee job satisfaction in Malaysia.

---

## 5.5 Discussion

Table 5.4: Revised Conceptual Model

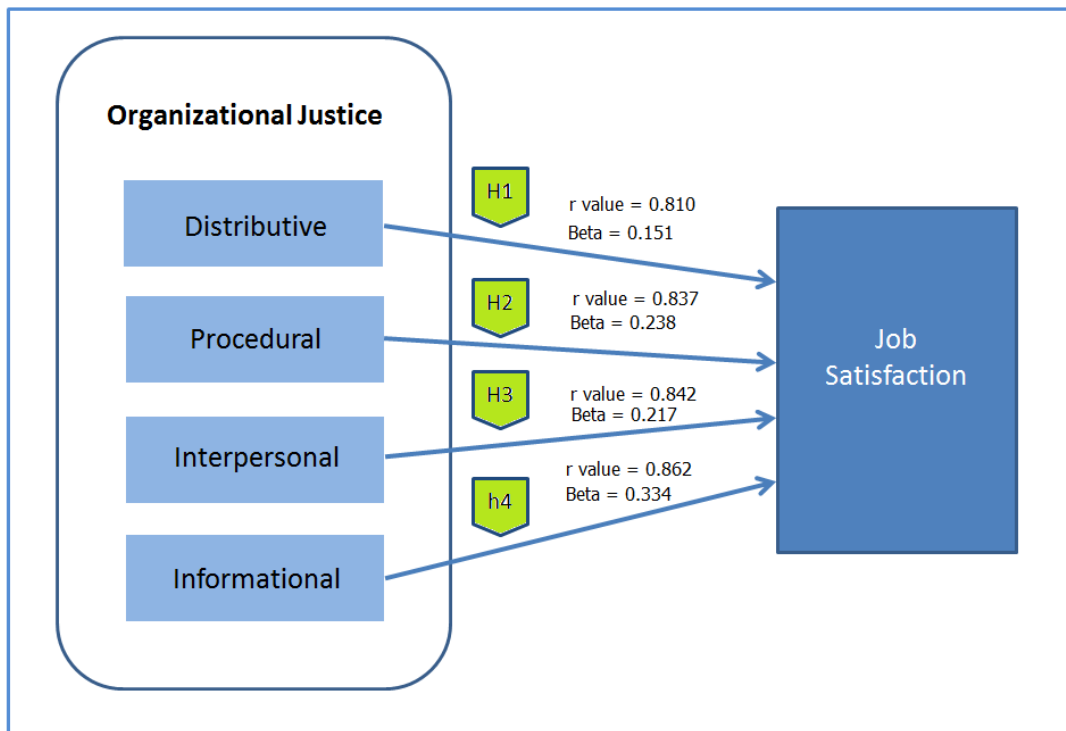


Table 5.4 presents the revised conceptual model of the study that aim to investigate the relationship of the four OJ dimensions toward Malaysia employee job satisfaction in Malaysia. As mentioned, the r values and Beta of the four independents variables shown that they are important toward improving job satisfaction of Malaysia employee. Any unit increase in the variables would help to improve job satisfaction level as well. Nevertheless, in term of prioritization, informational justice should be the first to pay attention as both highest r value and also Beta among the others. This suggests that Malaysia employee perceived information that is relevant, adequate, detail, timely and true with regards to a decision made should be made available to them during the communication with their supervisor. This information would help the employee to know and understand what the deciding factors of the decision are

and also influence the employee's proposition in supporting those decisions that affects them.

On the other hand, the revised conceptual model in Table 5.4 is partially aligned with Choong et. al.'s conclusion (2010) who mentioned that procedural justice is more influential than distributive justice in relation to Malaysia employee's job satisfaction. Thus, Table 5.4 has shown that procedural justice has higher r value and Beta compare to distributive justice. Similarly, Wan et. al.'s (2012) who focused on procedural justice on the decision on promoting managerial staff in Malaysia also found procedural justice is a predictive variable in the their study. Thus, the revised conceptual model also partially supported their work.

Table 5.5: Summary of Hypothesis Testing

Summary of Hypothesis Tested from Correlation and Regression			
Hypothesis	Detail	Correlation Res	Regression Result
1	There is a positive relationship between distributive justice and employee job satisfaction.	Strong positive	Supported
2	There is a positive relationship between procedural justice and employee job satisfaction.	Strong positive	Supported
3	There is a positive relationship between interpersonal justice and employee job satisfaction.	Strong positive	Supported
4	There is a positive relationship between informtional justice and employee job satisfaction.	Strong positive	Supported

Table 5.5 revealed that all of the four dimensions are having strong positive relationship towards job satisfaction level of Malaysia employee. Also the hypotheses are all supported with the analysis of the sample collected from the survey. This finding is aligned with the conclusion of AL Rawashdeh (2013), Campbell (2007), Hasan (2010), Pitts (2006) and Shah et. al. (2012) who found OJ has positive effect on job satisfaction. Besides that, the study also reached finding similar to Tam (1998)

---

who conducted OJ-related research in Malaysia public sector and found OJ has significant impact on organizational outcome. Moreover, the interpersonal justice finding is aligned with Sheli (2009) and Belangar (2007) work who also said that interpersonal justice played a significant role in promoting organizational commitment and satisfaction. Next, informational justice find is similar to the work of Iyer (2011), Gauri (2013), Fodchuk (2009) and Braeunig (2007).

