

**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**THE EFFECT OF ORGANIZATIONAL JUSTICE ON**  
**EMPLOYEE JOB PERFORMANCE IN SPECTRUM LIFE**  
**COMPANY LIMITED**

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**MBA II – 61**

**MBA 23<sup>rd</sup> BATCH**

**DECEMBER, 2019**

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**ACADEMIC YEAR (2017 – 2019)**

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“This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements  
for the Degree of Master of Business Administration (MBA)”

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**2017 – 2019**

## ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Organizational Justice on Employee Job Performance in Spectrum Life Company Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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**DECEMBER, 2019**

## **ABSTRACT**

The objectives of the study are to examine the effect of organizational justice on job satisfaction and to analyze the effect of job satisfaction on employee job performance of Spectrum Life Company Limited. The data are collected from 103 employees in different department of Spectrum Life Company Limited by using structured questionnaires. This study indicates that organizational justice plays an important role for job satisfaction of employees. The study found that informational justice, distributive justice and interpersonal justice have significant effect on job satisfaction. According to the findings, Spectrum Life Company Limited should continuously focus on informational justice in order to increase job satisfaction of employees and their job performance. According to the results, employees' job satisfaction has positive effect on employee job performance so that the company should maintain qualified and satisfied employees to improve employees' job performance and increase profit.

## ACKNOWLEDGEMENTS

I would like to express my deepest gratitude firstly to Professor Dr. Tin Win, Rector of Yangon University of Economics, for acknowledging me to implement this study as a partial fulfillment of Master Degree of Business Administration. Secondly, I am deeply grateful to Professor Dr. Nilar Myint Htoo, Pro-Rector of Yangon University of Economics for leading me to accomplish the study.

My deepest thanks to Professor Dr. Nu Nu Lwin (Head of Department of Management Studies), Professor Dr. Moe Moe Khaing (Retired), Professor Dr. Myint Myint Kyi and Dr. Hla Hla Mon for their constructive suggestions and comments to complete the study.

I am absolutely thankful with the bottom of my heart to my supervisor Daw Myo Thandar Htun, Lecturer of Department of Management Studies, for her kindly guidance, helpful advice, mentoring supervising and encouragement in supporting to complete this study successfully.

I would like to express my sincere gratitude to all of the professors, associate professors and lecturers of the Department of Management Studies and visiting lecturers for their valuable lectures, guidance and their supports during the study in Yangon University of Economics.

In addition, I would like to extend my appreciation to U Phyo Wai Tun, Managing Director of Spectrum Life Company Limited, for allowing me to collect necessary data for my thesis and my humble gratitude towards the participants that take part in this paper.

Finally, I would like to offer my great thanks to all the teachers from MBA Program for sharing their knowledge and experiences as well as all persons who contribute in my study. Many thanks also go to all my friends, family and colleagues who helped me and provide all sorts of encouragement until the completion of this paper.

Eh Tha Yu Phaw

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# **CHAPTER 1**

## **INTRODUCTION**

People are the fundamental component to drive an organization to success. According to 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. Organizational justice is the study of people perceptions of fairness in organization (Jerald Greenberg, & Robert A. Barson, 2008). Justice is important in organizational workplace, human society and daily life. Justice and fairness are the essential criterions in making decision what is right or wrong. According to Hollensbe, Khazanchi & Masterson (2008) who suggested that the degree of fairness being perceived by an employee can influence important work outcome such as job satisfaction and performance, employee behaviors and attitudes towards their job and organization.

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 organizational justice principle, who in turn driving the business to success. (Ali, Javad and Javad 2013; Chong, Wong and Tioh 2010; Georgalis, Samaratunge, Kimberley and Lu 2015; Hassan 2010; Hamlett, 2014; Pyun 1997; Sillito 2009; Zhang 2006).

Thus, organizational justice 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).

Employees pay attention to justice within their organization (Folger, 1998) and as a result, employees' perceptions of organizational justice can affect organizational commitment, job satisfaction, withdrawal behavior, organizational citizenship behavior, entrepreneurship and the organizational trust of employees. (Cohen-Charash & Spector, 2001; Ambrose et al., 2002; Zhang et al., 2014). In addition, organizational justice is an

important internal leading factor affecting the performance, emotion and behavior of human resources (Alder and Tompkins, 1997; Wang et al., 2010; Crawshaw et al., 2013; Suliman & Kathairi, 2013; Strom et al., 2014; Zhang et al., 2014; Scott et al., 2015). Thus, an organization should create an effective program of organizational justice.

In today's highly competitive business environment, organizational justice is very important to satisfy employees in every organization. Satisfied employees can distribute higher productivity, quality of output, and can give customers satisfaction with efficient performance. The improving of employees' job satisfaction and employee job performance is the result of organizational justice. This study aims to examine the influence of organizational justice on job satisfaction and to analyze the effect of job satisfaction on employees' job performance.

## **1.1 Rationale of the Study**

Employees are the core foundation of the businesses to achieve organizational goal and objective, and long-term success. Management in organizations must understand how to enhance job satisfaction within their rim(s) of operation to improve performance level for organizational sustainability. It appears that employees are dissatisfied and are not performing to achieve target. Employees' satisfaction can lead to low turnover rate, high productivity, increase profits, and increase loyalty.

Nowadays, businesses face the issues of increase turnover rate, lower employees' performance and commitment, and customers' complaint. If the management teams understand advantages and disadvantages of job satisfaction, organization can avoid the harmful circumstances on organizational process. Organizational justice is also one of the prime determinant factors of job satisfaction. According to Hollensbe, Khazanchi & Masterson (2008), perceived of corresponding fairness by an employee 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). This study can help the management of an organization (e.g. Human Resource Manager) to reflect and assess should there is any organizational justice 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. Upholding organizational justice benefit both the organization and the employee in long run. Being fair and respect for employees benefit the company because fairness and nice treatment received and perceived by the employees. Also, they generate positive working attitudes and generate motivation on their daily job.

Internet is importance in business by the inventions of Digital Marketing, Internet banking and eCommerce business models. Internet can provide great benefits for business communication. The business organisation is using the high-speed internet to speed up the production. People are working from home for companies around the world. Internet can help businesses to grow, achieve goals and become successful in this competitive market. Marketing is one of the most important factor in business and in this case internet is the first and most important marketing tool business owners are looking for. Internet provides great benefits for entrepreneurs to create business infrastructure based on customer's data and information.

The next area of growth in Myanmar telecommunications sector lies in high-speed, fixed broadband internet. With high competition in the mobile space getting more intense, it is a good time for internet service providers (ISPs) to consider offering high-speed, fixed broadband (FBB) services to retain customers and capture market share. The demand rising for high-quality video on demand (VOD) and it's a good time for Myanmar's ISPs to transition from providing mobile internet access to FBB. It is the time to invest in upgrading the infrastructure and technology for FBB in Myanmar. At a time when competition is intensifying and customers are free to switch between service providers, investing large volumes of capital on new technologies may not be an attractive option for most companies. Local ISPs may not have a choice but to ride the current trends. Beyond local content, demand for exclusive, international content, such as newly launched television series and channels are already rising. The first mover to deliver high quality, uninterrupted access to popular video content grow substantially.

Business success is impossible without internet in this modern era. Internet transformed the education, communication and methods of receiving and giving data. Internet technology provides great data management sources for businesses to launch unique and creative solutions for customers. Email marketing, social media customer support, Google hangouts, Skype chats and VoIP applications etc. are providing great ROI (Return on Investment) for businesses. Doing a business without realising the importance

of Internet marketing, communication and data management make it tough to become successful businessmen in this century.

This study focuses on the relationship between organizational justice encompassed by four components (distributive, procedural, interpersonal, and informational) and employee job performance among the employees of Spectrum Life Company Limited. Spectrum Life Company Limited is the internet service provider and wholly Myanmar owned company limited. Net core is an official brand name of Spectrum Life Company Limited and well known by customers. They are providing internet service to corporate and individuals' customer with affordable internet, 24 hours complaint service and service level agreement for business fiber internet.

As the nature of Spectrum Life companies, employee job satisfaction is very necessary to ensure employees consistently provide affordable internet to customers, excellent customer service and operate with safety and efficiency. No business can accomplish its goal without a dedicate workforce. Because happy employees tend to be better workers, a business will never be as successful as it could be unless there are measuring in place to help establish and maintain employees satisfaction. If employees are not satisfied and felt being treated unfairly, they will made losses to their company in term of compensation to customer and company reputation. Therefore, this study is focused on the organizational justice on employee job performance.

## **1.2 Objectives of the Study**

The purpose of the study is to identify the effect of organizational justice towards employee job satisfaction. The objectives are as follow;

1. To examine the effect of organizational justice on employee job satisfaction of Spectrum Life Company Limited
2. To analyze the effect employee of job satisfaction on their job performance in Spectrum Life Company Limited

## **1.3 Scope and Method of the Study**

This study focuses on organizational justice and employee job satisfaction of Spectrum Life Company Limited according to the four-dimension model of organizational

justice, described by Jerald Greenberg & Robert A. Baron (2008). Simple random sampling method is used in this study and collected data by using analytical research method and linear regression model. This study is used both the primary data and secondary data.

