

Impact of Distributive Justice, Procedural Justice, Interactional Justice, Temporal Justice, Spatial Justice on Job Satisfaction of Banking Employees

— *Review of* —
**Integrative
Business &
Economics**
— *Research* —

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ABSTRACT

This research paper examined the relationship between organizational justice and job satisfaction. Traditionally, organizational justice is measured through three components but in this paper the concept of organizational justice has been extended and two new components temporal justice and spatial justice have been introduced and researched upon. Thus the impact of organizational justice on job satisfaction was checked by five dimensions; distributive justice, procedural justice, interactional justice, temporal justice and spatial justice. Employee perceptions were taken to evaluate whether fairness prevails in the organization or not and furthermore whether this fairness affect their satisfaction level on the job.

The study investigated this relationship in the Pakistani environment, particularly, the employees in the banking sector in the metropolitan city of Karachi. The findings show that significant relationship exists between distributive justice, interactional justice, temporal justice and job satisfaction. It is anticipated that if this research would be replicated by other researchers in different countries and contexts with few modifications, it will highlight relevance on a broader scale.

Keywords: Justice, Temporal, Spatial, job satisfaction

INTRODUCTION

Organizations are the social systems where humans are an asset. Organizations need efficient and effective managers and employees to accomplish goals, because

organizations cannot be successful without their enduring efforts and commitment. Employee morale and satisfaction are the two most profound variables which affect the performance of an organization.

Job satisfaction is closely linked to that individual's behavior in the work place. It is the collection of feeling and beliefs that employees have about their current job. The degree of job satisfaction ranges from extreme satisfaction to extreme dissatisfaction. Employees have attitudes about various aspects of their jobs e.g. their work, their colleagues, supervisors or subordinates and their pay. The importance of job satisfaction specially emerges to surface when many negative consequences of job dissatisfaction come to mind such a disloyalty, increased absenteeism, low productivity, turnover and increased number of accidents etc (Aziri, 2011). Therefore in order to be competitive in this global business environment companies must identify factors that affect job satisfaction and morale of their employees (Al-Zu'bi, 2010). Job satisfaction is under the influence of a series of factors such as the nature of work, salary, growth opportunities, management, work groups and working conditions etc. (Aziri, 2011)

One particular factor which affects job satisfaction of employees is called organizational justice; which is concerned with the fair treatment of employees. It refers to the extent of which employees perceive outcomes, procedures and interactions to be fair.

The concept of perception of fairness is an imperative concept for employees because it affects their attitudes and behaviors which in turn lead to positive or negative employee satisfaction and performance. An unfair perception leads to dissatisfaction with outcomes or rewards. An employee exerts less effort on the job and ultimately parting with the organization (Mowday, 1987).

Employees who have a sense of equality and feel that they are rewarded fairly for their genuine contributions to the organization are satisfied. The reward may include multiple benefits and perks other than financial gains. Employees with high job satisfaction tend to exert higher levels of performance, productivity, commitment and retention rates. Therefore organizational Justice must prevail (Al-Zu'bi, 2010).

As organizational justice is a versatile concept so it covers everything from system of payment to treatment by one's boss. Researchers of Organizational behavior identified three types of organizational justice that is distributive, procedural justice,

interpersonal justice which is further divided into interactional, and informational justice (Colquitt et al. 2005, Greenberg, & Zapata-Phelan, 2005).

Before 1975, organizational justice was primarily concerned with *distributive justice*. Conventionally, Adam (1965) with his equity theory did the groundwork for most distributive justice research (Bernerth, Feild, Giles, Cole, 2006). According to Leventhal, Karuza, & Fry (1980) and Thibaut & Walker (1975) research in organizational justice goes further than equity theory. They stated that individuals not only define justice in terms of distributive justice of inputs and outcomes but they also view justice in terms of the procedures which determine those outcomes, categorized as *procedural justice*.

According to Cropanzano, Rupp, Mohler and Schminke (2001), individuals along with the economic importance of outcomes, also consider their socioemotional value. The socioemotional value focuses on the quality of the relationships among people, containing aspects of status and dignity. Bies & Moag (1986) came up with the concept *interactional justice*, which refers to the treatment that an employee receives in terms of explanations for decisions and the information with compassion and respect.

Innumerable literature in the organizational and industrial psychology has observed organizational justice as well as its related outcomes. The influence of organizational justice on job satisfaction is a widely studied topic because it is an employee's attitude towards the organization (Kumar, Bakhshi, and Rani, 2009). In order to keep employees satisfied, committed, and loyal to the organization, it needs to be fair in its system of distributive, procedural, and interactional justice. This research has observed that employees do not only measure justice of in terms of outcomes, formal allocation processes and interpersonal transactions they encounter with others; but also in terms of time and space. Two new elements have been identified to organizational justice such as; spatial and temporal justice. Spatial justice refers to “the perception associated with the geographical distance and access to the resources within the workplace” while temporal justice is concerned with “the fair distribution of time”.

Employees show more positive attitude and behaviour towards their work i.e. job satisfaction, if they feel that they are treated impartially by their organization in every aspect. Decision makers must give special attention to issues like allocating monetary resources, hiring employees in organizations, policy making and its implications in

respect of justice as they affect other people in the organization (Colquitt, Greenberg, & Zapata-Phelan, 2005).

A lot of work has been done on organizational justice in the developed countries but not much of literary work has been carried out in Pakistan in the field of organizational justice using all the five dimensions of distributive justice, procedural justice, interactional justice, spatial justice and temporal justice. This research has carried out the ruins of organizational justice along with two new elements introduced using the variables of time and space and its impact on job satisfaction in Karachi in the banking sector. This research examines whether the old and the new elements of workplace justice combined together bring positive impact on employee's job satisfaction or not. Two dimensions have been added to justice, which is the fairness perception time and space by the organization. Previously, temporal and spatial justices have only been described as a part of social justice. The roots of distributive, procedural and interactional justice can also be found in social justice; similarly this paper gives way to the new dimensions of space and time in an organizational context.

LITERATURE REVIEW

Organizational Justice:

“Organizational justice is concerned with the fair treatment of employees” (Randeree, 2008, p.57). The term organizational justice was first coined by Greenberg (1987) which represents individual's perceptions and reactions to fairness towards the organization. Justice refers to an action or decision that is morally and ethically right. Justice can be linked to, religion, ethics, equity, and law. Justice or fairness in organizations may include issues associated with perceptions of fairness in pay, equal opportunities for promotion and employee selection processes (Tabibnia, Satpute, & Lieberman, 2008). Injustice examples maybe of unequal pay for and women doing the same job. Performance reviews conducted by a boss whom the employee had less contact, arbitrary dismissals etc.