On the other hand, according to Egan (1993), some researchers also found distributive justice to have negative effect on organizational outcome such as task performance. But this is not found in the study. It may due to sampling size and culture difference, thus people weighed differently on various dimensions in OJ. The same is found in procedural justice where Gauri (2013) can't reach the conclusion of supporting procedural justice effect on job satisfaction but this study did based on the sample. Furthermore, Oh (2013) who focused in South Korea and Gauri (2013) who focused in healthcare business in the United State found no significant impact of interpersonal justice towards job satisfaction as well. Thus, Table 5.5 is partially supported to their work only.

## **5.6 Implication**

The finding of the study provides implication to the business owner or management of company in Malaysia on how possible does their subordinates or employees prioritize OJ dimensions. The result provided a guideline based on regression analysis to the authority that informational justice played the most significant role in predicting employee perceived of fairness in the company. Then, procedural justice follows by interpersonal justice and lastly distributive justice. This implies that an organization does not need to worry much about increasing operating cost in improving OJ within the organization. The informational justice required complete,

---

relevant, adequate, timely and detail information to be communicated to the affected employee with regards to a decision made. This would help the employee to understand the consideration and principle of the authority in doing such decision. And employee will probably supporting the decision instead of go against with it. What the company has to invest is the effort in preparing and drawing out proper guideline and policy to disclose those information to targeted employee on timely basis.

As mentioned, informational justice could be reached with no or minimum cost. It is the same for improving procedural justice, a company may need to change their existing procedure in make decision to become more transparent. This may include changing of standard operational procedure. Thus it would likely to incur some cost on man-hour and managerial staff might feel that they have lost some of the discretion power. The same for interpersonal justice that would need some extra cost on man-hour because the supervisor should spent time to care and communicate with their subordinates about a decision made. Due respect and caring should be given to the employee in the communication. In some case, tailored caring and treatment on some particular employee should be happened. This could help the employee to reduce the anxiety and uncomfortable to the new decision that affected them. Lastly, distributive justice would likely increase the cost of a company because it tends to do with monetary rewards and recognition.

Therefore, Malaysia employee should take the result of this finding seriously in order to improve the job satisfaction of their employee. With high job satisfaction, then comes along with high organizational commitment, sense of organizational belonging, harmonious workplace, low employee turnover rate etc. which eventually convert into the competitive edge of the company. As mentioned by Bliss (as cited in Hamlett 2014), a 10% turnover rate in a medium size company with 1000 employees is approximately USD7.5 million loses on average. This include the loses of tacit knowledge of an employee, skill and experiences that the employee possess,

---

leadership of the employee etc. Thus, by upholding OJ properly, a company could actually save a lot of non-financial cost as well. And these non-financial costs would transform into a sharp and powerful edge for the company in competitive business environment today.

Lastly, Malaysia government is signing the Trans Pacific Partnership Agreement (TPPA) that initiated by the United States and also increases the coupling with China in commercial activity at the same time in 2015. Thus, opportunities to grow and expand Malaysia businesses are plenty. So a highly motivated, loyal and committed work forces are very critical in driving and developing the company to advance and grab business opportunity along the way.

## **5.7 Limitation**

There were several limitation of the study that include the geographical coverage of the respondents of survey is Klang Valley only due to the time and cost constraint predefined by education institution. Next, although demographic is captured in questionnaire but there weren't used in constructing the model of the study despite there were past research that reported demographic of a respondents i.e. gender, age, job position, etc would affect the perception of fairness in an organization. A person with high income and high position in company tends to perceived OJ compare to people with lower income and lower position. Thus, the study does not taking into account of these factors in evaluating the model.

---

## **5.8 Recommendation for Future Study**

Future study is recommended to expand the geographical coverage to whole Malaysia instead of focus in Klang Valley only. This would definitely incur more cost in term of time and fund. Next, demographic should be accounted for the OJ to job satisfaction model in the future study. Besides job satisfaction, it is suggested to test on effect of OJ on employee turnover rate, organizational commitment, and supervisor satisfactory etc. to have more comprehensive empirical literature for the subject. It is also advisable to increase the sampling size to have more accurate research finding. On the other hand, future research should consider examining the OJ subject from the view point of a supervisor or business owner in Malaysia. This would definitely enrich the literature and knowledge of OJ specifically in Malaysia context.