The primary data is collected from employees in the organization with structured survey questionnaires. The secondary data are collected from records of Spectrum Life Company Limited, international thesis, textbooks, academic journals, and internet websites. There are 140 employees in Spectrum Life Company Limited. Among them, the sample of 103 employees from different department of Spectrum Life Company Limited are selected to answer survey questionnaires.

#### **1.4 Organization of the Study**

This paper is organized with five chapters. Chapter one is introduction which involves rational of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two presents about the theoretical background of the study. Chapter three describes the profile of Spectrum Life Company Limited and its practices. Chapter four analyzes the analysis of the effect of organizational justice on employee job satisfaction. Chapter five is conclusion which describes the findings and discussions, suggestions and recommendations, and needs for further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

This chapter consists of theoretical background of organizational justice which can make the employee to be more satisfaction and to improve their performance in the organization. Definition, concept and literature review of organizational justice, dimensions of organizational justice, employee job satisfaction, employee job performance and previous studies are included in this chapter. The chapter also provides the theoretical framework that shows the relationship between the variables of the study.

#### **2.1 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) suggested 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 & Greenberg (2004) were the first to cross connecting some of the philosophical literature about justice with the field of psychology.

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; 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 organizational justice. Built on top of the equity theory, distributive justice had been treated as the first dimension being introduced in organizational justice Hamlett (2014). Similar statement about the importance of fair and just resource distribution found in several empirical studies (Sheli; 2009 & Tam; 1998) who suggested that 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 suggested 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.

Generally, organizational justice can be defined as the evaluation process of administrative decisions by employees in set of variables such as task distribution of employees, empowerment, wage level, allocating of awards, and experiences of fair economic and social working environments and employees' perceptions of internal decision making processes and how these decisions are shared with employees (Kaneshiro, 2008). Organizational justice is generally divided into three aspects: distributive, procedural and interactional justice (Moorman, 1991; Niehoff & Moorman, 1993; Cohen-Charash & Spector, 2001; Wang et al., 2010). Some authors approached organizational justice by comprising distributive and procedural justice (e.g., Greenberg, 1990; Roch and Shanock, 2006), while others comprised interactional justice as sub-dimensional aspect of distributive justice (e.g., Suliman ve Kathairi, 2013). But other authors comprised four factors of organizational justice and divided interactional justice into the sub-dimensions of interpersonal and informational justice (e.g., Greenberg, 1993; Colquitt, 2001; Walumbwa et al., 2009; Crawshaw et al., 2013; Scott et al., 2015). In this study, the dimensions of organizational justice are distributive, procedural, interpersonal and informational. These are explained in detail below.

### **2.1.1 Distributive Justice**

As mentioned, this is the first dimension introduced in organizational justice study and was based on equity theory of Adam. According to Tam (1998), distributive justice means the perceived fairness of the outcome allocated to an 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).

The fundamental of distributive justice and the idea that indicates distributive justice may impact employee performance are based on Adams' (1963, 1965) equity theory. According to Adams' (1963, 1965) equity theory, employees acquire a sense of distributive justice by comparing the organizational outcomes they gain from their job inputs with the outcomes gained by referent others (Greenberg, 1990; Cohen-Charash & Spector, 2001; Cropanzano et al., 2007; Lambert et al., 2007). Factors that consist in employees' job inputs are education, knowledge, skills, effort, time, cognitive resources and performance. Organizational outcomes consist of factors such as wages, promotions, social rights, awards, punishments, leave time, tasks, responsibilities, physical resources, and facilities for development.

Distributive justice focuses on outcomes and it will trigger cognitive and affective, behavioral reactions and evaluations of employees towards results (Cohen-Charash and Spector, 2001). Thus when any evaluation of distributive justice suggests it is unfair, it will affect the individual's emotions (inducing anger, unhappiness, rage or guilt), cognition (for example, distorting inputs and outcomes cognitively) and ultimately behavior (for example, decreased performance or withdrawal) (Cohen-Charash & Spector, 2001).

Hamlett (2014) suggested that employee who perceived that the resource allocation among the co-workers is not fair would respond negatively and resulted several unfavorable outcome such as withdrawing from the job. According to McNabb (2009), 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. 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. According Choong (2010), distributive justice was significantly associated to pay satisfaction, promotion, performance review and organizational commitment. Pyun (1997) also suggested that distributive justice is more strongly related to personal or context-specific outcome such as job or pay satisfaction.

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. According to Egan (1993), the results of the historical organizational justice field study had derived a general conclusion where distributive justice has both positive and negative effect to task performance.

### **2.1.2 Procedural Justice**

Procedural Justice refers to people's perceptions of the fairness of the procedures used to determine the outcomes they receive (Jerald Greenberg, & Robert A. Baron, 2008). Procedural justice is also defined as fairness in processes and policies that are used in determining and measuring factors such as wages, promotion, financial means, working conditions and performance appraisal. Procedural justice of employees' perception is concerned with the level of hierarchy in organization which outcomes are distributed in accordance with formal organizational procedures, and in the distribution, equally communication to employees by managers or managers' representatives (Moorman, 1991; Lambert et al., 2007; Suliman & Kathairi, 2013).

According to Colquitt (2001), suggested that the perception of procedural justice as having two parts: formal procedures and fair outcomes. The formal procedures justice concerned with employees' perceptions of the fairness of procedures used in the distribution of outcomes. Fair outcomes refer to the level of employees' perceptions of the pre-defined procedures used fair in the distribution of results.

According to Thibaut & Walker (1975), procedural justice has two sub-dimensions. The first of these concerns the structural aspects of methods used in the process of making distributive decisions and practices. This is related to legal transactions, includes giving employees the right to speak and utilize their own ideas and approaches during decision making processes. The second is related to whether decision-makers fairly apply the policy and practices during the decision making process.

According to Egan 1993; Guo 2009; McNab 2009; Sheli 2009; & Zhang (2006), 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.

Perception of procedural justice affects the attitude and behaviors of employees in the organization regarding decisions made by managers, but on the other hand, it carries a symbolic function, such as strengthening the relationship between employees and managers. Thus, procedural justice, by increasing employees' trust in the manager, organization and organizational commitment, can produce positive organizational results (Greenberg, 1990; Suliman & Kathairi, 2013).

### **2.1.3 Interpersonal Justice**

Interpersonal justice refers to people perceptions of the fairness of the manners in which they are treated by others (Jerald Greenberg, & Robert A. Baron, 2008). According to Bies & Moag (2014) found that people would like to be treated with respect and truthful in regards to the outcome and procedure in an organization. Greenberg (1993) defined interpersonal justice as showing concern for individuals regarding the distributive outcome they receive. 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. Choi (2011), Georgalis et. al.(2014), Sheli (2009) & Tam (1998) suggested in interpersonal justice that drill down to the manner of a person being treated by his supervisor and evaluate informational fairness separately.

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. Belangar (2007) suggested that judgments of interpersonal justice are usually built from the experience of injustice. Generally, there are four type of interpersonal injustice found which are (1) derogatory judgment 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. According to Belangar (2007), past research has proven the relationships between interpersonal justice and supervisory relationships, organizational citizenship behavior and also job performance.

Most people made fairness judgment based on the manner and communication experience they received (Tam, 1998). Additionally, Sheli (2009) had suggested that interpersonal model could make up the shortcoming of the gap of distributive justice and procedural justice. This is an act of recognizing the employee's right and opinions in interpersonal relationship. Honest and caring treatment to an employee would substantially reduce the negative reaction of the employee. Interpersonal justice points at the importance of kindness, respect and esteem in interpersonal relations, particularly in the relationships between employees and managers.

#### **2.1.4 Informational Justice**

Informational justice refers to people's perceptions of the fairness of the information used as the basis for making decisions (Jerald Greenberg & Robert A. Baron, 2008). The organizational justice originator, Greenberg (1993) defined informational justice as providing knowledge about procedure that demonstrate regards for people's concerns. 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.

On the other hand, it can also help to justify the amount and scope of information needed to satisfy an employee and deliver perceived informational justice when decisions are made without the employee involvement (Wilson, 2010). According to Belanger (2007); Braeunig (2007); McNabb (2009) & Sheli (2009), interactional justice segregated into two more specialized dimensions which are the interpersonal and informational justice in 1993.

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. According 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. (2007) & 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.

## **2.2 Job Satisfaction**

Job satisfaction is positive or negative attitudes held by individuals toward their job (Jerald Greenberg, & Robert A. Baron, 2008). Employees maintain their attitudes towards jobs in result of diverse features of job and social status that employees have gained from their jobs and experiences in their job environment. This attitude can be also negative towards work. If the economic benefits, the social status, the job's expectation employees hoped are appropriate for employees' desires, there is job satisfaction. Employees' positive attitudes towards the whole business environment as a result their experiences of work-environment are called job satisfaction.

One definition of job satisfaction is not accepted universally, but there are different definitions of job satisfaction in the literature. Job satisfaction means different things to different people, thus various different factors including personal characteristics, needs, values, feelings and expectancies affected people. It also varies from organization to organization (Harputlu, 2014).

Among the definitions of job satisfaction, firstly, job satisfaction can be defined as concerning one's feeling or state of mind in relation to the work (Chughati & Preveen, 2013) and an employee's positive attitude towards the company, co-workers and finally the job (Sypniewaska, 2013). When the institution meets job expectations, the individual experience positive feelings since these positive, so, these positive emotions indicate job satisfaction (Green, 2000).