Organizational justice is conceptualized as a combination of various elements. There are three main components of organizational justice; distributive justice, procedural justice, and interactional justice. Interactional justice further includes interpersonal and informational justice. (Adams, 1965; Leventhal, 1980; Bies & Moag, 1986)

Employees of an organization will reflect positive behaviours and productivity if they perceive their organization to be fair and just in its procedures, policies, interactions and distribution systems. Enhancing organizational justice results in improved outcomes from employees. Managers should take actions to improve employees' job satisfaction and organizational commitment so to decrease employees' turnover intension with the help of distributive and procedural justice (Elanain, 2009).

Organizational justice is directly related to the workplace as it describes the role of fairness. Particularly, it is linked with the way in which employees determine whether they have been treated fairly or not (Moorman, 1991).

Distributive Justice:

Organizational justice previously focused on the fairness perceptions of outcomes normally referred to as distributive justice. It has its theoretical foundation stemmed from the equilibrium theories of the 1950s and 1960s. Distributive justice in theory is characterized as the fairness related to the distribution of resources and decision outcomes. The resources or outcomes can be tangible or intangible (pay or praise) (Adams, 1965).

Much of the research on distributive justice was derived from the works of Adams (1965). Adams suggested that equity theory can determine the fairness of an outcome. Equity theory can be used to explain such employee behaviours caused by perceptions of unfairness (Adams, 1963, 1965). Equity theory asserts that employees compare their inputs and outcomes with the inputs and outcomes of relevant others. Inputs are what they invest into their job and outcomes are what they receive in return (McFarlin, & Sweeney, 1992).

The research on equity theory has been re-examined quite a lot of times. Most of this research has explored the employee attitudes to pay. For e.g., employees who feel that they are underpaid decrease the quality or quantity of their work, while those who feel that they are overpaid improve their work in terms of quality or quantity (Mowday, 1987). The "underpaid" hypothesis has received more research support than the "overpaid" hypothesis. Research on the latter hypothesis has been confined entirely to laboratory experiments (McFarlin, & Sweeney, 1992).

Adams (1965) curvilinear hypothesis was researched by Vecchio (1984). But Vecchio observed the effect of overpayment inequity on real employees. Few effects were revealed based on the trend analysis applied on various job and pay satisfaction

measures. Although suggestive trends were found but Vecchio (1984) did not discover a significant curvilinear affect of equity on job satisfaction.

Procedural Justice:

After ten years of Adams' (1965) study, Thibaut and Walker (1975) discovered a new dimension of organizational justice, namely *procedural justice*. Procedural justice focuses on the processes which are used to determine the outcomes.

Procedural justice perceptions are universally recognized today, but Thibaut and Walker (1975) were the pioneers of these procedural influences. According to them if employees were given a chance to participate into the process used to reach outcomes then they might perceive the outcomes as fair. These findings gave way to a new dimension of organizational justice perceptions. Organizational justice found its way from a distributive view to a comprehensive, procedural view (Bernerth, Feild, Giles, Cole, 2006).

Folger and Konovsky identified a major difference regarding justice in work organizations, stating that "distributive justice refers to the perceived fairness of the amounts of compensation employees receive; procedural justice refers to the perceived fairness of the means used to determine those amounts" (1989: 115).

Leventhal (1980) substantiated that procedural justice prevails only when employees feel that the process includes aspects of ethicality, consistency, precision and indiscrimination. Skarlicki & Folger (1997) identified one form of procedural justice which is known as the fairness of a company's formal procedures.

Personal outcomes, such as satisfaction with pay can be predicted by distributive justice while procedural justice is related to evaluating trust and commitment in the supervisor therefore procedures are important predictor of outcomes than distributive justice (McFarlin, & Sweeney 1992).

Tyler (2003) conducted a study to show the use of procedural justice in law and order regulating bodies and its impact on the trust and confidence of public. Tyler (2003) researched that procedural justice responds to public concerns about fairness in the exercise of legal authority. Such approach helps in the improvement of police performance and court which will lead to higher levels public trust and confidence in

those institutions. Kim and Mauborgne (1998) studied procedural justice and its impact on the feelings of people when strategic decisions are taken. According to them when decision-making processes are perceived to be fair, employees show high level of voluntary cooperation based on commitment and trust. On the other hand, employees show resistance in executing strategic decisions and refuse to cooperate when they feel that the processes are unfair.

Only few studies have been conducted in the past which show the interactive effects of both types of justice but they have used laboratory experiments. Research by Greenberg (1987) was carried out in which distributive (pay level) and procedural dimensions of justice (determination of pay level) were manipulated while subjects worked on a task. Subjects perceived high pay levels as fair irrespective of the procedures but accepted low pay levels as fair only when procedures were used fairly (McFarlin, & Sweeney 1992).

Interactional Justice:

According to Bies (1986) there is another branch stemming from the tree of organizational justice labeled as *interactional* justice which focuses on employees' perceptions of the interpersonal behavior exercised during the representation of decisions and procedures. It involves various socially sensitive actions, such as when supervisors respond employees with dignity and respect (e.g., providing sufficient explanations for decisions, paying attention to an employee's concerns, and showing empathy for his predicament) (Skarlicki & Folger, 1997).

Mikula, Petrik, and Tanzer (1990) reported that a significant amount of perceived injustices related to perceptions of interactional justice instead of distributive or procedural issues. Employees gave more importance to the way they were treated during their interpersonal encounters with their supervisors.

Interactional justice is further broken down into two constituents: interpersonal and informational justice. Perceptions of respect, politeness, dignity in one's treatment or when taking decisions are a part of Interpersonal justice while the sufficiency of the explanations given in terms of their specificity, timeliness, and truthfulness comes under informational justice (Colquitt, 2001).

There are various studies which have taken the combined impact of distributive, procedural and interactive justice on organizational retaliation (Skarlicki & Folger,

1997), organizational citizenship behavior (Moorman, 1991), motivation (Latham & Pinder, 2005), organizational commitment (Kumar, Bakhshi, and Rani, 2009) and job satisfaction (Al-Zu'bi, 2010), self-assessed performance and job satisfaction in an expatriate environment (Fernandes and Awamleh, 2006).