## **5.9 Conclusion**

This chapter summarize the research finding and tabulate them into table for easy understanding. It also provides discussion and implication of the study. Lastly, limitation and recommendation for future study is given as well.



---

## REFERENCES

- Al Rawashdeh, E. (2013). Organizational Justice and its Impact upon Job Performance in the Jordanian Customs Department. *International Management Review*, 9(2), 29-35. Retrieved 4 SEPT 2014.  
<http://libezp.utar.edu.my/login?url=http://search.ebscohost.com.libezp.utar.edu.my/login.aspx?direct=true&db=bth&AN=91879704&site=ehost-live&scope=site>
- Ali Nasr Esfahani, Javad Shabani Naftchali, Javad Khazaei Pool (2013), A Study of the Impact of Perceived Organizational Justice on Employee's Social Capital (Case Study: Health Network of Noshahr City). *Journal of Applied Sociology*, 50(2), 39-43:
- BBC(2010),How Air Asia founder Tony Fernandes' dream came true, <http://www.bbc.co.uk/news/business-11647205>, (1st November 2010)
- Belanger, I. (2007). Models of the effects of monitoring on perceptions of organizational justice and turnover. (Order No. MR49656, University of New Brunswick (Canada)). ProQuest Dissertations and Theses, , 31-n/a. Retrieved from <http://search.proquest.com/docview/304730925?accountid=50207>. (304730925).
- Bowen, D. E., Gilliland, S. W., & Folger, R. (1999). HRM and Service Fairness: How Being Fair with Employees Spills Over to Customers. *Organizational Dynamics*, 27(3), 7.

---

Braeunig, L. (2007). *Perceived supervisor support, meeting frequency, and turnover intentions: The mediating role of informational justice* (Order No. 1446335). Available from ProQuest Dissertations & Theses Global. (304713774). Retrieved from <http://search.proquest.com/docview/304713774?accountid=50207>

Burns, A. C., & Bush, R. F. (2006). *Marketing Research (5th Ed)*. New Jersey: Pearson Prentice Hall.

Campbell, J. (2007). Motivation, attitudes, goal setting, performance and interactive effects of pay for performance. Capella University). ProQuest Dissertations and Theses, , 144-n/a.

Choong, K.F., Wong, E.S.K. & Tioh, N.G. (2010), The Impact of Organizational Justice on Employee's Job Satisfaction: The Malaysian Companies Perspectives. *American Journal of Economics and Business Administration*,2(1),65-72.

Egan, T. D. (1993). Multiple dimensions of organizational justice perceptions and individual level performance. (Order No. 9402419, University of California, Irvine). ProQuest Dissertations and Theses, , 178-178 p. Retrieved from <http://search.proquest.com/docview/304036705?accountid=50207>. (304036705).

Fodchuk, K. M. (2009). Organizational justice perceptions in china: Development of the chinese organizational justice scale. (Order No. 3374154, Old Dominion University). ProQuest Dissertations and Theses, , 156. Retrieved from <http://search.proquest.com/docview/305071073?accountid=50207>. (305071073).

Gauri S. Rai (2013), Impact of organizational justice on satisfaction, commitment and turnover intention: Can fair treatment by organizations make a difference in their workers' attitudes and behaviors?. *International Journal of Human Sciences*, 10(2) 2013, 260-284.

---

Georgalis, J., Samaratunge, R., Kimberley, N., & Lu, Y. (2015). Change process characteristics and resistance to organisational change: The role of employee perceptions of justice. *Australian Journal Of Management (Sage Publications Ltd.)*, 40(1), 89-113. doi:10.1177/0312896214526212

Greenberg, J. (2010), *Behavior in Organizations* (10<sup>th</sup> ed.), England, Pearson.

Guo, C. (2009). The meaning and effects of organizational justice in a layoff situation: An indigenous chinese investigation. (Order No. 3379961, University of Massachusetts Amherst). ProQuest Dissertations and Theses, , 196. Retrieved from <http://search.proquest.com/docview/304924039?accountid=50207>. (304924039).

Hair, J.F., Money, A.H., Samouel, P., & Page, M. (2007). *Research methods for business*. Chichester: John Wiley & Sons.

Hamlett, J. (2014). Exploring how managers' perception of organizational justice influences job satisfaction and turnover intention. (Order No. 3622057, Northcentral University). ProQuest Dissertations and Theses, , 223. Retrieved from <http://search.proquest.com/docview/1548006654?accountid=50207>. (1548006654).

Hasan Ali AL-Zu'bi (2010). A Study of Relationship between Organizational Justice and Job Satisfaction. *International Journal of Business and Management*, 5(12).102-109.

