

The Components of Organizational Justice Affecting Job Satisfaction of Thai University Personnel

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The purposes of this paper were (1) to study the components of organizational justice of Thai universities; (2) to study job satisfaction of Thai university personnel; (3) to find a relationship between the components of organizational justice and job satisfaction of Thai university personnel; and (4) to analyze the components of organizational justice affecting job satisfaction of Thai university personnel. Data were collected from 350 university personnel working in the selected universities. Statistics used in this research are comprised of percentage, mean and standard deviation, Pearson Correlation, and Multiple Regression Analysis. The research results revealed that the opinions of university personnel regarding organizational justice of Thai university personnel, in total, were at a high level. The opinions of university personnel regarding job satisfaction, in total, were at high level. The results of hypothesis testing showed that the components of organizational justice had a positive relationship with job satisfaction of Thai university personnel. Moreover, the research results showed that the equation from multiple regression analysis can predict the effect of organizational justice on job satisfaction of Thai university personnel at 79.6 percent (Adjusted R² = .796), whereas, the rest 20.4 percent was the result of other factors, which were not studied in this research. In particular, procedural justice had the highest effect on job satisfaction of Thai university personnel (Beta = .679, $p < .01$), followed by distributive justice (Beta = .557, $p < .01$), and interactional justice (Beta = .437, $p < .01$) respectively.

Keywords: Organization, Justice, Job Satisfaction, Efficiency and Effectiveness, Thai university personnel.

1. Introduction

Thai Universities are the organizations which provide education to students in order to improve their knowledge and skill to work in both public and private agencies. The duties and responsibilities of Thai universities are composed of teaching and learning, conducting research,

providing academic service to the society and conserving local art and culture. It can be said that Thai universities are the center of rural and local development of the countries. Therefore, job satisfaction of Thai universities are the most important indicators that can predict the university performance and efficiency.

Justice in the Thai universities are one of the indicators that can improve satisfaction in job of the university employees. There are many researchers and scholars that conduct researches about justice in the organization, but only a few researches were conducted to find relationship between justice in organization and job satisfaction of Thai university personnel. Rupp and Thornton (2017) defined justice in the organization as the attitudes of workers or employees toward fairness and justice they received from the organization. They categorized justice in the organization into four types (1) Distributive justice, this refers to the attitudes of workers and employees toward the fairness and justice related to benefits, compensation, salary and income they received from the organization in return to their workload or work contribution; (2) Procedural justice, this means the processes used to evaluate work performance that lead to the identification of fair outcomes. The processes must be fair, just and accepted by both parties employees and organizations; (3) Informational justice, this mean that the organization provide equal opportunities for employees to receive the same information or receive the needed information equally. Hasan (2010) found that there is a relationship between organizational justice and job satisfaction. Organizational justice, which refers to individual perceptions towards fairness received from working in the organization can increase job satisfaction and work performance.

Greenberg and Baron (2013) explained the three types of organizational justice as follows: (1) Procedural justice, this means employees' perceptions towards accuracy, equality, rightness, correctness and fairness of the processes in making decision about compensation and benefit of employees. Most employees believe that if the processes for evaluation about compensation are fair and acceptable, they will receive fair payment as well. (2) Distributive justice, this means employees' perceptions about the fairness of benefits and compensation given to them by the organization compared to their work load and responsibility. Employees will evaluate whether company pays fair compensation to them at appropriate, acceptable and satisfactory level or not. (3) Interactional justice, this means employees' perceptions towards fair interaction from the organization. This also covers equal treatment and interaction between employees and managers, and between employees and the organization. According this principle, organization must treat employees equally with respect and dignity regardless of their personal background such as ethnicity, skin color, belief, religion, country of origin, gender, and social status. In this regard, Brown et al. (2010) and Buchanan (1974) stated that organizational justice is one of the most important factors that can increase employees' job satisfaction. Employees expect organizational operation to be just and fair because organizational justice is the critical element for employees to increase performance effectiveness, sense of organizational citizenship, and human value and dignity.