Employees can change their perceptions based on experiences so that, the employee's perception of the organization evolve over time. Thus, job performance and job satisfaction depends on perception of the employees. In evaluating the emotional wellness and mental fitness of employees, job satisfaction data is helpful Spector (1999) and organization can use the information to improve its structure. According to Fogarty (2002), job satisfaction refers to the extent to which employees gain enjoyment from their efforts in their workplace. Moreover, a level of trust develops between the employee and the organization that

encourages employees to behave cooperatively within the organization (Jones & George, 1998).

Adams (1963) suggested that employees consider their input (what they put into a job) related to their outcome (what they get from a job) and evaluate this ratio with their colleagues' input-outcome ratio in other organizations. The equity is said to exist if employees realize that their colleagues' ratio in other organizations is equivalent to them (Robbins, 2005). Similarly, there is inequity if the ratio is not equivalent. Inequity leads to dissatisfaction while equity brings forth satisfaction among employees. Perry et al. (2006) found that those employees' satisfaction increases with rewards only when these rewards are valued and observed as equitable.

Improving in employees' job satisfaction encourages productivity and has inherent humanitarian value (Smith et al., 1969). Furthermore, level of employees' commitment and absenteeism at the workplace was directly impacted by job satisfaction (Hardy et al., 2003 & Alamdar et al., 2012). Job satisfaction can minimize the counterproductive work behaviours (Dalal, 2005). According to Hamlett (2014) perception in fairness of equity allocation has positive relationship with job satisfaction.

### **2.3 Employee Job Performance**

Job performance is defined as a role of the individual's performance on particular objectives that consist of defined standard job descriptions (Murphy & Kroeker, 1988). It depicts behaviours and actions that are managed by the employees which contribute to an organisation's goals (Rotundo & Sackett, 2002). In addition, Campbell et al. (1990) defined job performance to comprise apparent behaviours that people observe in their job that are important in achieving organisational goals, and these behaviours must be related to the goals of the organisation.

Performance is a multi-dimensional concept. In relation to employee performance, Borman & Motowidlo (1993) have defined two key factors, namely task performance (in-role behavior) and contextual performance. Task performance is defined as the capability of employees to fulfill their tasks and responsibilities as included in the role description (Griffin et al., 2007). Contextual performance is individual efforts that are not directly related to basic job functions and that stimulate tasks and processes, shaping the organizational, social and psychological environment. Task performance means fulfill the requirements of any job

successful while contextual performance relates to the quality of social relationships with juniors, seniors and customers, a factor that is not directly relevant to the job always.

Carmeli (2003) concluded that intelligent employees are able to manage their emotions and maintain their good mental to generate better job performance. Organisations are much concerned about job performance due to the significance of its high productivity at the workplace (Hunter & Hunter, 1984). However, the importance of job performance depends on amount of work, the organisational goals and mission, and acceptable behaviours of the organisation (Befort & Hatstrup, 2003).

Contextual performance and organisation citizenship behaviour are theoretically identical (Edward et al. 2008). However, their literature emerged separately and depicts slight differences in terms of behaviours, causes, effects and approaches (Organ, 1997). The extent to which an organisation turns out to be successful hinges on task and contextual performance (Bormand & Motowidlo, 1997; Conway, 1999).

Lawler & Porter (1967) suggested that satisfaction affects effort of employees. Lawler & Porter (1967) also suggested that increased satisfaction from performance possibility helps to increase expectations of performance leading to reward. Employee job satisfaction and productivity have connected to affect each other. Effort leads to effective performance which eventually leads to satisfaction but the kind of reward system under which employees operate ultimately affects satisfaction and performance (David et al. 1970). According to Curral et al. (2005) also found that the output and productivity of an organisation is evaluated against the performance of its employees and therefore better performance of employees demands high level of job satisfaction.

## **2.4 Previous Studies**

This study opens a new window for understanding how organizational justice influences employees' job satisfaction in internet service industry, taking a further step to explore the different impacts of organizational justice on different types of employees' job satisfaction.

According to Suliman (2007), distributive, procedural and interactional (interpersonal and informational) justices have a significant and positive impact both on self-rated performance and supervisor-rated performance. Wang et al. (2010) suggested that interactional (interpersonal and informational justice) to be the most important determinant of



employee performance among the three aspects of organizational justice. In addition, Nasurdin & Khuan (2011) also suggested that the distributive and procedural aspects have a significant and positive impact on task performance. According to Suliman & Kathairi (2013) of the impact of organizational justice on job performance, both in general and with regard to distributive and relational justice, both general justice (in one aspect) and distributive and relational justice have a significant impact on job performance.

According to Yuan (2015) examined that the impact of organizational justice towards employee job satisfaction in Malaysia and the objective of this study is to construct a reliable and valid framework that is appropriate to describe the significant of organizational justice that might affect the job satisfaction of employee in Malaysia organization. Yuan (2015) found that the four independents variables (distributive, procedural, interpersonal and informational) are important toward improving job satisfaction of Malaysia employee. Al-Zu'bi(2010) found that a considerable correlation involving employee's happiness in addition to all dimensions of organizational justice (i.e., DJ, PJ and IJ). And, the result predicted that job satisfaction cannot be predicted without existence of organizational justice.

Hassan (2001) conducted that a study of relationship between organizational justice and job satisfaction and this study is examined the relationship between of organizational justice encompassed by three components such as distributive justice, procedural justice, and interactional justice, job satisfaction, and employees' perceptions of workplace justice. According to the research findings, there is a positive association organizational justice and job satisfaction and is antecedent to job satisfaction. According to Haque (2015) examined that impact of organizational justice on employee job satisfaction: an empirical investigation and this study intended to find out the impact of the three facets of organizational justice on employee job satisfaction as perceived by the respondents in a particular pharmaceutical company in Bangladesh. Haque (2015) suggested that distributive and interactional justices are impact on job satisfaction but procedural justice is not impact on job satisfaction.

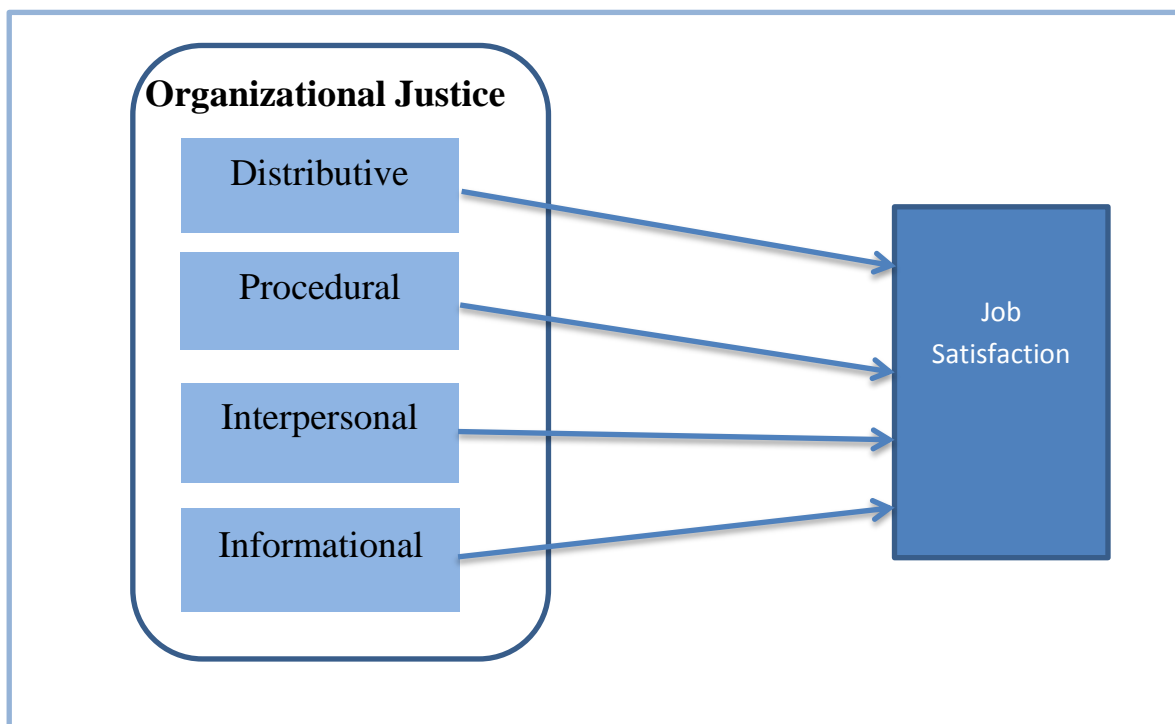
Lawler (1977) conducted that the distribution of organizational rewards such as pay, promotion, status, performance evaluations, and job tenure can have powerful effects on job satisfaction, quality of work life, and organizational effectiveness. Folger and Konovsky (1989) examined that perceptions of distributive justice are significantly correlated with pay raise satisfaction and with job satisfaction. Benjamin Owusu (2014) studied an assessment of job satisfaction on employees' performance. The objective of this study is to examine the

extent to which employee job satisfaction affects job performance of mining companies in the Bibiani-Anhwiaso-Bekwai District in the Western region. Benjamin Owusu (2014) suggested that the level of job satisfaction for the mine workers is generally high. Compensation/pay has a positive effect on the performance of mine whereas nature of work has negative effects on the performance of mine workers in the Bibiani-Anhwiaso-Bekwai District.