HOLLENSBE, E. C., KHAZANCHI, S., & MASTERSON, S. S. (2008). HOW DO I ASSESS IF MY SUPERVISOR AND ORGANIZATION ARE FAIR? IDENTIFYING THE RULES UNDERLYING ENTITY-BASED JUSTICE PERCEPTIONS. *Academy of Management Journal*, 51(6), 1099-1116.

- 
- Iyer, V. V. (2011). Understanding turnover intentions and behavior of indian information systems professionals: A study of organizational justice, job satisfaction and social norms (Order No. 3489449). Available from ProQuest Dissertations & Theses Global. (915147174). Retrieved from <http://search.proquest.com/docview/915147174?accountid=50207>
- McNabb, N. S. (2009). The daily floggings will continue until morale improves: An examination of the relationships among organizational justice, job satisfaction, organizational commitment and intention to turnover (Order No. 3352987). Available from ProQuest Dissertations & Theses Global. (304972141). Retrieved from <http://search.proquest.com/docview/304972141?accountid=50207>
- Oh, J. R. (2013). The impact of organizational justice on career satisfaction of employees in the public sector of south korea. (Order No. 3567458, University of Minnesota). ProQuest Dissertations and Theses, , 122. Retrieved from <http://search.proquest.com/docview/1420349300?accountid=50207>. (1420349300).
- Pallant, J. (2005), *SPSS Survival Manual: A step by step guide to data analysis using SPSS for Windows* (12<sup>th</sup> ed.), Australia, Allen & Unwin.
- Pitts, J. P. (2006). The effects of managerial communication and justice perceptions on employee commitment to organizational change: A mixed method field study. Auburn University). ProQuest Dissertations and Theses, , 181-181 p. Retrieved from <http://search.proquest.com/docview/305357221?accountid=50207>. (305357221).
- Pyun, S. (1997). Organizational justice orientations and workforce performance effectiveness in south korea. (Order No. 9835100, University of Southern California). ProQuest Dissertations and Theses, , 201-201 p. Retrieved from <http://search.proquest.com/docview/304382623?accountid=50207>. (304382623).

---

Rodriguez, C. (2012). High school students' perceptions of distributive, procedural, and interactional justice: An exploratory study of justice with correlates of counterproductive and withdrawal behaviors. California State University,

Robinson, K. L. (2004). The impact of individual differences on the relationship between employee perceptions of organizational justice and organizational outcome variables (Order No. 3129973). Available from ProQuest Dissertations & Theses Global. (305047403). Retrieved from <http://search.proquest.com/docview/305047403?accountid=50207>

Royal, D. R. (2009). Nurses' perceptions of organizational justice, commitment, and job satisfaction in the workplace. (Order No. 3370942, University of Phoenix). ProQuest Dissertations and Theses, , 155-n/a. Retrieved from <http://search.proquest.com/docview/305127407?accountid=50207>. (305127407).

Russell E. Johnson, Christopher Selenta, Robert G. Lord (2006) When organizational justice and the self-concept meet: Consequences for the organization and its members, *Organizational Behavior and Human Decision Processes*, Volume 99, Issue 2, March 2006, Pages 175-201, ISSN 0749-5978, 10.1016/j.obhdp.2005.07.005. Fresno). ProQuest Dissertations and Theses, , 266.

Sillito Walker, S. (2009). *Delivering justice: Relational self-construal and the production of procedural, interpersonal, and informational fairness* (Order No. 3370969). Available from ProQuest Dissertations & Theses Global. (305006302). Retrieved from <http://search.proquest.com/docview/305006302?accountid=50207>

Sungjoo Choi. (2011). Organizational Justice and Employee Work Attitudes: The Federal Case. *The American Review of Public Administration* March 2011 41: 185-204, first published on August 18, 2010.

- 
- Tam, W. W. (1998). An assessment of the relationships among organizational trust, organizational politics, and organizational justice, and their effects on merit pay outcomes in the Malaysian public sector. (Order No. 9901142, The Pennsylvania State University). ProQuest Dissertations and Theses, , 303-303 p. Retrieved from <http://search.proquest.com/docview/304443454?accountid=50207>. (304443454).
- Thurston, Paul William, Jr. (2001). Clarifying the structure of justice using fairness perceptions of performance appraisal practices (Order No. 3038781). Available from ProQuest Dissertations & Theses Global. (304760141). Retrieved from <http://search.proquest.com/docview/304760141?accountid=50207>
- Vineet Nayar (2010), *Employee First, Customer Second: Turning Conventional Management Upside Down*, Harvard Business School Publishing 8th June 2010, United States. ISBN: 978-1-4221-3906-6
- Wan, H., Sulaiman, M., & Omar, A. (2012). Procedural justice in promotion decisions of managerial staff in Malaysia. *Asia Pacific Business Review*, 18(1), 99-121. doi:10.1080/13602380903424167
- Wilson, T. A. (2010). Workplace aggression behaviors, organizational justice, and intention to leave among U.S. telecommunications workers (Order No. 3406165). Available from ProQuest Dissertations & Theses Global. (275596271). Retrieved from <http://search.proquest.com/docview/275596271?accountid=50207>
- Zhang, H. (2006). Antecedents and consequences of organizational justice: An investigation in China. (Order No. NR28225, McMaster University (Canada)). ProQuest Dissertations and Theses, , 137. Retrieved from <http://search.proquest.com/docview/305274556?accountid=50207>. (305274556).
-