Job satisfaction is a positive response of each individual towards their organizations, job characteristics, co-worker relationship, manager, working condition and working environment. Employees with high level of job satisfaction will work with strong effort to increase productivity and profit for sustainable growth of the company (Duffy et al., 2016; Muchinsky, 1993). Job satisfaction has a direct impact on work performance and success of the organization. Employees with low job satisfaction are the causes of low productivity, low job quality, low performance, job

absenteeism and retirement. On the other hand, employees with high job satisfaction will increase productivity and work performance of the organization. Employees who are highly satisfied with their job are usually punctual, more productive, and more committed to their organization (Judge et al., 2001; Lease, 1998). Job is the source of income and is considered as an important element of people's life as it represents the living style and social status of people in the society. The overall productivity and success of an organization depend on job satisfaction which lead to effective and efficient performance of employees (Green, 2016; Shmailan, 2016). Inayat and Khan (2021) found that there was a positive relationship between job satisfaction and work performance. Job satisfaction is one of the complicated areas which is formed by many factors and various kinds of feelings, attitudes and conditions. As there are many unstable economic and political conditions, current organizations are recommended to adopt different techniques and methods to motivate and make their employees satisfy with their job. Job satisfaction of employees depends on how they evaluate justice in their organization, and how they evaluate job and their compensation received from job dedication and effort.

Navimipour and Soltani (2016) found that employees' job satisfaction depends how they achieve five Maslow's hierarchy of needs: (1) Physiological needs (air, water, food, shelter, sleep, clothing, reproduction), (2) safety needs (personal security, employment, resources, health, property), (3) love and belonging (friendship, intimacy, family, sense of connection), (4) esteem (respect, self-esteem, status, recognition, strength, freedom), and (5) self-actualization (desire to become the most that one can be). Chaimongkol et al. (2018) found that job satisfaction was positively associated with work performance. Factors that have an effect on job satisfaction are organizational culture, co-workers, working condition and working environment. Aboramadan et al. (2020) and Shahzad et al. (2012) found that if employees feel that you are treated fairly, receive fair compensation and benefits, they will be satisfied with their job and committed to their organization. The more employees have job satisfaction, the more productivity and work performance increase. Gilliland and Langdon (1998) stated employees who perceived that their compensations are fair compared to their work load and who perceived that their managers treat them with fairness and dignity will be satisfied with their job and more committed to their organization.

The researchers consider that organizational justice consisting of procedural justice, distributive justice, and interactional justice may have an effect on job satisfaction of Thai university personnel. Therefore, the researchers are interested in conducting this study.

Purposes of the Study

- (1) To study perceptions on organizational justice of Thai university personnel
- (2) To study job satisfaction of Thai university personnel
- (3) To find a relationship between organizational justice and job satisfaction of Thai university personnel
- (4) To analyze the influence of organizational justice on job satisfaction of Thai university personnel.

Research Hypotheses

Ha1: Organizational justice has a relationship with job satisfaction of Thai university personnel.

Ha2: Organizational justice has an effect on job satisfaction of Thai university personnel.

Based on the previous studies, it can be concluded that organizational justice consisting of distributive justice, procedural justice, and interactional justice can affect job satisfaction of Thai university personnel. Therefore, the research framework was proposed (Figure 1).