Faruk Kalay (2016) studied the impact of organizational justice on employee performance. The purpose was to analyze the impact of three aspects of organizational justice, namely, distributive justice, procedural justice found that only the distribute justice aspect of organizational justice is an important determinant of employee performance, while procedural and interactional justice just have no significant impact on employee performance.

From these research findings, the study is analyzed organizational justice covering four dimensions (distributive justice, procedural justice, interpersonal justice and informational justice) and employee job satisfaction of Spectrum Life Company Limited. Based on the above combined theoretical background of the study, the conceptual framework of Spectrum Life Company Limited in Yangon is presented in this study as the final section.

**Figure (2.1): Conceptual Framework of Oh**



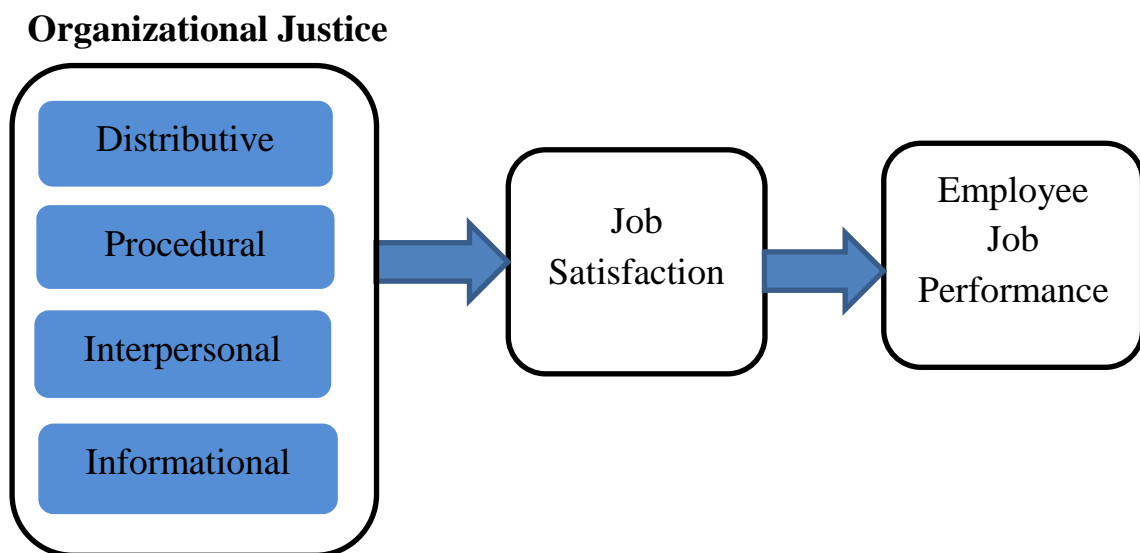
Source; Oh (2013).

Figure (2.2) illustrated the conceptual model of previous 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. The result found that all of the four dimensions have strong positive relationship towards job satisfaction level of Malaysia employee.

## 2.6 Conceptual Framework of the Study

This study focuses on the relationship between organizational justice and job satisfaction and the effect of job satisfaction on employee job performance. The conceptual model of this research where organizational justice consists of four independent variables and one dependent variable are demonstrated in following Figure (2.1).

**Figure (2.2): Conceptual Framework of the Study**



Source; Own Compilation (2019).

As shown in Figure (2.2), the conceptual framework is constructed with three main components that are organizational justice, job satisfaction, and employee job performance. It describes how organizational justice effect on job satisfaction and how job satisfaction effect on employee job performance. Four independent variables are distributive, procedural, interpersonal, and informational justice. One dependent variable is employee job performance.

Two components in the conceptual framework are used as the reference according to previous research paper but another component that employee job performance is explored as own compilation in this paper. Five Likert scale is used to measure all variables. And this study analyzes to find out the effect of organizational justice, job satisfaction and employee job performance.

## **CHAPTER 3**

### **PROFILE AND ORGANIZATIONAL JUSTICE OF SPECTRUM LIFE COMPANY LIMITED**

This chapter presents the organizational justice of Spectrum Life Company Limited. The profile of Spectrum Life Company Limited, research design, data collection methods, and sampling approaches are also described in this chapter. Besides, this study explores the theme of research related to identify in variables that influence members' job satisfaction on perception of job performance in the workplace.

#### **3.1 Profile of Spectrum Life Company Limited**

Spectrum Life Company Limited is a wholly Myanmar owned company and registered at Myanmar Investment Commission in 2015 Spectrum Life Company Limited official brand is Net Core and also launched new technologies and services. Net core try to be the fastest growing Internet Service Provider (ISP) in Myanmar and high investment in Research & Development for 4G-LTE. Spectrum Life Company is trying to achieve the most extensive network coverage, the good quality of service and the most experienced-focused internet company in Myanmar.

Vision of the Spectrum Life Company Limited is to be the leading service provider that best understand and satisfy the communication needs of corporate and individuals by providing affordable internet that works anywhere in Myanmar for the corporate and consumers and always be standing. Mission of the Spectrum Life Company Limited is to bring internet that works anywhere, to set new benchmarks for customer care, to rely on cutting edge technology, to partner with technology for speed, stability and leadership, to provide a vibrant and fulfilling work environment and to set new standard in operational excellence.

Value statements of the Spectrum Life Company Limited are commitment to excellence, quality and innovation, development of long-term relationships with customers and employees, conduct business a responsible and sustainable way, the contribution of team

members are valued and respected, collaboration in every action is encouraged, maintain company principles with strong emphasis on team effort.

Services that are provided by Spectrum Life Company are Metro fiber and FTTX services, Point to point and Point to multi point wireless services, Resale international gateway services, Mobile base station facilities, International and domestic network transport switching services, Internet services provider services, Messaging services, Private line voice and/or data services, IT consultant, Submarine cable facilities services and Construction deployment and any type of passive network infrastructure maintaining. Other services that they provided are security system, CCTV, fire alarm, fingerprint and check gate. Spectrum Life Company Limited also provide software services for restaurant, café, bar & hotel management.

Business partners of Spectrum Life Company Limited are Sky Hope Public Company Limited, Asian Lead Company Limited and Suns Company Limited. Spectrum Life Company Limited is using qualified and certified equipment in providing internet services and providing service level agreement for business fiber internet. According to their sources, Spectrum Life Company Limited had more than 500 customers and 8 clients after they launched “Net Core” brand at the end of 2016.

Today customers have more chances to switch internet service providers if they are not satisfy with the qualities and services that businesses provided. As a one of staff from Spectrum Life Company Limited mentioned, some customers are satisfied with Net Core internet services and most of them they switch to other users because of unstable internet connection and poor customer services. Spectrum Life Company Limited still tries to improve their service quality and internet connection to get more customers and keep their existing customers. Employees in Spectrum Company Limited keep trying to improve their performances to achieve fulfill customers’ needs and meet the company’s objectives. Therefore, Spectrum Life Company Limited tries to get more satisfaction of employees and provide effective training to improve their skills and abilities to meet their long term goal.

### 3.2 Research Design of the Study

This study focuses on organizational justice and employee job performance of Spectrum Life Company Limited in Yangon. A questionnaire was designed by using literature reviews with some modifications of some items. It contains items regarding the dimensions of the four factors of organizational justice, i.e., distributive justice, procedural justice, interpersonal justice and informational justice. And, this study is conducted on simple random sampling method and analytical research method.

#### 3.2.1 Sample Selection

Spectrum Life Company Limited only has head office in Thingangyun Township in Yangon. There are 140 employees among different departments in Spectrum Life Company Limited. Therefore, the sample size is collected 103 respondents who are employees of Spectrum Life Company Limited. This numbers of respondents was chosen by using the formula of Yamane to distribute the questionnaires between different departments of Spectrum Life Company Limited in Yangon.

$$\begin{aligned} \text{Yamane's formula: } n &= \frac{N}{1+N(e)^2} \\ n &= \frac{140}{1+140(0.05)^2} \\ n &= 103.7 \end{aligned}$$

Where; n= sample size

N= population size

e= level of precision or sampling of error which is  $\pm 5\%$

#### 3.2.2 Questionnaires Design

The questionnaire contents are divided into three parts: the first part includes 7 items of demographic factors, the second comprises 4 variables, namely distributive, procedural, interpersonal, and informational justice, and the third part contains 2 variables that are job satisfaction and employees job performance. The questions of demographic are closed questions. The rest of the questions are measured with a five point Likert scale ranging from “strongly disagree to strongly agree” (1 = strongly disagree to 5 = strongly agree).

### 3.2.3 Reliability Test

Reliability refers to the extent to which data collection techniques and analysis procedure will yield similar findings to those prior reseaches. Consistency in the measurement of variables are provided by the measurment of reliability. Crobach's Alpha statistics was used to determine the degree to which there is consistency or reliability in the item responses, since it assesses the extent to which a set of test items (variables) can be treated as measuring a single or dimensional latent construct. Cronbach's alpha coffeicient ranges from -1 to 1, a high score indicating a high reliability level.

Internal consistency reliability is the most commonly used psychometric measure assessing survey instruments and skills (Zhang, Waszink, & Wijinguard, 2000). Cronbach alpha is the basic formula for determining reliability based on internal consistency (Kim & Cha, 2002). In this study, a Cronbach's alpha above 0.7 was considered as "acceptable", one above 0.8 as "good", and one above 0.9 as "excellent" (George D; Mallery P;,2003).