---

## APPENDIX A

### RESEARCH QUESTIONNAIRE

The Impact of Organization Justice toward Employee Job Satisfaction in Malaysia

Thank you for your participation. I am SO Soon Yuan, a student of Master in Business Administration (MBA) program of the University of Tunku Abdul Rahman, Malaysia.

I am conducting a research on the impact of organizational justice on employee job satisfaction in Malaysia. The purpose of this study is to investigate the impact of organizational justice on job satisfaction of Malaysia employees. The information that you provide will be kept anonymously and confidentially and used in aggregated summaries only for research purpose.

The questionnaire should take you 5-10 minutes to complete. This questionnaire consists of five sections. There is no right or wrong answer in each question. It is very important that you respond to each and every statement. Only then I can include your opinions in the final analysis.

Please feel free contact me at [sosoonyuan@gmail.com](mailto:sosoonyuan@gmail.com) or at 012-6125805, if you have any questions and comments. Thank you.

Sincerely,  
SO Soon Yuan

#### **I. Distributive Justice**

For each question, please indicate your level of agreement by checking the box that best reflects your perception of your organization.

1 ----- 2 ----- 3 ----- 4 ----- 5  
 Strongly Disagree      Disagree      Neutral      Agree      Strongly Agree

- |  |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. My work schedule is fair.<br>Refer to working time.   | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. I believe my level of pay is fair.  | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. I consider my workload to be quite fair.<br>Refer to amount of work.                                | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Generally, the rewards I receive here are quite fair.<br>Includes monetary, recognition, award etc. | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. I feel that my job responsibilities are fair.<br>Refer to ownership of job.                         | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

<b>II. Procedural Justice</b>
-------------------------------

For each question, please indicate your level of agreement by checking the box that best reflects your perception of your organization.

1 ----- 2 ----- 3 ----- 4 ----- 5  
 Strongly Disagree      Disagree      Neutral      Agree      Strongly Agree

- |  |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 6. The decisions our organization makes in the level of organization are in an unbiased manner.  | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Our organization makes sure that all employees' concerns are heard before job decisions are made.   | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Our organization has procedures to collect information for making decisions accurately and thoroughly.                                    | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Our organization has procedures that are designed to allow the requests for clear explanation or additional information about a decision. | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. All decisions of our organization are applied consistently   | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



---

and impartially across all affected employees.

11. Our organization has procedures that allow an employee to appeal or challenge a decision. 1    2    3    4    5

<b>III. Interpersonal Justice</b>
-----------------------------------

For each question, please indicate your level of agreement by checking the box that best reflects your perception of your organization.

1 ----- 2 ----- 3 ----- 4 ----- 5  
Strongly Disagree    Disagree    Neutral    Agree    Strongly Agree

12. When decisions are made about my job, my supervisor treats me with kindness and consideration. 1    2    3    4    5
13. When decisions are made about my job, my supervisor considers personal needs with the greatest care. 1    2    3    4    5
14. When decisions are made about my job, my supervisor treats me with a truthful manner. 1    2    3    4    5
15. When decisions are made about my job, my supervisor shows concerns for my rights as an employee. 1    2    3    4    5
16. Concerning decisions made about my job, My supervisor usually discusses the expected impacts of the decisions with me. 1    2    3    4    5
17. When making decisions about my job, my supervisor offers reasonable explanations that I understand clearly. 1    2    3    4    5
18. My supervisor explains clearly any decision if it is related to my job. 1    2    3    4    5

<b>IV. Informational Justice</b>
----------------------------------

The following items refer to the authority figure that enacts the procedures used at your organization to make decisions. To what extent:

---

1 ----- 2 ----- 3 ----- 4 ----- 5

To a Small      Moderate      Neutral      Moderate      To a Big  
Extent      Small      Extent      Big      Extent  
   Extent      Extent

- |  |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 19. Has he/she been candid in his/her communications with you?<br>Refer to honesty in communication. | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 20. Has he/she explained the procedures thoroughly?  | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. Were his/her explanations regarding the procedures reasonable?                                   | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 22. Has he/she communicated details in a timely manner?  | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. Has he/she seemed to tailor his/her communications to individuals' specified needs?              | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

<b>V. Job Satisfaction</b>
----------------------------

For each question, please indicate your level of agreement by checking the box that best reflects your perception of your organization.