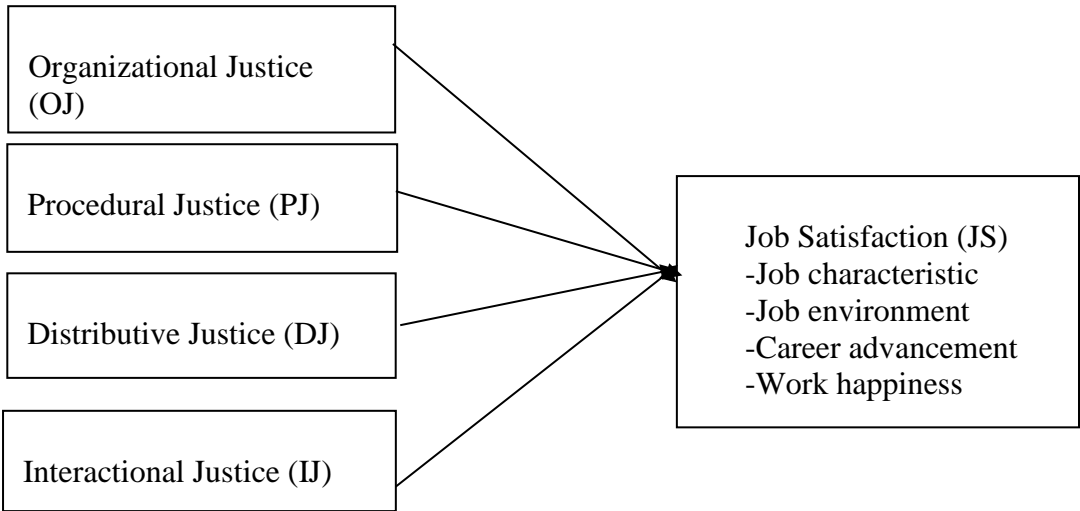


Figure 1 Research framework

2. Methodology

This study applied a quantitative method to find a relationship between organizational justice and job satisfaction of Thai university personnel.

Populations and Samples

The populations used in this study were round 3,000 university personnel in the five selected Thai universities in Bangkok. The researchers calculated the sample sizes by using the formula of Taro Yamane and obtained 353 samples.

Variables Used in This Study

The variables used in this research included independent and dependent variable. Independent variable is organizational justice which is comprised of procedural justice (PJ), distributive justice (DJ), and interactional justice (IJ); and dependent variable was job satisfaction which is comprised of job characteristics (JC), job environment (JE), career advancement (CA) and work happiness (WH). The concepts about organizational justice were derived from the theories of several previous studies such as Greenberg and Baron (2013) and Hasan (2010), whereas, the concepts of job satisfaction were derived from Spector (1997) and Hollenbeck et al. (2018).

Research Instrument

The researchers used the research questionnaire as the instrument for data collection. The questionnaire is comprised of the following parts: Part 1 included 6 questions regarding demographic profiles of participants in the form of a check mark. Part 2 included 12 questions regarding the opinions of university personnel on organizational justice in the form of a 5-point Likert scale. Part 3 included 16 questions regarding job satisfaction of university personnel in the form of a 5-point Likert scale. The research questionnaire was verified by five researchers in order to find the content validity using Item Objective Congruence Index (IOC), and the IOC value of 0.92 was obtained. The questionnaire was used to try out with 30 people who were not the samples in this study in order to find the reliability value using alpha coefficient of Cronbach. The reliability coefficient was 0.94, which means that the questionnaire was reliable enough for conducting this research.

Criteria Used to Interpret Data

The criteria used to interpret are as follows:

- 5 = very strongly agree
- 4 = strongly agree
- 3 = moderately agree
- 2 = less agree
- 1 = least agree.

The criteria used to interpret the mean score are as follows:

- 4.21-5.00 = very strongly agree
- 3.41-4.20 = strongly agree
- 2.61-3.40 = moderately agree
- 1.81-2.60 = less agree
- 1.00-1.80 = least agree.

The criteria used to evaluate the value of correlation coefficient are as follows:

- 0.90 – 1.00 = highest relationship
- 0.70 – 0.89 = high relationship
- 0.50 – 0.69 = moderate relationship
- 0.30 – 0.49 = low relationship
- 0.00 – 0.30 = lowest relationship

Data Collection and Analysis

Data were collected during January 1 to March 31, 2024. The researchers distributed 350 questionnaires to the targeted samples, using convenience sampling, and 350 questionnaires were returned, which can be calculated as 99 percent. Both descriptive and inferential statistics

were used to analyze data in this research. Descriptive statistics consisting of frequency and percentage were used to analyze demographic profiles of respondents; mean and standard deviation were used to analyze the components of organizational justice and job satisfaction of Thai university personnel. Inferential statistics consisting of Pearson Correlation, and Multiple Regression Analysis were used to analyze the relationship and effect of organizational justice on job satisfaction of Thai university personnel. The Statistical Package for The Social Sciences (SPSS) was used to analyze the collected data.