Temporal Justice:

In social justice, Goodin (2010) has introduced the notion of justice in the distribution of time, particularly the discretionary power over one's time. According to Goodin (2010) "Temporal autonomy is a matter of having discretionary control over one's time". Everyone has precisely 24 hours in a day, some people use their time better than others by obtaining greater satisfaction but how effectively one uses its time has nothing to do with their just entitlement of time itself. When we say that someone has more time than others, it means that he/she has fewer constraints and more choices of how to spend his/her time.

The new dimension of organizational justice stems out from the same concept but in a different setting. Temporal justice in an organization is concerned with "the fair distribution of time". How an employee perceives his just entitlement to the time given to him daily to complete his tasks. Time is a resource and it may occur that it would be falsely termed as a part of or an extension of distributive justice but it is necessary to distinguish that it is not an outcome or a comparison ratio of input to outcome as in the equity theory, instead it the fairness of entitlement of time to the employees. Organizations must distribute work time evenly across employees irrespective of them being single or married, part time students or working full time, having dependent family members or not because everyone has a right to access his/her discretionary time so that they can reduce stress, become satisfied with their work and increase productivity.

There is a sphere of necessity in which one has to do certain things. One has to spend minimal amount of time to satisfy few needs; bodily necessities (time spent in eating, sleeping, taking care of your body), financial necessities (securing the cash which you spend on the things you need to survive) and household necessities (cooking, cleaning, taking care of the kids). The time left after these necessities is called the discretionary time i.e. how much temporal autonomy you possess.

Sometimes people fall below the threshold of financial necessity (they are in poverty), or household necessity (they are accused for child neglect), or bodily necessity (they

are sleep deprived). It is socially unacceptable to let people fall below the threshold of this poverty line. People who fall below this threshold are not able to participate fully in their social life (Goodin, 2010).

In reality employees have very little time left after fulfilling their *financial necessity* of their lives that they would spend time on other dimensions of *household and bodily necessities* (i.e. employees are sleep deprived). This is so because companies require employees for *late sittings* or give extra working hours. But it is also important to distinguish the fact that if people work longer hours than otherwise necessary, only by their own choice (when they prefer a higher income than the minimum necessary), that is an exercise of temporal autonomy, not a constraint. Therefore, one needs to separate choice versus necessity (Goodin, 2010).

According to Goodin (2010), the most concern from the view of temporal justice, is the way a set of policies and practices will impact differently on different people's temporal autonomy. If an employee has to work late hours, it will reduce his/her personal time, time spent with family, time spent in studies, etc. in return will increase stress and decrease productivity.

A lot of programs have come up as a part of employee's compensation and benefits in previous years which strive to balance work -life such as child and dependent care programs, flexible hour's program, family and medical leave etc. The question being raised here is that day care programs do not help working spouses to spend time in their child's learning and growth. Flexible hours do not mean that your boss will not ask for late sittings, or give extra work for home or may not disturb you by phone calls. According to Caproni (2004) beauty is a worthwhile guide to life not balance. Spending time with family and friends and keeping nights and weekends for non work activities is worth more satisfying than spending extra hours at work which are non productive and does not give significant and high quality contributions at work.

Temporal justice is a concept different from work-life balance or conflict. Work life balance is an outcome for an employee based on the temporal justice given by his organization. This perception of justice entails the concept of time during work hours. The work life balance is impossible if the manager is not giving equality to an employee over his/her time. It is like an "invisible justice" perception which an employee seeks in terms of time from the organization. Positive time perception is a psychological need and can enhance employee productivity.

Thus, temporal justice can be taken in an organizational setting as a new dimension of organizational justice. The autonomy of time is very unequal and therefore organizations must intervene and design policies to distribute time evenly across employees irrespective of their status e.g. part time students, lone mothers, or employees having dependent family members.

Spatial Justice:

“Spatial” means based in space, location, or position (Glick, Hyde & Sheikh, 2012) or “having to do with space” (Hawker, 2006). Broadly, spatial justice refers to a focused and deliberate emphasis on the spatial or geographical aspects of justice. It involves the fair distribution in space of socially valued resources and the opportunities to utilize them. Geographically uneven development or underdevelopment also provides a framework for understanding the processes which produce injustices. Locational discrimination is imposed by organizations because of the geographies. The understanding and analysis of the creation of unjust geographies and spatial structures of the organizations can help to interpret the organizational spatial injustices and thus formulate territorial policies which aim at tackling them (Soja, 2008).

Spatial justice refers to “the perception associated with the geographical distance of the resources or the comparison of uneven development or underdevelopment of these resources among different branches of the organization based on geographical distance”.

Spatial justice affects distribution of resources across territories and decision-making processes (Henri Lefebvre, 1968, 1972). Therefore it is of vital importance to establish just policies of space to ensure satisfaction and commitment among employees in the organization. Few examples to support the notion of spatial justice/injustice in an organizational setting have been given subsequently, which will specify the dimensions of space in this research:

Examples of Spatial Injustice:

- Facilities or services needed for health and well-being of organizational members are not adequately available in one location, as compared with their availability in other locations or branches/ divisions.

- Facilities or services needed for support functions for organizational members are far from their consumption locations (such as printers, photocopiers, scanners).
- Allocation of resources, e.g. budgets, (for atm machines, printers, office furniture, etc) are unfairly distributed such that, some far flung areas are disadvantaged compared to others e.g. branches of banks located in villages or under developed areas within the city (Glick, Hyde & Sheikh, 2012).

Components of Organizational Justice (Cropanzo, Bowen, & Gilliland, 2007)

1. Distributive Justice: Appropriateness of outcomes.
• Equity: Rewarding employees based on their contributions.
• Equality: Providing each employee roughly the same compensation.
• Need: Providing a benefit based on one’s personal requirements.
2. Procedural Justice: Appropriateness of the allocation process.
• Consistency: All employees are treated the same.
• Lack of Bias: No person or group is singled out for discrimination or ill treatment.
• Accuracy: Decisions are based on accurate information.
• Representation of All Concerned: Appropriate stakeholders have input into a decision.
• Correction: There is an appeals process or other mechanism for fixing mistakes.
• Ethics: Norms of professional conduct are not violated.
3. Interactional Justice: Appropriateness of the treatment one receives from authority figures.
• Interpersonal Justice: Treating an employee with dignity, courtesy, and respect.
• Informational Justice: Sharing relevant information with employees.