1 ----- 2 ----- 3 ----- 4 ----- 5

Strongly      Disagree      Neutral      Agree      Strongly  
Disagree      Disagree           Agree      Agree

- |  |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 24. I am satisfied with the success I have achieved in my career.                        | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. I am satisfied with the progress I have made toward meeting my overall career goals. | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. I am satisfied with the progress I have made toward meeting my goals for income.     | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|  | 1                        | 2                        | 3                        | 4                        | 5                        |
|  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

---

27. I am satisfied with the progress I have made toward meeting my goals for advancement.

28. I am satisfied with the progress I have made toward meeting my goals for the development of new skills.

1 2 3 4 5

<b>VI. Demographic</b>
------------------------

29. What is your gender?

Male  Female

30. What is your marital status?

Single  Married  Separated

31. What is your age?

Under 29 years old  30 ~ 39 years old  
 40 ~ 49 years old  over 50 years old

32. What is your highest level of education?

High school diploma  Two-year college degree  
 Four-year college  Graduate school degree (Master, Doctor)

33. What is your monthly income level?

RM2000 or below  RM2001 ~ RM4000  
 RM4001 ~ RM6000  RM6001 ~ RM8000  
 RM8001 ~ RM10000  RM10000 or above

34. What is your management level?

Executive  Manager/Assistant Manager  
 Senior/Deputy Senior Manager  Non-management Employee

35. What is the type of your job in your organization?

Marketing/Sales  Information Technology/Internet

- 
- Research and Production/Development       Manufacturing
- Administration/Management (*Planning, Finance/Accounting, Human Resource, Law/Auditing, etc.*)
- Engineering       Education/Training
- Others

36. How long have you worked for this organization?

- 1 ~ 2.9 years       3 ~ 4.9 years
- 5 ~ 6.9 years       7 ~ 9.9 years
- Over 10 years

- End -

Thank you very much

---

APPENDIX B

RELIABILITY TEST OUTPUT

**Reliability**

**Scale: ALL VARIABLES**

**Case Processing Summary**

		N	%
Cases	Valid	10	100.0
	Excluded <sup>a</sup>	0	.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.914	28

**Item Statistics**

	Mean	Std. Deviation	N
DISTRIBUTIVE JUSTICE 1	3.70	1.160	10
DISTRIBUTIVE JUSTICE 2	3.40	.966	10
DISTRIBUTIVE JUSTICE 3	3.00	1.054	10
DISTRIBUTIVE JUSTICE 4	2.70	.823	10
DISTRIBUTIVE JUSTICE 5	2.90	.994	10

---

PROCEDURAL JUSTICE 6	2.80	.789	10
PROCEDURAL JUSTICE 7	2.40	.843	10
PROCEDURAL JUSTICE 8	2.80	.632	10
PROCEDURAL JUSTICE 9	2.70	.675	10
PROCEDURAL JUSTICE 10	3.10	.568	10
PROCEDURAL JUSTICE 11	2.50	.850	10
INTERACTIONAL JUSTICE 12	3.50	.850	10
INTERACTIONAL JUSTICE 13	3.30	.675	10
INTERACTIONAL JUSTICE 14	3.60	.966	10
INTERACTIONAL JUSTICE 15	3.40	.843	10
INTERACTIONAL JUSTICE 16	3.20	.919	10
INTERACTIONAL JUSTICE 17	3.40	.966	10
INTERACTIONAL JUSTICE 18	3.30	.949	10
INFORMATIONAL JUSTICE 19	3.30	.823	10
INFORMATIONAL JUSTICE 20	2.80	.789	10
INFORMATIONAL JUSTICE 21	3.10	.738	10
INFORMATIONAL JUSTICE 22	3.00	.816	10
INFORMATIONAL JUSTICE 23	3.20	.919	10
JOB SATISFACTION 24	3.30	.823	10
JOB SATISFACTION 25	3.40	.843	10