In this study construct were tested for internal consistency reliability using Cronbach alpha test as depicted in Table (3.1).

**Table (3.1) Reliability Analysis**

| <b>Research Variables</b> | <b>No of Items</b> | <b>Cronbach's Alpha</b> |
|---------------------------|--------------------|-------------------------|
| Distributive Justice      | 5                  | 0.847                   |
| Procedural Justice        | 6                  | 0.876                   |
| Interpersonal Justice     | 7                  | 0.909                   |
| Informational Justice     | 5                  | 0.911                   |
| Job Satisfaction          | 10                 | 0.892                   |
| Employee Job Performance  | 12                 | 0.919                   |

Source; Survey Data (2019)

Table (3.1) showed that the Cronbach's Alpha of all the factors were more than 0.7. Therefore, it can be interpreted that the data is considered to be reliable and valid.

### 3.3 Profile of Respondents

There are six items of demographic characteristics in this study to express the demographic profile of respondents of Spectrum Life Company Limited. Six items of demographic characteristics are age, gender, education, current position, year and salary. The sample characteristics are analyzed in order to define the demographic variables and how



sample individuals are divided according to each variable. They are described in following Table (3.2).

**Table (3.2) Profile of Respondents**

|   | <b>No. of Respondents</b> | <b>Percentage</b> |
|---|---------------------------|-------------------|
| <b>Age</b>                                    |                           |                   |
| 18 yr- 28 yr                                  | 72                        | 70                |
| 29 yr-39 yr                                   | 25                        | 24                |
| 40 yr-50 yr                                   | 6                         | 6                 |
| <b>Gender</b>                                 |                           |                   |
| Male  | 83                        | 81                |
| Female  | 20                        | 19                |
| <b>Education</b>                              |                           |                   |
| High School                                   | 54                        | 52                |
| University Students                           | 32                        | 31                |
| Graduated                                     | 17                        | 17                |
| Master Degree                                 | 0                         | 0                 |
| <b>Current Position</b>                       |                           |                   |
| Middle Level Mgt                              | 6                         | 6                 |
| Low Level Mgt                                 | 32                        | 31                |
| Operational                                   | 65                        | 63                |
| <b>Years in Spectrum Life Company Limited</b> |                           |                   |
| < 1 year                                      | 31                        | 30                |
| 1 yr- 3 yr                                    | 48                        | 47                |
| 3 yr-5 yr                                     | 21                        | 20                |
| 5 yr-7yr                                      | 2                         | 2                 |
| Above 7 yr                                    | 1                         | 1                 |
| <b>Salary</b>                                 |                           |                   |
| < 2 Lakh                                      | 81                        | 79                |
| 2.1 Lakh-3 Lakh                               | 13                        | 12                |
| 3.1 Lakh-4 Lakh                               | 4                         | 4                 |
| 4.1 Lakh-5 Lakh                               | 2                         | 2                 |
| Above 5 Lakh                                  | 3                         | 3                 |
| <b>Total</b>                                  | <b>103</b>                | <b>100</b>        |

Source: Survey Data (2019)

As shown in Table (3.2), there are significantly more male employees than female employees in Spectrum Life Company Limited, with percentage of 81 which means more men than women who interested in internet service field. Most of males only finished high school in Myanmar.

The age group of 18–28 is 70 percentages that is biggest among the workplace in Spectrum Life Company Limited. So that Spectrum Life Company Limited tries to be

successful company that working with young, active and bright employees. The lowest group is 40-50 years but this age group have a great knowledge in internet service and technology and they have a great period of working time in Spectrum Life Company Limited.

Most of employees are 63 percentage of operational level that skillfull persons who well-known with regards of interner service process. The internet service companies need first line employees to install IT devices and build towers that is one reason of Spectrum Life internet service company has many operational level of employees.

They are less satisfy and enjoy on their workplace according to survey data showed that employees stay above 7 years to work in Spectrum Life Company Limited as percentage of 1. The largest group of respondents get the salary 2.1lakhs and above 5 lakhs is the smallest. Generally, it highlights the salary can change depend on the job position and experience of employees in low level compared to high level within every organization.

### **3.4 Organizational Justice of Spectrum Life Company Limited**

Organizational justice is the role of fairness as it directly relates to the workplace. Specifically, organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determined influence on other work-related variables. Employee's perceptions relate to four dimensions of organizational justice: distributive justice, procedural justice, interpersonal justice, and informational justice that are studied in Spectrum Life Company Limited. These justice dimensions are respectively presented in the following section.

#### **3.4.1 Distributive Justice**

The descriptive statistics of the employees' satisfactions on distributive justice is divided into five statements in this study. By studying the distributive justice of Spectrum Life Company Limited, the results are summarized in Table (3.3).

**Table (3.3) Distributive Justice of Respondents**

| No | Description                | Mean | SD   |
|----|----------------------------|------|------|
| 1. | Fair work schedule.        | 3.63 | 0.77 |
| 2. | Fair level of pay.         | 3.56 | 0.95 |
| 3. | Fair workload.             | 3.46 | 0.92 |
| 4. | Fair rewards.              | 3.42 | 1.08 |
| 5. | Fair job responsibilities. | 3.76 | 0.85 |
|    | Overall Mean               | 3.57 |      |

Source; Survey Data (2019)

According to table (3.3), the largest mean value is 3.76 and the lowest mean value is 3.42. The mean value of distributive justice in Spectrum Life Company Limited is quite fair on all employees by allocating equal amount of works and rewards. The largest mean value represents that Spectrum Life Company Limited is emphasizes on fairness of working time. And, it also shows that Spectrum Life Company Limited assigned the work tasks and responsibilities preciously for employees who feel positive attitudes towards their work schedule.

However, the lowest mean value indicates that employees want to get more rewards, compensations and benefits in this organization. Spectrum Life Company Limited needs to fulfill reward systems to accept employee good attitudes and good performance without comparison to others. The reason of low satisfaction on rewards provided by organizations could be many factors because employees evaluate reward system or received prizes depend on their pay satisfaction, position, performance review and individual's needs and perceptions.

### **3.4.2 Procedural Justice**

The procedural justice deals with the perceptions of fairness regarding outcomes. Procedural justice is important in communication and in the workplace because it involves fair procedures, allows the employees to have a say in the decision process, employees fair treatment are given, and employees are allowed to have more input in the appraisal process. Thus, the procedural justice of Spectrum Life Company Limited is studied and results are summarized in Table (3.4).

**Table (3.4) Procedural Justice of Respondents**

| No | Description   | Mean | SD   |
|----|---|------|------|
| 1. | Unbiased manner in decision making.                     | 3.63 | 0.93 |
| 2. | Employees' concerns are considered in job decisions.    | 3.62 | 0.68 |
| 3. | Collecting information for making decisions accurately. | 3.71 | 0.64 |
| 4. | Considering employees' requests for clear explanation.  | 3.77 | 0.77 |
| 5. | Applying decisions consistently for all employees.      | 3.74 | 0.88 |
| 6. | Allowing employees to challenge decisions.              | 3.64 | 0.90 |
|    | Overall Mean  | 3.70 |      |

Source; Survey Data (2019)

According to Table (3.4), the largest mean value is 3.77 and the overall mean value of 3.70. The largest mean value indicates that Spectrum Life Company Limited concerns the fairness in which collect accurate and complete information before making decision for employees and give an opportunity for voice. It can be concluded that procedural justice is applied fairly to all employees by Spectrum Life Company Limited regarding the overall mean value. Additionally, the majority of respondents have positive attitudes in relating to their supervisor since Spectrum Life Company Limited has been using fair procedures.

These fair procedures make the employees to be feeling more satisfied and respected, which can help to increase fair job tasks and employee job performance. However, Spectrum Life Company Limited needs to be more fairness and transparency of the processes by which decisions are made. Hence, Spectrum Life Company Limited can show fairness in making considerations and employees will become clearer regarding with procedures in making decisions.

### **3.4.3 Interpersonal Justice**

Interpersonal justice means treating other people with dignity, politeness and respect. Usually, interpersonal justice can lead the high employee job satisfaction in organization. Thus, the results of studying interpersonal justice of Spectrum Life Company Limited are provided in following Table (3.5).

**Table (3.5) Interpersonal Justice of Respondents**

| No | Description  | Mean | SD   |
|----|--|------|------|
| 1. | Considering for employees in decisions making.           | 3.69 | 1.08 |
| 2. | Considering personal needs with greatest care.           | 3.68 | 0.91 |
| 3. | Honest treat on employees.                               | 3.72 | 0.89 |
| 4. | Showing concerns for employee right.                     | 3.70 | 0.88 |
| 5. | Discussion the impact of decisions.                      | 3.51 | 0.90 |
| 6. | Offering adequate explanations to employees.             | 3.79 | 0.74 |
| 7. | Clear explanation for decisions relating employees' job. | 3.71 | 0.81 |
|    | Overall Mean   | 3.69 |      |

Source; Survey Data (2019)

According to Table (3.5), the largest mean value is 3.79 and the overall mean value is 3.69. The largest mean value indicates that Spectrum Life Company Limited considers employees' view and thinking during decision making about the job and the supervisors and managers explain carefully to subordinates. With reference to overall mean value, Spectrum Life Company Limited has good communication by expressing its concerns and care toward the employees. Supervisors in Spectrum Life Company Limited also behave with truthful manner and it can reduce the negative reaction of the employee. Then, the interpersonal relationship of Spectrum Life Company Limited is openness, not including in deception, polite and impartiality by the mean value Table.