New Organizational Components

4. Temporal Justice: Appropriateness of time distribution
Marital Time: Time spent with spouse and children
Personal Time: Time spent with friends, gym, hobbies, sleep and effect of working time on personal time.
Office Time/Late Sittings: Extra time spent for work in office after office hours.
5. Spatial Justice: Appropriateness of distance
• Resource Distance: Geographical distance of the office resources.
• Budget Discrimination: Discrimination in allocation of office resources among different branches of the organization based on distance.

Job Satisfaction

Job satisfaction is the outcome variable in this study. When employees feel that they are treated unfairly, they respond affectively or behaviorally (low commitment or high turnover) (Fernandes & Awamleh, 2006). Job satisfaction is therefore very critical

to attracting and retaining qualified and competent personnel (Al-Zu'bi, 2010). It can be defined as “a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering” (Locke, 1969).

Methodologically, job satisfaction can be defined as a comparison between actual and preferred outcomes. Job satisfaction is an affective reaction which includes employee’s feelings about a variety of extrinsic and intrinsic job characteristics. Satisfied employees bring innovation in their work while focusing on continuous quality improvement. They also involve more in participation in the strategic decision-making in the organization (Al-Zu'bi, 2010).

METHOD

Method of data collection

The study aimed at identifying the impact of organizational justice on job satisfaction of the employees working in the banking sector in Karachi, Pakistan. The information was gathered from employees who work in different branches of Commercial banks in Karachi. These banks are private banks, owned by Pakistani nationals and their head offices are located in Karachi. The selected banks were Habib Metropolitan Bank Limited, Allied bank limited, Bank Alfalah Limited, Faysal Bank Limited, Habib Hank Limited, JS Bank Limited, KSB Bank Limited, MCB Bank Limited, Summit Bank Limited and United Bank Limited¹.

It was a primary research therefore data was collected through a questionnaire. In order to get responses on the research questions, 250 questionnaires were distributed to employees working in banks and the response rate was 100%. Five dimensions of organizational justice (distributive, procedural, interactional temporal and spatial justice) were used to identify the combined effect on job satisfaction.

The variables used to access distributive justice were work schedule, pay level, work load, rewards and job responsibilities. For procedural justice the variables used were biasness, empathy, information, communication, consistency and dissent. While interactional justice was measured by the perceptions of consideration, respect, sensitivity, ethics and concern. Questions related to the distributive, procedural and interactional justice variables were taken from Al-Zu'bi (2010). The scale of the distributive, procedural and interactional justice was based on a five-point Likert scale and responses were based on (strongly disagree-1 to strongly agree-5). Temporal

justice was checked by three variables of office time/late sittings, personal time, and marital time. Spatial justice was measured by two variables of resource distance and budget discrimination. Temporal justice and spatial justice used multiple scales and as they are new to the research therefore questions were created by a careful and thorough process using feedback from respondents in a focus group after which 12 questions were created for determining justice of time and 5 questions for analyzing justice of space.

Q.21 to Q.32 measured temporal justice variable. Question.21 used a nominal scale of “Yes” and “No” to answer the pre requisite question for late sittings. Question.22 used intervals for answering the question “How many hours do you sit after the routine 9-5 hours of job”. The intervals were “1-2 hours”, “3-4 hours”, “5-6 hours”, and “more than 6 hours”. Q.23 asked the respondents to identify their daily sleeping hours with intervals of “less than 5 hours”, “5-6 hours”, “6-7 hours”, “7-8 hours”, and “more than 8 hours”. Q.24 asked the respondents of their marital status to choose from “Single”, “Married”, “Divorced”, “Separated”, and “Widowed”. Respondents answered the Q25. 26 and 27 on a five point Likert scale of (Strongly disagree 1-strongly agree 5), the questions were; “I am unable to spend time with my wife due to work”, “I am unable to spend time with my children due to work” and “My professional life has affected my personal life”. Q.28 asked the respondents to identify whether “they are currently studying part time along with their job” with options of “Yes” or “No”. Q.29, Q.30, Q.31, and Q.32 used the five point Likert scale of (Strongly disagree 1-strongly agree 5). Q.29 asked “I am unable to focus on my studies due to work”, Q.30 asked “I have enough time after work to perform household chores”, Q.31 was “Do you have time left after performing all these activities (office work, house hold chores, sleep and bath)” and Q.32 asked “Do you have time to socialize, spend time with friends, go to gym or indulge in your hobbies etc. during a week”.

Spatial Justice was measured by 5 questions. Q.33 asked the respondents whether “There is discrimination in the budget allocation across different branches in different locations”. Q.34 was about office work resources “There are no printers, scanners, photocopiers available in the office”. Q.35 asked the respondents about their distances with these resources “Printers, scanners, photocopiers are located at a fair amount of distance from my work station”. The 3 questions used a five point Likert scale (Strongly disagree 1-strongly agree 5). Q.36 asked whether “There is a doctor/hospital situated nearby the office” on a nominal scale where respondents had to choose from “Yes” or “No” options. The last question asked “Facilities like cafeteria, washrooms etc. are located at a fair amount of distance from my work station” with a

five point Likert scale.

Job satisfaction was assessed by a standard questionnaire used by Fernand and Awamleh, (2006), in which questions related to the perceptions of employees towards their job were asked to measure the level of job satisfaction among them. The questionnaire had seven point scale but five-point Likert scale was used instead to evaluate the responses to each item (strongly disagree-1 to strongly agree-5) developed by Neihoff and Moorman (1993) in all the questions.

Besides these, demographic questions such as age, gender, income, work experience and educational level were asked by the respondents to identify the characteristics of the sample respondents.

Accidental sampling or convenience sampling technique was used in this research in which respondents were selected based on convenience from different commercial banks. Employees were asked to evaluate the perceptions on five dimensions of organizational justice. Total 49 questions were asked in the questionnaire; out of which 37 were related to five dimensions of organizational justice, 7 were related to the level of job satisfaction while 5 questions were related to the demographic characteristics of these respondents. In order to test the reliability of the instrument used, Cronbach Alpha was applied. Cronbach alpha estimates that how much variation in different variables scores is due to chance or random errors.