---

JOB SATISFACTION 26	3.20	.422	10
JOB SATISFACTION 27	3.10	.568	10
JOB SATISFACTION 28	3.30	.823	10

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DISTRIBUTIVE JUSTICE 1	83.70	146.678	.650	.908
DISTRIBUTIVE JUSTICE 2	84.00	153.333	.502	.911
DISTRIBUTIVE JUSTICE 3	84.40	152.933	.469	.912
DISTRIBUTIVE JUSTICE 4	84.70	156.233	.455	.912
DISTRIBUTIVE JUSTICE 5	84.50	148.278	.702	.907
PROCEDURAL JUSTICE 6	84.60	151.156	.747	.907
PROCEDURAL JUSTICE 7	85.00	153.333	.585	.910
PROCEDURAL JUSTICE 8	84.60	168.267	-.146	.919
PROCEDURAL JUSTICE 9	84.70	158.456	.433	.912
PROCEDURAL JUSTICE 10	84.30	159.789	.429	.912
PROCEDURAL JUSTICE 11	84.90	161.656	.180	.916
INTERACTIONAL JUSTICE 12	83.90	150.989	.697	.908
INTERACTIONAL JUSTICE 13	84.10	154.989	.644	.909
INTERACTIONAL JUSTICE 14	83.80	150.622	.620	.909
INTERACTIONAL JUSTICE 15	84.00	154.222	.541	.911

---

INTERACTIONAL JUSTICE 16	84.20	157.956	.323	.914
INTERACTIONAL JUSTICE 17	84.00	152.000	.560	.910
INTERACTIONAL JUSTICE 18	84.10	152.544	.547	.910
INFORMATIONAL JUSTICE 19	84.10	160.100	.263	.915
INFORMATIONAL JUSTICE 20	84.60	152.044	.699	.908
INFORMATIONAL JUSTICE 21	84.30	152.456	.728	.908
INFORMATIONAL JUSTICE 22	84.40	148.267	.872	.905
INFORMATIONAL JUSTICE 23	84.20	151.733	.605	.909
JOB SATISFACTION 24	84.10	151.211	.710	.908
JOB SATISFACTION 25	84.00	156.444	.432	.912
JOB SATISFACTION 26	84.20	164.178	.177	.915
JOB SATISFACTION 27	84.30	164.456	.102	.916
JOB SATISFACTION 28	84.10	158.322	.351	.914

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
87.40	166.267	12.894	28



APPENDIX C

PEARSON CORRELATION SPSS OUTPUT

Correlations

		MeanDIST	MeanPROC	MeanINTE	MeanINFO	MeanJSAT
MeanDIST	Pearson Correlation	1	.857**	.804**	.838**	.810**
	Sig. (1-tailed)		.000	.000	.000	.000
	N	210	210	210	210	210
MeanPROC	Pearson Correlation	.857**	1	.843**	.857**	.837**
	Sig. (1-tailed)	.000		.000	.000	.000
	N	210	210	210	210	210
MeanINTE	Pearson Correlation	.804**	.843**	1	.908**	.842**
	Sig. (1-tailed)	.000	.000		.000	.000
	N	210	210	210	210	210
MeanINFO	Pearson Correlation	.838**	.857**	.908**	1	.862**
	Sig. (1-tailed)	.000	.000	.000		.000
	N	210	210	210	210	210
MeanJSAT	Pearson Correlation	.810**	.837**	.842**	.862**	1
	Sig. (1-tailed)	.000	.000	.000	.000	
	N	210	210	210	210	210

\*\* . Correlation is significant at the 0.01 level (1-tailed).

APPENDIX D

MULTI LINEAR REGRESSION SPSS OUTPUT

**Correlations**

**Notes**

Output Created		09-DEC-2015 22:24:52
Comments		
Input	Data	D:\MBA\FYP\GDrive FYP\FYP\FYP\SPSS Data\SSY_FYP_DATA\FYP_OJ_Total _N2.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	210
	File	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=MeanDIST MeanPROC MeanINTE MeanINFO MeanJSAT /PRINT=ONETAIL NOSIG /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02

**Correlations**

		MeanDIST	MeanPROC	MeanINTE	MeanINFO
MeanDIST	Pearson Correlation	1	.857**	.804**	.838**
	Sig. (1-tailed)		.000	.000	.000
	N	210	210	210	210
MeanPROC	Pearson Correlation	.857**	1	.843**	.857**
	Sig. (1-tailed)	.000		.000	.000
	N	210	210	210	210
MeanINTE	Pearson Correlation	.804**	.843**	1	.908**
	Sig. (1-tailed)	.000	.000		.000
	N	210	210	210	210
MeanINFO	Pearson Correlation	.838**	.857**	.908**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	210	210	210	210
MeanJSAT	Pearson Correlation	.810**	.837**	.842**	.862**
	Sig. (1-tailed)	.000	.000	.000	.000
	N	210	210	210	210

**Correlations**

		MeanJSAT
MeanDIST	Pearson Correlation	.810**
	Sig. (1-tailed)	.000
	N	210
MeanPROC	Pearson Correlation	.837**
	Sig. (1-tailed)	.000
	N	210
MeanINTE	Pearson Correlation	.842**
	Sig. (1-tailed)	.000
	N	210
MeanINFO	Pearson Correlation	.862**
	Sig. (1-tailed)	.000
	N	210
MeanJSAT	Pearson Correlation	1
	Sig. (1-tailed)	
	N	210

\*\* . Correlation is significant at the 0.01 level (1-tailed).