#### **3.4.4 Informational Justice**

The informational justice relates to the adequacy of the explanations given in terms of their timelines, specificity, and truthfulness. It focuses on clarifications provided to employee that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. Informational justice of Spectrum Life Company Limited is questioned by five statements and is shown in the following Table (3.6).

**Table (3.6) Informational Justice of Respondents**

| No | Description  | Mean | SD   |
|----|--|------|------|
| 1. | Open communication by supervisor.                          | 3.68 | 0.84 |
| 2. | Explaining clear procedures by supervisor.                 | 3.75 | 0.61 |
| 3. | Providing reasonable procedures by supervisor.             | 3.59 | 0.76 |
| 4. | Communicating details in timely manner.                    | 3.73 | 0.70 |
| 5. | Communicating with regard to individuals' specified needs. | 3.80 | 0.80 |
|    | Overall Mean   | 3.71 |      |

Source; Survey Data (2019)

According to Table (3.6), the largest mean value is 3.80 and the lowest level of mean value is 3.59. The largest mean value indicates that the supervisors in Spectrum Life Company Limited explain the detailed information thoroughly and directly to their employees with regards to the job decision. The lowest level of mean value indicates that employees suffer supervisors are not providing reasonable procedures. The complex terms of technologies and processes in servicing internet, supervisors need to provide more reasonable procedures especially in operational level of employees.

Respondents have fair of satisfaction on all four organizational justice according to Greenberg Theory; distributive justice, procedural justice, interpersonal justice and informational justice. The results of overall mean values of organizational justice in Spectrum Life Company Limited are demonstrated in Table (3.7).

**Table (3.7) Organizational Justice of Respondents**

| No | Description           | Overall Mean Value |
|----|-----------------------|--------------------|
| 1. | Distributive Justice  | 3.57               |
| 2. | Procedural Justice    | 3.70               |
| 3. | Interpersonal Justice | 3.69               |
| 4. | Informational Justice | 3.71               |

Source; Survey Data (2019)

According to Table (3.7), overall mean value are higher than 3.5 and the overall mean of distributive justice is lowest mean value of 3.37. Overall mean value that refers to Spectrum Life Company Limited can create the fairness and justice working place for all employees as much as it can. Informational justice is highest mean value among four dimensions of justice. It means that Spectrum Life Company Limited can implement good

information system to notice employees about the job procedures by sending accurate information with openness and trustful manner.

Then, the lowest overall mean value of distributive justice represents the fairness of distribution of resource to be significant and be proportioned in given to an employee. Based on employees' job performance, when allocating of resources are not equally, employees can see the distributive justice of Spectrum Life Company Limited that is not fairness. As conclusion, Spectrum Life Company Limited need to control the bias, make consistent distribution of resources based on job performances with common moral and ethical principle and make equal distribution of resources to see justice by the side of all employees.

## CHAPTER 4

### ANALYSIS ON EFFECT OF ORGANIZATIONAL JUSTICE ON JOB SATISFACTION AND JOB PERFORMANCE OF EMPLOYEES IN SPECTRUM LIFE COMPANY LIMITED

This chapter aimed to present the analytical results of the collected survey data with analytical result. Then, important interpretation and explanation with regards to the analysis is discussed. This chapter is discussed to report the influence of organizational justice on job satisfaction and the effect of job satisfaction on employee job performance.

Linear Regression Model is employed to study the predictive capability of the conceptual model that intends 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.

#### 4.1 Job Satisfaction of Employees

Employee job satisfaction is considered to be key variables that impact the performance of the organizations. Job satisfaction is a phenomenon that increases the efficiency, performance and loyalty of employees. Employee job satisfaction in Spectrum Life Company Limited is exhibited in Table (4.1).

**Table (4.1) Job Satisfaction**

| No  | Description  | Mean | SD   |
|-----|--|------|------|
| 1.  | Satisfaction on success in career.                     | 3.66 | 0.86 |
| 2.  | Satisfaction on progress for overall career goal.      | 3.83 | 0.70 |
| 3.  | Satisfaction on income goals.                          | 3.49 | 0.68 |
| 4.  | Satisfaction on advancement                            | 3.65 | 0.70 |
| 5.  | Satisfaction on the development of new skills.         | 3.50 | 1.07 |
| 6.  | Satisfaction on the amount of vacation.                | 3.46 | 0.98 |
| 7.  | Satisfaction on the given authority to make decisions. | 3.80 | 0.58 |
| 8.  | Satisfaction on physical working conditions.           | 3.93 | 0.73 |
| 9.  | Satisfaction on the material and equipment.            | 4.06 | 0.78 |
| 10. | Satisfaction on the count on making more money.        | 3.60 | 1.04 |
|     | Overall Mean   | 3.70 |      |

Source; Survey Data (2019)



According to Table (4.1), the highest mean value is 4.06. The first lowest mean value is 3.46 and the second lowest mean value is 3.49. The highest mean value represents that employees are satisfied on material and equipment that are providing and supporting by Spectrum Life Company Limited. It shows that the results of providing well material and equipment are effective on all employees to improve their job performance.

The factors of employees satisfaction about vacation is the first lowest mean value. Employees need to work 6 days per week and Spectrum Life Company does not provide vacation leave, sick leave, compensation leave and other except Public Holidays. Employees also need to work if come to urgent time even if in their holidays and they are unpaid if they take leave in working days. Although Spectrum Life Company Limited practices salary policies of Local Labor Organization, two thirds of employees think that they are being underpaid as the factors of employees satisfaction about income is second lowest mean value. Employees want to increase wages and salary, high promotion, fulfill personal and career development. Spectrum Life Company Limited requires focusing on the compensations and benefits program by looking at these mean values. With regards to overall mean value, most of employees are provided the career development, good workplace culture, respectful treatment, harmonious and supportive; as a result, they reflect good attitudes on their work in Spectrum Life Company Limited.

#### **4.2 Employee Job Performance**

The determinants of employee performances at work are many things, usually, providing training is mainly factor to improve employee job performance. But, an organization without practice the organizational justice has not competitive advantages and has not remained in marketplace for a long time. Employee job performance in Spectrum Life Company Limited is illustrated in following Table (4.2).

**Table (4.2) Employee Job Performance**

| <b>No</b> | <b>Description</b>                                   | <b>Mean</b> | <b>SD</b> |
|-----------|--|-------------|-----------|
| 1.        | Use to maintain high standard of work.               | 3.96        | 0.88      |
| 2.        | Capable of handling assignments.                     | 3.77        | 0.83      |
| 3.        | Passionate about work.                               | 3.93        | 0.77      |
| 4.        | Handle multiple assignments.                         | 4.05        | 0.75      |
| 5.        | Complete assignment on time.                         | 4.08        | 0.81      |
| 6.        | High performance in organization.                    | 3.83        | 0.91      |
| 7.        | Praise co-workers for good works.                    | 4.07        | 0.76      |
| 8.        | Handle extra responsibilities.                       | 3.90        | 0.69      |
| 9.        | Participate in group discussions and work meetings.  | 3.91        | 0.73      |
| 10.       | Communicate for problem solving and decision making. | 3.86        | 0.79      |
| 11.       | Share knowledge and ideas among team members.        | 4.06        | 0.84      |
| 12.       | Maintain good communication among fellow workers.    | 3.91        | 0.91      |
|           | Oveall Mean  | 3.94        |           |

Source; Survey Data (2019)

According to Table (4.2), the highest mean value is 4.08 and the lowest mean value is 3.77. The highest mean value represents that employees have satisfaction in completing their assignment on time. To be competitive in internet service industry, Spectrum Life Company must offer fast service to customers with high internet speed and accessible technology. Employees always need to finish their daily tasks on time to be effective and efficient for organization in long term. Moreover, Spectrum Life Company Limited requires planning for employee motivation and satisfaction features to improve employee job performance in the organization.

The lowest mean value indicates that most employees are less capable of handling theirs assignments without much supervision in Spectrum Life Company Limited. The reason might be most employees are low educated in operational level. Managers and leaders in Spectrum Life Company Limited must supervise well and have good relationship with their subordinates and teams that help them to improve their performance and more satisfy in workplace. As the overall mean value, employee job performance is quite good in Spectrum Life Company Limited which there is a positive and friendly workplace.

### 4.3 Analysis on Effect of Organization Justice on Job Satisfaction

The strength of the relationship between independent variables and dependent variable are shown in Table (4.3). The regression results to analyze the effects of distributive justice, procedural justice, interpersonal justice and informational justice and job satisfaction are discussed. In this section, independent variables are distributive justice, procedural justice, interpersonal justice and informational justice and dependent variable is job satisfaction.