Reliability Statistics

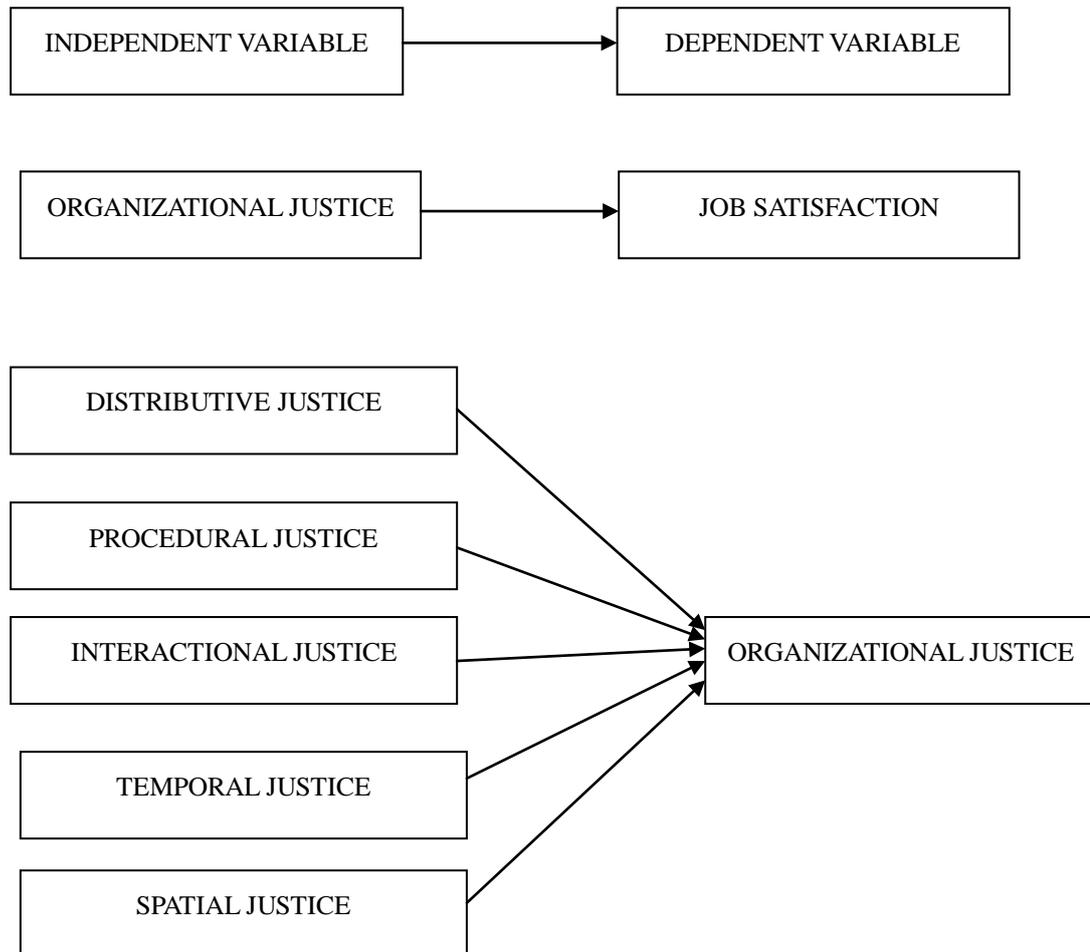
Cronbach's Alpha	N of Items
.872	49

It is a coefficient of reliability which measures internal consistency of the different categories in the questionnaire. “A coefficient greater than 0.7 is acceptable and a good indicator of construct reliability” (Nunnally, 1978).The reliability test score in this study was 0.872 with the sample of 30 questionnaires which indicates that the questionnaire was reliable.

As two new dimensions were added to the old model of organizational justice, Factor Analysis was conducted on all the 37 independent variables to test the validity of the questions and logic of these dimensions. Factor Analysis answers the question as to whether there are any homogeneous groups of variables that form identifiable constructs that employees rely upon when perceiving organizational justice.

The analytical technique used in this research was linear regression. All the questions which were grouped after factor analysis were then averaged to take the combined effect and then Linear Regression was applied to identify the impact of organizational justice on job satisfaction.

Model:



Hypotheses:

H1: There is a positive relationship between organizational justice and job satisfaction.

Independent variable is organizational justice and dependent variable is job satisfaction. Impact of organizational justice was checked on the job satisfaction i.e. whether there is a positive relationship between the two or not.

RESULTS

*Findings and Interpretation of the results:**Demographics Analysis:*

Following Table 1 shows the demographics of the sample size taken for the study. Out of the 250 respondents, 122 were single, while 128 were married. 169 respondents consisted of male while 81 were female. 152 were of 25 to 34 years of age. Almost all of the respondents were educated up to Bachelors or Masters level. Around 65 respondents had more than 8 years of banking experience and 46 of the sample respondents earned above 50,000 Pakistani Rupee monthly while approximately 150 of them earned between 15000 to 50,000.

Table 1: Demographics			
		Value Label	N
MARITAL STATUS	1.0	<i>SINGLE</i>	<i>122</i>
	2.0	<i>MARRIED</i>	<i>128</i>
	3.0	<i>DIVORCED</i>	<i>0</i>
	4.0	<i>SEPARATED</i>	<i>0</i>
	5.0	<i>WIDOWED</i>	<i>0</i>
GENDER	1.0	<i>MALE</i>	<i>169</i>
	2.0	<i>FEMALE</i>	<i>81</i>
AGE	1.0	<i>LESS THAN 25 YRS</i>	<i>40</i>
	2.0	<i>25-34</i>	<i>152</i>
	3.0	<i>35-44</i>	<i>44</i>
	4.0	<i>45 OR MORE</i>	<i>14</i>
EDUCATION	1.0	<i>INTERMEDIATE</i>	<i>18</i>
	2.0	<i>BACHELORS</i>	<i>105</i>
	3.0	<i>MASTERS</i>	<i>111</i>
	4.0	<i>DOCTORATE</i>	<i>16</i>
EXPERIENCE	1.0	<i>LESS THAN 1 YR</i>	<i>20</i>
	2.0	<i>1-2</i>	<i>34</i>
	3.0	<i>3-4</i>	<i>43</i>
	4.0	<i>5-6</i>	<i>41</i>
	5.0	<i>7-8</i>	<i>47</i>
	6.0	<i>MORE THAN 8 YRS</i>	<i>65</i>
INCOME	1.0	<i>UNDER 15000</i>	<i>22</i>
	2.0	<i>15000-20000</i>	<i>45</i>