3. Results

In this section, the researchers presented the research results in the following four parts:

Part 1: The Results of Statistical Analysis on the Components Organizational Justice of Thai University Personnel

In this part, the researchers analyzed the opinions of university personnel on the components of organizational justice of Thai universities. The research findings showed that the opinions of Thai university personnel on the components of organizational justice of Thai universities, in total, were at moderate level ($M = 3.38$, $SD = 0.32$). In particular, procedural justice had the highest mean value ($M = 3.46$, $SD = 0.31$), followed by distributive justice ($M = 3.36$, $SD = 0.32$), and interactional justice ($M = 3.31$, $SD = 0.33$) respectively (Table 1).

Table 1 Mean and Standard Deviation of Perceptions on Organizational Justice of Thai university personnel

Organizational Justice	M	SD	Level	Ranking
1. Procedural justice (PJ)	3.46	0.31	High	1
2. Distributive justice (DJ)	3.31	0.33	Moderate	3
3. Interactional Justice (IJ)	3.36	0.32	Moderate	2
Total	3.38	0.32	Moderate	

Part 2: The Results of Statistical Analysis on Job Satisfaction of Thai University Personnel

In this part, the researchers analyzed job satisfaction of Thai university personnel. The research findings revealed that job satisfaction of Thai university personnel, in total, was at a high level ($M = 3.42$, $SD = 0.54$). In particular, work happiness had the highest mean value ($M = 3.50$, $SD = 0.52$), followed by career advancement ($M = 3.66$, $SD = 0.54$), job environment ($M = 3.36$, $SD = 0.55$), and job characteristics ($M = 3.16$, $SD = 0.56$) respectively (Table 2).

Table 2 Mean and Standard Deviation of Job Satisfaction of Thai university personnel

Job Satisfaction	M	SD	Level	Ranking
1. Job characteristics	3.16	0.56	Moderate	4
2. Job environment	3.36	0.55	Moderate	3
3. Career advancement	3.66	0.54	High	2
4. Work happiness	3.50	0.52	High	1
Total	3.42	0.54	High	

Part 3: The Results of Analysis on the Correlation between Perceptions on the Components of Organizational Justice and Job Satisfaction of Thai university personnel

Ha1: Organizational justice has a relationship with job satisfaction of Thai university

personnel

In this part, the researchers analyzed a relationship between the components of organizational justice and job satisfaction of Thai university personnel. The research results showed that the internal correlation among each variable of organizational justice was positive, which means each variable had a relationship in the same direction with statistical significance at .01. The internal correlation ranged between .638 to .755. Organizational justice was positively related to job satisfaction of Thai university personnel with a correlation ranged between .692 to .794, which interactional justice had the highest correlation with job satisfaction of Thai university personnel (Table 3).

Table 3 The Correlation between Organizational Justice and Job Satisfaction of Thai university personnel

Variables	P	DJ	IJ	JS
PJ	1	.638**	.729**	.692**
DJ		1	.755**	.759**
IJ			1	.794**
JS				1

** p < .01

Part 4: The Results of Analysis on Organizational Justice Affecting Job Satisfaction of Thai University Personnel

Ha2: Organizational justice has an effect on job satisfaction of Bangkok government servants

In this part, the researchers analyzed the variables of organizational justice affecting job satisfaction of Thai university personnel. The results of Multiple Regression Analysis showed that organizational justice had an effect on job satisfaction of Thai university personnel with statistical significance at .01 ($F=65.366$, $p=.000$). The equation from multiple regression analysis can predict the effect of organizational justice on job satisfaction of Thai university personnel at 79.6 percent ($\text{Adjusted } R^2 = .796$), whereas, the rest 20.4 percent was the result of other factors, which were not studied in this research. In particular, procedural justice had the highest effect on job satisfaction of Thai university personnel ($\text{Beta} = .679$, $p < .01$), followed by distributive justice ($\text{Beta} = .557$, $p < .01$), and interactional justice ($\text{Beta} = .437$, $p < .01$) (Table 4).