**Table (4.3) Effect of Organization Justice on Job Satisfaction**

| Model                 | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig   | VIF   |
|-----------------------|-----------------------------|------------|---------------------------|-------|-------|-------|
|                       | B                           | Std. Error | B                         |       |       |       |
| (Constant)            | 0.478                       | 0.186      |                           | 2.573 | 0.012 |       |
| Distributive Justice  | .164***                     | 0.053      | 0.2                       | 3.081 | 0.003 | 2.041 |
| Procedural Justice    | 0.047                       | 0.068      | 0.049                     | 0.689 | 0.493 | 2.487 |
| Interpersonal Justice | .201**                      | 0.078      | 0.245                     | 2.564 | 0.012 | 4.412 |
| Informational Justice | .464***                     | 0.07       | 0.505                     | 6.664 | 0.000 | 2.77  |
| R Value               | 0.893                       |            |                           |       |       |       |
| R Square              | 0.797                       |            |                           |       |       |       |
| Adjusted R Square     | 0.789                       |            |                           |       |       |       |
| F Value               | 96.201***                   |            |                           |       |       |       |

Source; Survey Data (2019)

Notes: \*\*\*Significant at 1 %; \*\*Significant at 5%; \*Significant at 10 %

Three variables among five are significant. Distributive justice, interpersonal justice and informational justice have positively significant effect on job satisfaction. Distributive justice variables demonstrated positive significant with job satisfaction at 1% level. The positive relationship means that the increase in distributive justice leads to increase employee job satisfaction support from organization and its fair distribution.

Interpersonal justice has positively influence on job satisfaction and is significant at 5% level. The positive relationship means that the increase in interpersonal justice leads to increase employee job satisfaction support from organization and treat with unbiased manner.

Informational justice has also positively influence on job satisfaction and is significant at 1% level. The positive relationship means that the increase in informal justice

leads to increase employee job satisfaction support from organization and communicate to the affected employee with regards to a decision made.

According to the result, distributive justice, interpersonal justice and informational justice are obviously influence on job satisfaction. Employees have positive satisfaction on distribution justice when they receive fair reward, fair work schedule, fair salary, and fair responsibilities with equal of effort. Employees have satisfaction on interpersonal justice when their supervisors treat the employees with the manner that are kindly, trusty, and care their needs. And employees have positive satisfaction on informational justice when they perceive 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. Therefore, employer should emphasize on increasing distributive justice, interpersonal justice and information justice to improve the satisfaction of employees in Spectrum Life Company Limited.

#### 4.4 Analysis on Effect of Job Satisfaction on Employee Job Performance

In this section, the effect of job satisfaction on employee job performance are developed the independent variables as job satisfaction and dependent variables as employee job performance. The analysis of the relationship between job satisfaction and employee job performance are presented in Table (4.4).

**Table (4.4) Effect of Job Satisfaction on Employee Job Performance**

| Model             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig   | VIF   |
|-------------------|-----------------------------|------------|---------------------------|-------|-------|-------|
|                   | B                           | Std. Error | B                         |       |       |       |
| (Constant)        | 2.642                       | 0.346      |                           | 7.634 | 0.000 |       |
| Job Satisfaction  | .356***                     | 0.092      | 0.358                     | 3.856 | 0.000 | 1.000 |
| R Value           | 0.358                       |            |                           |       |       |       |
| R Square          | 0.128                       |            |                           |       |       |       |
| Adjusted R Square | 0.12                        |            |                           |       |       |       |
| F Value           | 14.869***                   |            |                           |       |       |       |

Source; Survey Data (2019)

Notes: \*\*\*Significant at 1 %; \*\*Significant at 5%; \*Significant at 10 %

According to the result shown in the above Table, employees' job satisfaction has positive effect on employee job performance. Employee job satisfaction factor has positive significant at 1 % level. It points out that employee satisfaction leads to an increase in employee job performance.

According to the result, the independent variable is reliable result and increasing in job satisfaction can increase employee job performance in Spectrum Life Company Limited. Employees satisfied on their job and tasks when organization allows employees for career opportunities and skill development, for developing themselves and growing within the ranks of their career. When Spectrum Life Company Limited can maintain more qualified and satisfied employees, it can gain great customers' satisfaction and minimum job related side effect. Therefore, employee job satisfaction is an essential part of organization to improve productivity, increase profit, and lead to longer employment within organization.

## **CHAPTER 5**

### **CONCLUSION**

This chapter summarizes the outcome of the research based on the research finding presented in the previous section. This study is composed with three parts. They are findings and discussions, suggestions and recommendations, and needs for further research. The purpose of this study is to analyze the influence of organizational justice on employee job satisfaction and to examine the effect of job satisfaction on employee job performance of Spectrum Life Company Limited.

#### **5.1 Findings and Discussions**

This study is based on effect of organizational justice on employee job satisfaction. Primary and secondary data are used in this study in order to achieve this paper. To examine the effect of organizational justice on job satisfaction at Spectrum Life Company Limited are analyzed by collecting structured questionnaires from 103 employees. Then, regression analysis is used in seeking to determine the effect of organization justice on job satisfaction and employee job performance.

From analysis of organizational justice and employee job satisfaction, most of the respondents express high level of satisfaction regarding with distributive justice, informational justice and interpersonal justice. This study guides that Spectrum Life Company Limited provides fair work schedule, convenience workplace, detail information, treat employees kindly and gives an opportunity for voice for all employees to be more satisfied on the organizational justice of Spectrum Life Company Limited.

Spectrum Life Company Limited allows employees to access internet, office equipment and vehicle with intent to improve employees' performance without disturbance. Employees are benefitted equal opportunities in same position from distributive justice policies of Spectrum Life Limited. All of employees satisfy on the distribution of working time, tasks and responsibilities because they also receive the resources allocation equally. Supervisors and managers also behave on their subordinates with openness, respectful and truthful manner, and between them have not discrimination.

According to the results from regression analysis of this study, the effect of organizational justice on job satisfaction, distributive justice, informational justice and interpersonal justice have positive significant on employee job satisfaction. However, Spectrum Life Company Limited requires applying the transparent procedural policies in looking at the fairness on the decision making process or formal policy adopted to determine the distribution of resources. Complete, relevant, adequate, timely and detail information requires to be communicated to the affected employee with regards to a decision made. Supervisor requires giving respect and caring in communicating with their subordinates about a decision made.

Additionally, this study indicates that employees have the emotion of job satisfaction to improve their job performance in Spectrum Life Company Limited. This is important factor for Spectrum Life Company Limited to improve employee satisfaction and increase employee performance in organization that can run smoothly business operation to get the internal success and external success. With high job satisfaction, then come along with high organizational commitment, sense of organizational belonging and improvement of employees' performance. Finally, Spectrum Life Company Limited can manage fairly and smartly on their employees, increase productivity and earn more profit by keeping up the business growth.

## **5.2 Suggestions and Recommendations**

The finding of the study provides the opportunities for Spectrum Life Company Limited on how possible do their subordinates or employees prioritize organizational justice dimensions. The findings presents that a positive and significant correlation exists between four dimensions of organizational justice and job satisfaction.

This study provides a guideline based on the results and the findings in order to stand always as successful internet service provider. There are important factors of distributive justice and interpersonal justice in Spectrum Life Company Limited although all four dimensions of organizational justice are respectively important for organizations. Thus, Spectrum Life Company Limited should maintain these two justice dimensions continue to improve employee job satisfaction and employee performance.

According to the results, Spectrum Life Company Limited should still emphasize on procedural justice in allocation of tasks, rewards and promotions to improve employee

satisfaction and performance. All procedures should transparent and well informed by all related employees in Spectrum Life Company Limited. Employees will tend to perceive justice and being treated fairly in Spectrum Life Company Limited if all procedures that related with them are transparent.

According to the findings, Spectrum Life Company Limited should improve employees' perception of the distributive justice in organization. Spectrum Life Company Limited should make consistent distribution of resources based on job performance and make equal distribution of resources to see justice by the side of all employees. In addition, Spectrum Life Company Limited should reward good performance employees commensurately and appreciate employees' performance with special recognition such as incentive.

In Spectrum Life Company Limited, informational justice should complete, relevant, adequate, timely and detailed information to be communicated to the affected employee with regards to a decision made. Supervisors should explain employees to understand the consideration and principle of the authority in making decisions. By doing so, employees in Spectrum Life Company Limited can make correct and efficient decision while carrying daily and then their performances will continually improve. In addition, employees should be treated with respect, caring and dignity from top management to lower level in the communication. This will reduce the anxiety of employees and uncomfortable to the new decision that affected them.

These outcomes recommend that Spectrum Life Company Limited should give careful consideration to the significance of organizational justice at workplace. Spectrum Life Company Limited should place organization justice in practicing to enhance the job satisfaction of employees and improve their job performance. This consideration can create the good perception of employee about the rules, regulations, procedures, policies, and processes are practiced by Spectrum Life Company Limited. Spectrum Life Company Limited should reduce the anxiety and uncomfortable things because these four dimensions of organizational justice have interaction. Therefore, Spectrum Life Company Limited should carefully examine the organizational justice by increasing employee job satisfaction and improve their job performance.



### **5.3 Needs for Further Research**

This study only focuses on to examine the influence of organizational justice on job satisfaction of Spectrum Life Company Limited and to analyze the effect of job satisfaction on employee job performance of Spectrum Life Company Limited. The study is used the answer of 103 respondents who are working at Spectrum Life Company Limited. In future, the similar research may be conducted in other companies and other areas such as government sectors, international organization and multinational organization with larger sample size can also be a more fruitful research. Further studies can also explore about the effect of organizational justice on employee turnover rate, employee commitment, and organizational commitment. Therefore, further studies could conduct the organizational justice subject from the viewpoints of top management level and business owners in Myanmar.