	3.0	<i>20001-25000</i>	22
	4.0	<i>25001-30000</i>	27
	5.0	<i>30001-35000</i>	31
	6.0	<i>35001-40000</i>	4
	7.0	<i>40001-45000</i>	27
	8.0	<i>45001-50000</i>	26
	9.0	<i>ABOVE 50000</i>	46

Factor Analysis:

Factor Analysis was conducted to check whether there are any homogeneous groups of variables that form identifiable constructs of organizational justice or not. Varimax Algorithm of Orthogonal Rotation was used. 37 questions were reduced to 8 principle components using factor analysis. The labeling of the variables and the empirical factor formation and identification are rarely perfect, thus endurance is encouraged. The underlying assumptions to run factor analysis is that KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) value should be greater than 0.5 and Bartlett test of sphericity should be rejected (i.e.) its significance value should be less than 0.05. Variables are denoted by DJ for “Distributive Justice”, PJ for “Procedural Justice”, IJ for “Interactional Justice”, TJ for “Temporal Justice” and SJ for “Spatial Justice”. Questions PJ1, TJ1, TJ4, TJ8, TJ9, TJ10, TJ11, SJ2 and SJ4 were removed from factor analysis because some of them were nominal variables, while others had less than 0.5 Anti Image values. KMO was 0.839 and Bartlett test of sphericity is rejected which means that the correlation matrix is not an identity matrix and thus there is an underlying structure among the variables.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.839
Bartlett's Test of Sphericity	Sig. .000

Table 3 shows the total variance explained by these 8 components. The first component explains 20% of the data, second component explains 13%, third explains 11%, fourth component explains 7.5%, fifth component explains 7%, while the sixth, seventh and eighth component explains 5%, 4.4% and 4% data.

Table3: Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.469	33.818	33.818	9.469	33.818	33.818	5.804	20.729	20.729
2	2.537	9.061	42.879	2.537	9.061	42.879	3.763	13.438	34.168
3	2.108	7.529	50.408	2.108	7.529	50.408	3.328	11.887	46.054
4	1.627	5.810	56.218	1.627	5.810	56.218	2.110	7.534	53.589
5	1.435	5.126	61.343	1.435	5.126	61.343	1.990	7.107	60.696
6	1.375	4.909	66.253	1.375	4.909	66.253	1.456	5.201	65.896
7	1.179	4.211	70.463	1.179	4.211	70.463	1.239	4.427	70.323
8	1.146	4.093	74.556	1.146	4.093	74.556	1.185	4.233	74.556

Table 4 shows the rotated component matrix, in which factors have been combined and formed 8 components along with their relative factor loadings in each column. These 8 components make logical sense and therefore they have been given appropriate names. The first component is IJ “Interactional Justice”, the second component is PJ “Procedural Justice”, the third component is DJ “Distributive Justice”, the fourth component is PT named “Personal Time”, the fifth component is MT named, “Marital Time”, the sixth component is OT named “Office time/Late sittings”, the seventh component is RD named “Resource Distance” and eighth component is BD named “Budget Discrimination”. Personal Time, Marital Time and Office Time/ Late sittings combine together to form the new dimension of “Temporal Justice” while Resource Distance and Budget Discrimination form the new dimension of “Spatial Justice”.

Table 4: Rotated Component Matrix ^a								
	Component							
	Interactional Justice	Procedural Justice	Distributive Justice	Temporal Justice			Spatial Justice	
				PT	MT	OT/LS	RD	BD
IJ4 When decisions are made about my job, the	.834							

manager deals with me in a truthful manner								
IJ7 The manager offers adequate justification for decisions made about my job	.808							
IJ6 Concerning decisions made about my job, the manager discusses with me the implications of the decisions	.790							
IJ3 When decisions are made about my job, the manager is sensitive to my personal needs	.781							
IJ8 When making decisions about my job, the manager offers explanations that make sense to me	.747							
IJ9 My manager explains very clearly any decisions made about my job	.714							
IJ2 When decisions are made about my job, the manager treats me with respect and dignity	.670							
IJ5 When decisions are made about my job, the manager shows concern for my right as employee	.664							
IJ1 When decisions are made about my job, the manager treats me with kindness and consideration	.635	.414						
PJ4 My supervisor clarifies decisions and provides additional information when requested by employees		.797						
PJ3 To make job decisions, my supervisor collects accurate and complete information		.785						
PJ2 My supervisor makes sure that all employee concerns are heard before Job decisions are made		.777						
PJ5 All jobs decisions are applied consistently to all affected employees		.762						
PJ6 Employees are allowed to challenge or appeal job decisions made by their supervisors	.405	.699						
DJ3 I consider my work load to be quite fair			.768					
DJ4 Overall the rewards I receive are quite fair			.762					
DJ1 My work schedule is fair			.735					
DJ2 I think that my pay is fair			.715					
DJ5 I feel that my job responsibilities are quite fair			.694					
TJ12 Do you have time to socialize, spend time with friends, go to gym or indulge in your hobbies etc. during a week?				.816				

TJ3 How many hours do you sleep daily during the week days?				.72				
				1				
TJ7 My professional life has affected my personal life?				.70				
				1				
TJ6 I am unable to spend time with my children due to work?					.96			
					6			
TJ5 I am unable to spend time with my spouse due to work?					.96			
					5			
TJ2 How many hours do you sit after the routine 9-5 hours of job?						.799		
SJ1 There is discrimination in the budget allocation across different branches in different locations?							.885	
SJ5 Facilities like cafeteria, washrooms etc. are located at a fair amount of distance from my work station?								.685
SJ3 Printers, scanners, photocopiers are located at a fair amount of distance from my work station?								.630

In order to further run the linear regression of the components created, questions which were grouped in each component were averaged. Also all the 7 questions related to job satisfaction were averaged to get the combined effect. The independent variables are distributive justice, procedural justice, interactional justice, personal time, marital time, office time/late sittings, resource distance and budget discrimination while job satisfaction is the dependent variable.

Regression Analysis:

The Regression analysis was run using backward method, in which all variables were entered in model 1, but due to the insignificant level of few of variables, they were removed in the final model. The adjusted R square indicates that 40% of the variation in job satisfaction is explained by four variables shown in table 4. The regression model is a good fit as the significant level is less than 0.05 shown in table 5.