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
MeanJSAT	3.29	.888	210
MeanDIST	3.43	.794	210
MeanPROC	3.30	.870	210
MeanINTE	3.35	.949	210
MeanINFO	3.30	.934	210

**Correlations**

		MeanJSAT	MeanDIST	MeanPROC	MeanINTE
Pearson Correlation	MeanJSAT	1.000	.810	.837	.842
	MeanDIST	.810	1.000	.857	.804
	MeanPROC	.837	.857	1.000	.843
	MeanINTE	.842	.804	.843	1.000
	MeanINFO	.862	.838	.857	.908
Sig. (1-tailed)	MeanJSAT	.	.000	.000	.000
	MeanDIST	.000	.	.000	.000
	MeanPROC	.000	.000	.	.000
	MeanINTE	.000	.000	.000	.
	MeanINFO	.000	.000	.000	.000
N	MeanJSAT	210	210	210	210
	MeanDIST	210	210	210	210
	MeanPROC	210	210	210	210
	MeanINTE	210	210	210	210
	MeanINFO	210	210	210	210

**Correlations**

		MeanINFO
Pearson Correlation	MeanJSAT	.862
	MeanDIST	.838
	MeanPROC	.857
	MeanINTE	.908
	MeanINFO	1.000
Sig. (1-tailed)	MeanJSAT	.000
	MeanDIST	.000
	MeanPROC	.000
	MeanINTE	.000
	MeanINFO	.
N	MeanJSAT	210
	MeanDIST	210
	MeanPROC	210
	MeanINTE	210
	MeanINFO	210

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	MeanINFO, MeanDIST, MeanPROC, MeanINTE <sup>b</sup>		Enter

a. Dependent Variable: MeanJSAT

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.890 <sup>a</sup>	.792	.788	.409

a. Predictors: (Constant), MeanINFO, MeanDIST, MeanPROC, MeanINTE

b. Dependent Variable: MeanJSAT

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	130.597	4	32.649	195.610	.000 <sup>b</sup>
	Residual	34.216	205	.167		
	Total	164.813	209			

a. Dependent Variable: MeanJSAT

b. Predictors: (Constant), MeanINFO, MeanDIST, MeanPROC, MeanINTE

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.185	.126		1.471	.143
	MeanDIST	.169	.075	.151	2.247	.026
	MeanPROC	.243	.075	.238	3.254	.001
	MeanINTE	.203	.074	.217	2.729	.007
	MeanINFO	.318	.082	.334	3.869	.000

**Coefficients<sup>a</sup>**

Model		95.0% Confidence Interval for B		Correlations		
		Lower Bound	Upper Bound	Zero-order	Partial	Part
1	(Constant)					
	MeanDIST	-.063	.433	.810	.155	.072
	MeanPROC	.021	.317	.837	.222	.104
	MeanINTE	.096	.390	.842	.187	.087
	MeanINFO	.056	.350	.862	.261	.123

**Coefficients<sup>a</sup>**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	MeanDIST	.225	4.445
	MeanPROC	.189	5.282
	MeanINTE	.160	6.255
	MeanINFO	.136	7.375

a. Dependent Variable: MeanJSAT

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	MeanDIST	MeanPROC
1	1	4.922	1.000	.00	.00	.00
	2	.050	9.943	.76	.00	.01
	3	.013	19.239	.15	.24	.25
	4	.008	24.480	.05	.57	.70
	5	.006	27.746	.04	.19	.04

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Variance Proportions	
		MeanINTE	MeanINFO
1	1	.00	.00
	2	.02	.02
	3	.28	.07
	4	.04	.11
	5	.66	.80

a. Dependent Variable: MeanJSAT

---

**Casewise Diagnostics<sup>a</sup>**

Case Number	Std. Residual	MeanJSAT	Predicted Value	Residual
13	-3.018	3	3.83	-1.233
27	4.981	4	1.57	2.035

a. Dependent Variable: MeanJSAT

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.40	4.57	3.29	.790	210
Std. Predicted Value	-2.391	1.609	.000	1.000	210
Standard Error of Predicted Value	.029	.181	.058	.024	210
Adjusted Predicted Value	1.37	4.56	3.29	.792	210
Residual	-1.233	2.035	.000	.405	210
Std. Residual	-3.018	4.981	.000	.990	210
Stud. Residual	-3.116	5.113	.001	1.012	210
Deleted Residual	-1.314	2.144	.001	.423	210
Stud. Deleted Residual	-3.185	5.460	.002	1.026	210
Mahal. Distance	.063	39.868	3.981	5.147	210
Cook's Distance	.000	.281	.009	.031	210
Centered Leverage Value	.000	.191	.019	.025	210

a. Dependent Variable: MeanJSAT