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**APPENDIX (A)**  
**YANGON UNIVERSITY OF ECONOMICS**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**MBA PROGRAMME**

**Questionnaires for Organizational Justice and Employee Job  
Performance of Spectrum Life Company Limited**

This survey is a partial fulfillment of the requirements for Master Degree of Business Administration Programme. The purpose of this study is to investigate “organizational justice and employee job performance of Spectrum Life Company Limited (Yangon)” and not related with other business purposes. Please kindly answer the following questions. Thank you for your precious time.

**Part I**

**Demographic**

1. Age;
  - 18-28
  - 29-39
  - 40-50
  - Above 50
  
2. Gender;
  - Male
  - Female

3. Education

- High School
- University Students
- Graduated
- Master Degree

4. Current department at Spectrum Life Company Limited(Yangon)

.....

5. Current position at Spectrum Life Company Limited(Yangon)

.....

6. How long have you been working at Spectrum Life Company Limited (Yangon)?

- Less than 1 year
- 1-3 years
- 3-5 years
- 5-7 years
- Above 7 years

7. Current Salary (Monthly in Kyats)

- 100,000-200,000
- 200,001-300,000
- 300,001-400,000
- 400,001-500,000
- Above 500,000



## Part II

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

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

### (1) Distributive Justice

| No | Description   | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 1. | My work schedule is fair.                             |   |   |   |   |   |
| 2. | I believe my level of pay is fair.                    |   |   |   |   |   |
| 3. | I consider my workload to be quite fair.              |   |   |   |   |   |
| 4. | Generally, the rewards I receive here are quite fair. |   |   |   |   |   |
| 5. | I feel that my job responsibilities are fair.         |   |   |   |   |   |

### (2) Procedural Justice

| No | Description   | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 1. | The decisions our organization makes in the level of organization are in an unbiased manner.  |   |   |   |   |   |
| 2. | Our organization makes sure that all employees' concerns are heard before job decisions are made.   |   |   |   |   |   |
| 3. | Our organization has procedures to collect information for making decisions accurately and thoroughly.                                    |   |   |   |   |   |
| 4. | Our organization has procedures that are designed to allow the requests for clear explanation or additional information about a decision. |   |   |   |   |   |
| 5. | All decisions of our organization are applied consistently and impartially across all affected employees.                                 |   |   |   |   |   |
| 6. | Our organization has procedures that allow an employee to appeal or challenge a decision.   |   |   |   |   |   |

### (3) Interpersonal Justice

| No | Description  | 1 | 2 | 3 | 4 | 5 |
|----|--|---|---|---|---|---|
| 1. | When decisions are made about my job, my supervisor treats me with kindness and consideration.                         |   |   |   |   |   |
| 2. | When decisions are made about my job, my supervisor considers personal needs with the greatest care.                   |   |   |   |   |   |
| 3. | When decisions are made about my job, my supervisor treats me with a truthful manner.                                  |   |   |   |   |   |
| 4. | When decisions are made about my job, my supervisor shows concerns for my rights as an employee.                       |   |   |   |   |   |
| 5. | Concerning decisions made about my job, my supervisor usually discusses the expected impacts of the decisions with me. |   |   |   |   |   |
| 6. | When making decisions about my job, my supervisor offers reasonable explanations that I understand clearly.            |   |   |   |   |   |
| 7. | My supervisor explains clearly any decision if it is related to my job.  |   |   |   |   |   |

### (4) Informational Justice

| No | Description   | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 1. | Supervisor has been candid in his/her communications with me.                           |   |   |   |   |   |
| 2. | Supervisor has explained the procedures thoroughly.                                     |   |   |   |   |   |
| 3. | Supervisors were explanations regarding the procedures reasonable.                      |   |   |   |   |   |
| 4. | Supervisor has communicated details in a timely manner.                                 |   |   |   |   |   |
| 5. | Supervisor has seemed to tailor his/her communications to individuals' specified needs. |   |   |   |   |   |

### Part III

#### (5) Job Satisfaction

| No  | Description  | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1.  | I am satisfied with the success, I have achieved in my career.   |   |   |   |   |   |
| 2.  | I am satisfied with the progress, I have made toward meeting my overall career goals.                    |   |   |   |   |   |
| 3.  | I am satisfied with the progress, I have made toward meeting my goals for income.                        |   |   |   |   |   |
| 4.  | I am satisfied with the progress, I have made toward meeting my goals for advancement.                   |   |   |   |   |   |
| 5.  | I am satisfied with the progress, I have made toward meeting my goals for the development of new skills. |   |   |   |   |   |
| 6.  | I am satisfied with the amount of vacation.  |   |   |   |   |   |
| 7.  | I am given enough authority to make decisions I need to make.  |   |   |   |   |   |
| 8.  | My physical working conditions are good.   |   |   |   |   |   |
| 9.  | I have the material and equipment I need to do my job well.  |   |   |   |   |   |
| 10. | If I do good work I can count on making more money.  |   |   |   |   |   |

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

**(6) Employee Job Performance**

| No. | How I perform at my work....  | Scale |   |   |   |   |
|-----|---|-------|---|---|---|---|
|     |   | 1     | 2 | 3 | 4 | 5 |
| 1   | I use to maintain high standard of work.  |       |   |   |   |   |
| 2   | I am capable of handling my assignments without much supervision.                     |       |   |   |   |   |
| 3   | I am very passionate about my work.   |       |   |   |   |   |
| 4   | I know I can handle multiple assignments for achieving organizational goals.          |       |   |   |   |   |
| 5   | I used to complete my assignment on time.   |       |   |   |   |   |
| 6   | My colleges believe I am high performance in my organization.                         |       |   |   |   |   |
| 7   | I use to praise my co-workers for their good works.                                   |       |   |   |   |   |
| 8   | I love to handle extra responsibilities.  |       |   |   |   |   |
| 9   | I actively participate in group discussions and work meetings.                        |       |   |   |   |   |
| 10  | I communicate effectively with my colleagues for problem solving and decision making. |       |   |   |   |   |
| 11  | I use to share knowledge and ideas among my team members.                             |       |   |   |   |   |
| 12  | I use to maintain good communication among fellow workers.                            |       |   |   |   |   |

## APPENDIX (B)

### SPSS output of Effect of Organizational Justice on Job Satisfaction

#### Model Summary<sup>b</sup>

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .893 <sup>a</sup> | .797     | .789              | .27093                     | 1.733         |

a. Predictors: (Constant), Informational Justice Mean, Procedural Justice Mean, Distributive Justice Mean, Interpersonal Justice Mean

b. Dependent Variable: Job Satisfaction Mean

#### ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 28.246         | 4   | 7.062       | 96.201 | .000 <sup>b</sup> |
|       | Residual   | 7.194          | 98  | .073        |        |                   |
|       | Total      | 35.44          | 102 |             |        |                   |

a. Dependent Variable: Job Satisfaction Mean

b. Predictors: (Constant), Informational Justice Mean, Procedural Justice Mean, Distributive Justice Mean, Interpersonal Justice Mean

#### Coefficients<sup>a</sup>

| Model |                            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | VIF   |
|-------|----------------------------|-----------------------------|------------|---------------------------|-------|------|-------|
|       |                            | B                           | Std. Error | Beta                      |       |      |       |
| 1     | (Constant)                 | .478                        | .186       |                           | 2.573 | .012 |       |
|       | Distributive Justice Mean  | .164                        | .053       | .2                        | 3.081 | .003 | 2.041 |
|       | Procedural Justice Mean    | .047                        | .068       | .049                      | 0.689 | .493 | 2.487 |
|       | Interpersonal Justice Mean | .201                        | .078       | .245                      | 2.564 | .012 | 4.412 |
|       | Informational Justice Mean | .464                        | .07        | .505                      | 6.664 | .000 | 2.77  |

a. Dependent Variable: Job Satisfaction Mean

## SPSS Output of Effect of Job Satisfaction on Employee Job Performance

### Model Summary<sup>b</sup>

| Model  | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|--|-------------------|----------|-------------------|----------------------------|---------------|
| 1  | .358 <sup>a</sup> | .128     | .120              | .55029                     | 1.127         |
| a. Predictors: (Constant), Job Satisfaction Mean     |                   |          |                   |                            |               |
| b. Dependent Variable: Employee Job Performance Mean |                   |          |                   |                            |               |

### ANOVA<sup>a</sup>

| Model  |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|--|------------|----------------|-----|-------------|--------|-------------------|
| 1  | Regression | 4.503          | 1   | 4.503       | 14.869 | .000 <sup>b</sup> |
|  | Residual   | 30.584         | 101 | .303        |        |                   |
|  | Total      | 35.087         | 102 |             |        |                   |
| a. Dependent Variable: Employee Job Performance Mean |            |                |     |             |        |                   |
| b. Predictors: (Constant), Job Satisfaction Mean     |            |                |     |             |        |                   |

### Coefficients<sup>a</sup>

| Model  |                       | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | VIF   |
|--|-----------------------|-----------------------------|------------|---------------------------|-------|------|-------|
|  |                       | B                           | Std. Error | Beta                      |       |      |       |
| 1  | (Constant)            | 2.642                       | .346       |                           | 7.634 | .000 |       |
|  | Job Satisfaction Mean | .356                        | .092       | .358                      | 3.856 | .000 | 1.000 |
| a. Dependent Variable: Employee Job Performance Mean |                       |                             |            |                           |       |      |       |