Table 4	
Model	Adjusted R Square
1	.389
5	.396

Model		F	Sig.
1	Regression	20.847	.000 ^a
	Residual		
	Total		
5	Regression	41.819	.000 ^e
	Residual		
	Total		

Table 6 shows the beta coefficients and their Sig values. The model used 10% confidence interval instead of 5%. Model 1 was the initial model but the sig values of Resource Distance, Budget Discrimination, procedural justice, and marital time were more than 0.1 therefore they were removed in the final fifth model. The fifth model had four variables; distributive justice, procedural justice, personal and office time/late sitting.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.062	.249		4.273	.000
	PROCEDURAL_JUSTICE	.039	.054	.047	.729	.467
	DISTRIBUTIVE_JUSTICE	.243	.053	.279	4.589	.000
	INTERACTIONAL_JUSTICE	.288	.061	.333	4.694	.000
	RESOURCE_DISTANCE	.039	.044	.044	.889	.375
	BUDGET_DISCRIMINATION	.000	.042	.000	.009	.993
	PERSONAL_TIME	.115	.047	.133	2.441	.015
	MARITAL_TIME	.000	.022	-.001	-.022	.982
	OFFICE_TIME	-.072	.047	-.078	-1.542	.124
5	(Constant)	1.214	.189		6.437	.000
	DISTRIBUTIVE_JUSTICE	.243	.052	.280	4.666	.000
	INTERACTIONAL_JUSTICE	.311	.052	.360	6.009	.000
	PERSONAL_TIME	.120	.046	.139	2.624	.009
	OFFICE_TIME	-.080	.046	-.087	-1.751	.081

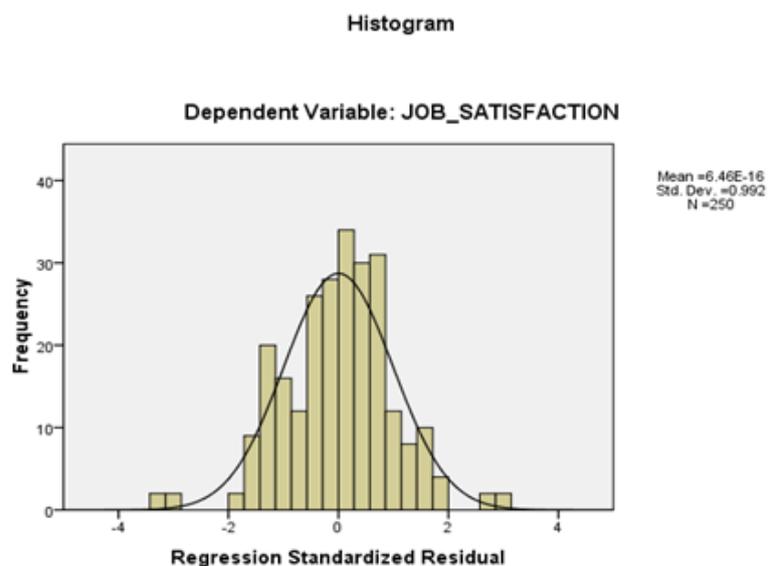
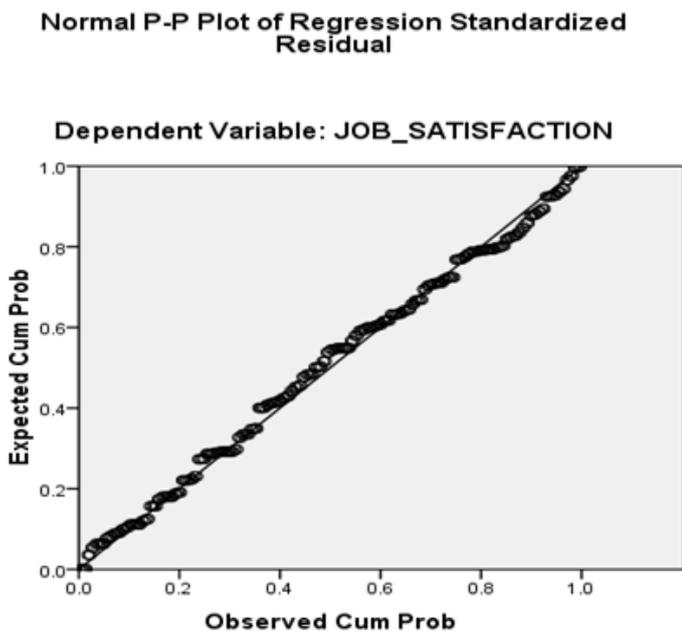
Personal and office time denotes temporal justice. The sig values of distributive justice are 0.000, interactional justice is 0.000, personal time is 0.009 and office

time/late sitting is -0.081 respectively. The results show that significant relationships exist between distributive justice, interactional justice, personal time, office time/ late sittings and job satisfaction. Results reveal that there is a positive association between distributive justice, interactional justice, personal time and job satisfaction while there is negative relationship between office time and job satisfaction, as the hours increase after 9-5 job time, it will have negative impact on satisfaction level of employees. Procedural justice, marital time, resource distance and budget discrimination did not have significant impact on job satisfaction.

The data of Job satisfaction is normal as the entire data is on the line shown in the P-P plot below in figure 1. Also the histogram also shows that the data is normal and symmetrical in figure 2.

Figure 1

Figure 2



DISCUSSION AND CONCLUSION

This study explored the perceptions of organizational justice with job satisfaction. The results showed that significant underlying structure exists between the questions therefore factor analysis was run to reduce data and make identifiable components/factors. Eight components were made which were distributive justice, procedural justice, interactional justice, personal time, marital time, office time/late sittings, resource distance and budget discrimination. Regression analysis revealed significant relationship between distributive justice, interactional justice, and temporal

justice with job satisfaction. Results also revealed that there is a positive association between distributive justice, interactional justice, personal time and job satisfaction while negative association between office time/late sittings and job satisfaction. It means that as the extra working hours increase, employees job satisfaction level decreases. Also, no significant relationships exist between procedural justice, spatial justice, marital time and job satisfaction. Half of the sample respondents were married, while the rest were single therefore their time spent with their spouse and children did not show significant impact on their job satisfaction level. If more sample size could be collected for further investigation, then this may show some significant results.