The forecasting equation of organizational justice affecting job satisfaction of Thai university personnel can be written in the form of unstandardized and standardized scores as follows:

Unstandardized scores: Job Satisfaction (JS) = .309 Constant + .670 Procedural justice (PJ) +.550 Distributive justice (DJ) +.415 Interactional justice (PJ)

Standardized score: Job Satisfaction (JS) = .679 Procedural justice (IJ) +.557 Distributive justice (DJ) +.437 Interactional justice (PJ)

Table 4 Multiple Regression Coefficients of Organizational Justice Affecting Job Satisfaction of Thai university personnel

Variables of organizational Justice	Unstandardized coefficients		Standardized coefficients	T	P
	B	SE	β		
(Constant) (a)	.309	.046		16.728**	.000
Procedural justice (PJ)	.670	.057	.679	12.823**	.000
Distributive justice (DJ)	.550	.016	.557	20.825**	.000
Interactional justice (IJ)	.415	.039	.437	3.519**	.000
	R ² = .970			F = 65.366	
	Adjusted R ² = .796		SE = .390	P = .000	

** p < .01

4. Conclusion and Discussion

The research findings showed that the opinions of Thai university personnel on organizational justice of Thai universities, in total, were at moderate level. In particular, procedural justice had the highest mean value, followed by distributive justice, and interactional justice respectively. The results of this research are relevant to the studies of Buchanan (1974) and Greenberg and Baron (2013) which found that procedural justice, which means the process of evaluation between employees' experience, knowledge, work load and compensation is important for employees to receive fair payment from the organization. When employees receive fair compensation, they will have positive feeling towards their organization; they will be satisfied with their job and committed to their organization, and work for the success and growth of their organization.

The research findings revealed that job satisfaction of Thai university personnel, in total, was at a high level. In particular, work happiness had the highest mean value, followed by career advancement, job environment and job characteristics respectively. The results of this study are relevant to the studies of Akpa et al. (2021) and Shao et al. (2012) which found work happiness refers to a positive attitude of employees towards workload, work conditions, including working environments and atmospheres which are the important elements for employees to work in company over the long run. Work happiness is also one of the most important factors of job satisfaction. In addition, working conditions, working environment and work characteristics are the indicators for employees to increase organizational efficiency and effectiveness.

With regard to a relationship between organizational justice and job satisfaction of Thai university personnel. The research results showed that the internal correlation among each variable of organizational justice was positive, which means each variable had a relationship in the same direction with statistical significance at .01. Organizational justice was positively related to job satisfaction of Thai university personnel with a correlation ranged between .692 to .794, which interactional justice had the highest correlation with job satisfaction of Thai university personnel.

The results of this study are relevant to the studies of Anitha (2014) and Shmailan (2016)

which found interactional justice was positively related to employee's job satisfaction. Most employees consider the equal treatment, interaction between employees and managers, and the process of fair evaluation between their work load and compensation.

The results of Multiple Regression Analysis showed that organizational justice had an effect on job satisfaction of Thai university personnel with statistical significance at .01. The equation from multiple regression analysis can predict the effect of organizational justice on job satisfaction of Thai university personnel at 79.6 percent ($\text{Adjusted } R^2 = .796$), whereas, the rest 20.4 percent was the result of other factors, which were not studied in this research. In particular, procedural justice had the highest effect on job satisfaction of Thai university personnel ($\text{Beta} = .679, p < .01$), followed by distributive justice ($\text{Beta} = .557, p < .01$), and interactional justice ($\text{Beta} = .437, p < .01$). The results of this study are relevant to the studies of Colquitt (2001) and Greenberg and Baron (2013) which found that employees' perceptions towards accuracy, equality, fairness and impartiality in the process of decision making about their compensation are one of the most elements of job satisfaction. This is because fair compensation and benefits are originated from fair procedure which is the first process of evaluation system. In this regard, Jiang et al. (2015) found that organizational justice is highly related to employees' job satisfaction and had a great influence on attitude and behavior of employees.

5. Recommendations

The perceptions of Thai university personnel on organizational justice in terms of distributive justice were at moderate level; the researchers would like to recommend that responsible government agencies should increase benefits and compensation to public servants in order to increase employees' job satisfaction. Promotion of employees to higher positions should be considered based on real work performance without patronage system and favoritism. The process of evaluation about compensation and promotion should be fair and acceptable. Since this research focused only on organizational justice and job satisfaction of Thai university personnel, the same study should be conducted in Thai universities located in other provinces of Thailand to compare their perceptions about organizational justice and job satisfaction. There should be future study on factors affecting organizational justice of Thai universities in Bangkok and in other regions of Thailand.

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