The variables of time and space have a significant importance in Pakistani culture. Hofstede (1997) describes Pakistan as high on power distance. Pakistan is a hierarchical society; in which people accept a hierarchical order where everybody has a place. Hierarchy in an organization is seen as reflecting inherent inequities, centralization is widespread, subordinates expect to be told what to do and the ideal boss is a kind autocrat. It can be inferred from this that, as the subordinates accept this autocrat leadership style therefore they accept the injustices happened to them in office environment. They are not aware of their rights and equities within the organization. Even if they did, the unemployment rate is high so they don't want to get fired from their jobs therefore accept the organizational injustices and work extra hours after office.

According to the second dimension of Hofstede (1997) Pakistan is said to be a collectivist society in which people belong to 'groups' that take care of each other in exchange for loyalty. It reflects long term commitment to the member 'group', be that a family, extended family, or extended relationships. The Pakistani society fosters strong relationships where everyone takes responsibility for fellow group members. This dimension fosters the fact that employees want to spend time with their families. They create long term relationships and are committed to them. They are social and hang out in family gatherings and give time to their families. This concept fosters the justice of time in organizations. As compared to the east, individualism is more dominant cultural variable in the west, where the employees are self-centered and focus on individual goals. Pakistani people usually consider the needs of the group (families, tribes, work units, nations) to be more important than the needs of individuals. Therefore there is a need to recognize this new dimension of "Temporal Justice" in organizations. This dimension can further be modified if deemed necessary, and should be tested in various cultures to test its validity to qualify it as a new dimension of organizational justice.

Further researches should be done in other countries or other sectors such as pharmaceutical, textile, cement, education or telecommunications etc. to give more insight into these new organizational variables of temporal and spatial justice.

The concept of justice in time can be applied in organizations when establishing work hour schedule of employees, and giving tasks, projects and deadlines, so that workers feel relaxed, unstressed and become more productive during official office hours. Spatial justice can be applied by employers to make sure that subordinates don't waste time and energy to access resources and instead spend time efficiently. Besides this, organizations should allocate budget equally or according to the staff requirement of resources across different branches or offices so that employees do not have a sense of discrimination or biasness towards their organization.

APPENDIX

Questionnaire to measure Organizational Justice and Job Satisfaction

QUESTIONNAIRE TO MEASURE ORGANIZATIONAL JUSTICE AND JOB SATISFACTION

(Mark the selected option with ✓)	1	2	3	4	5
Employees' Perceptions towards Distributive Justice	strongly disagree	disagree	Neither agree/disagree	agree	strongly agree
1. My work schedule is fair					
2. I think that my pay is fair					
3. I consider my work load to be quite fair					
4. Overall the rewards I receive are quite fair					
5. I feel that my job responsibilities are quite fair					
Employees' Perceptions towards Procedural Justice					
6. Job decisions are made by my supervisor in a biased manner					
7. My supervisor makes sure that all employee concerns are heard before Job decisions are made					
8. To make job decisions, my supervisor collects accurate and complete information					

9. My supervisor clarifies decisions and provides additional information when requested by employees					
10. All job-related decisions are applied consistently to all affected employees					
11. Employees are allowed to challenge or appeal job decisions made by their supervisors					
Employees' Perceptions towards Interactional Justice					
12. When decisions are made about my job, the manager treats me with kindness and consideration					
13. When decisions are made about my job, the manager treats me with respect and dignity					
14. When decisions are made about my job, the manager is sensitive to my personal needs					
15. When decisions are made about my job, the manager deals with me in a truthful manner					
16. When decisions are made about my job, the manager shows concern for my rights as an employee					
17. Concerning decisions made about my job, the manager discusses with me the implications of the decisions					
18. The manager offers adequate justification for decisions made about my job					
19. When making decisions about my job, the manager offers explanations that make sense to me					
20. My manager explains very clearly any decisions made about my job					

Employees' Perceptions towards Temporal Justice:

21. Are you required to do late sittings? If yes go to question 22 otherwise go to Q. 23.

Yes No

22. How many hours do you sit after the routine 9-5 hours of job?

- 1-2 hours 3-4 hours 5-6 hours More than 6 hours

23. How many hours do you sleep daily during the week days?

- Less than 5 hours 5-6 hours 6-7 hours 7-8 hour More than 8

24. Marital Status:

1. Single 2. Married 3. Divorced 4. Separated 5. Widowed

(If selected option no. 2 in the previous question only then answer the following question, otherwise go to Q26.)

25. I am unable to spend time with my wife due to work?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

(Answer Q26. Only if you have children, otherwise go to Q27)

26. I am unable to spend time with my children due to work?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

27. My professional life has affected my personal life?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

28. Are you currently studying part time along with your job?

- Yes No

(Answer Q29, only if you are studying part time, otherwise go to Q30.)

29. I am unable to focus on my studies due to work?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

30. I have enough time after work to perform household chores (e.g. buying groceries etc.)?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

31. Do you have time left after performing all these activities (office work, house hold chores, sleep and bath)?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

32. Do you have time to socialize, spend time with friends, go to gym or indulge in your hobbies etc. during a week?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

Employees' Perceptions towards Spatial Justice:

33. There is discrimination in the budget allocation across different branches in different locations?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

34. There are no printers, scanners, photocopiers available in the office?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

35. Printers, scanners, photocopiers are located at a fair amount of distance from my work station?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

36. There is a doctor/ hospital situated nearby the office?

Yes No

37. Facilities like cafeteria, washrooms etc. are located at a fair amount of distance from my work station?

1	2	3	4	5
strongly disagree	disagree	Neither agree/disagree	agree	strongly agree

	1	2	3	4	5
<u>The Level of Job satisfaction among</u>	strongly	disa	Neither	agr	strongly

<u>Employees'</u>	disagree	gree	agree/disagree	ee	agree
38. In general, I am satisfied with my job					
39. I find that my opinions are respected at work					
40. Most people in this organization are highly satisfied with their jobs					
41. I am satisfied with the recognition I get for the work I do					
42. I am satisfied with the way my pay compares with that for similar jobs in other firms					
43. I am satisfied with the personal relationship between my boss and his/her employees					
44. I am satisfied with the way my boss handles employees					

45. GENDER

Male female

46. AGE

Less than 25 years 25-34 years 35-44 years 45 and more

47. EDUCATIONAL LEVEL

Intermediate Bachelors Masters Post Graduate

48. WORK EXPERIENCE

- Less than one year
- 1-2 years
- 3-4 years
- 5-6 years
- 7-8 years
- More than 8 years

49. INCOME

- Under 15000
- 15000-20000
- 20001-25000

- 25001-30000
- 30001-35000
- 40001-45000
- 45001-50000
- Above 50000

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