

# **The Mediating Effect of Trust in Relationship with Organizational Justice and Job Satisfaction: A Study on Higher Education Sector in Khyber Pakhtunkhwa**

Adnan Ahmad Afridi\* and Qadir Bakhsh Baloch†

## **Abstract**

*The main purpose of this research is to explore the relationship between organizational justice (distributive justice and procedural justice), job satisfaction and mediating trust among the teaching and non-teaching staff of public and private university of Khyber Pakhtunkhwa. The study was conducted on 550 employees in public and private universities. Based on a literature review of previous research, this study hypothesized that employees' perceptions of organizational justice are positively associated with job satisfaction. In addition, this study indicates the effect of trust in relationship with organizational justice and job satisfaction. Based on a convenience sampling approach, a self-administered survey was used to obtain employees' perceptions. The data analysis process of this study followed by four steps. First, the construct validity of each measurement model was examined by Confirmatory Factor Analysis (CFA). Second, the descriptive statistics and correlations were reported. Third, a hierarchical multiple regression was tested to identify the impact of distributive justice and procedural justice on jobs satisfaction and mediating trust. Fourth individual T test was conducted for the comparison among public and private universities. The findings of this study were discussed in detail, comparing them with previous research. The primary theoretical implication of this study lies in investigating dimensions of organizational justice as the antecedents of job satisfaction. The limitations of this study and recommendations for future research were also discussed.*

**Keywords:** Organizational justice, distributive justice, procedural justice, job satisfaction and trust

## **Introduction**

In this chapter researcher seeks to provide a background about the subject area as to why this research is conducted and an elaboration about the organizational justice in a public and private universities of KPK. Researcher focuses on analyzing organizational justice; it's two-

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dimension (distributive justice and procedural justice) relationship with job satisfaction and trust as mediator, to find whether there is a relation among selected variables or has no significant relation. Research has further developed hypothesis that shows the possible relationship among variables and role of trust in relation with the organizational justice and job satisfaction, those hypotheses are well defended by problem statement and literature review.

Organizational justice is the reflection of employee's belief and treatment in the work place, which builds long term sustainability for an organization. In early 1960s, in social sciences organizational justice was rooted in a few seminal papers, focusing on the equitable distribution of outcomes in social interactions (Homans 1961). Homans reflected that the main concern of employees is on distribution of resources, he proposed the concept of organizational justice as distributive justice. In some studies, distributive justice is defined as the treatment received by individual (Joy & Witt, 1992).

Procedural justice is the second component of organizational justice and is defined as, the fairness of methods, procedures and policies used in identification and measurement of items such as wages, promotions, material possibilities, working conditions and performance evaluation (Dogan 2002; Jahangir et al. 2006). Job satisfaction is defined as the sum of both positive and negative perception of the work place and is regarded as attitudinal in nature. The definition of trust is the ability to meet your expectations in dealing with others and create interpersonal relations not necessarily based on individual interest or profit (Bijer, 1986).

Many research indicated that organizational justice has fair perceptions and are influenced by trust in management and organization. It is observed from research that distributive is significantly related to job satisfaction (Lambert et al. 2007). McFarlin & Sweeny (1992) in their research have found positive and strong relation among job satisfaction and procedural justice. The researcher has conducted this research on public and private universities where dissatisfaction is likely to be the issue.

Specifically, a university's future highly depends on the number, quality and effectiveness of its academic staff (Mwadiani, 2002; Pienaar, 2008). In the present competitive world, organizations require employees to perform beyond their usual job descriptions. In Pakistan, the universities in their present shape are not geared to produce new knowledge, nor are their graduate and undergraduate study programs up to international standards.

The following research question is addressed:

1. Does organizational justice have any influence upon job satisfaction?
2. Is there any relation between distributive justice and job satisfaction?
3. Is there any relation between procedural justice and job satisfaction?
4. Is there any relationship between organizational justice and trust?
5. Is there any relationship between distributive justice and trust?
6. Is there any relationship between procedural justice and trust?
7. Is there any relationship between trust and job satisfaction?
8. Is there any effect of organizational justice in relationship with trust and job satisfaction?
9. Is there any significant difference in public and private universities?

#### **Research Objectives**

- a) To describe the prevailing level of perceived organization justice and job satisfaction among the employees of public and private sector universities of Khyber Pakhtunkhwa.
- b) To establish relationship between perceived organization justice and job satisfaction.
- c) To measure the prevailing level of employees, trust as prevailing amongst the employee.
- d) To determine the role of trust as a mediator between organizational justice and job satisfaction.
- e) To check the comparative effect of organizational justice on employee's job satisfaction and mediating role of trust of public and private sector universities in KPK.

#### **Significance of the Study**

The current study helps in formulating the structure of how the employees can be dealt fairly at the work place so that, in the long run, they can be satisfied and get the organizational objectives. The outcome from these employees is strictly related to the way they are being treated at the work place. If the employees are not dealt with fairly at the work place they might not take interest at their tasks and usually they are involved in wasting time and not giving quality and timely output. The loyalty of the employees is also very important in organizing rules and regulations to treating employees at the organization.

#### **Literature Review**

##### *Organizational Justice*

Organizational justice is linked to the psychology of justice and is applied to the organizational settings, which inquires the perception of fairness at work place (Byrne & Cropanzano, 1999). In social science, the organizational justice is defined as an act is 'just' because someone perceives it to be 'just', which differs from philosophical justice concept, however, different normative rules determine what is 'just' or 'unjust' (Colquitt et al. 2001).

Dinc and Ceylan (2008) referred organizational justice as a structure which effects the work attitude of employees towards wages, rewards and recreation condition along with determining the quality of social interaction. Beside all discussion, it is emphasized that the right and fairness perception of an employee in the organizational life is known as organizational justice (Poole, 2007). The concept of organizational justice is generally analyzed in two categories: distributive justice and procedural justice.

#### *Distributive Justice*

Gilliland (1994) in his research discussed how important distribution / allocation of resources are valued by employees if it is according to their performance. Further research states that, if the outcome is inappropriate relative to some standards, the individual is likely to experience distributive injustice (Cropanzano & Greenberg 1997). In some studies, distributive justice is defined as the treatment received by individual (Joy & Witt, 1992). According to Tyler (1984), distributive justice refers to the fairness of resources received by an individual. Malik (2011) described distributive justice as the fairness of outcomes that individual receives such as pay and promotions. Pilyinyte (2013) describe distributive justice as fair construct that focuses on perception of fair distribution and allocation of outcome.

#### *Procedural Justice*

Procedural justice is the second component of organizational justice and is defined as, the fairness of methods, procedures and policies used in identification and measurement of items such as wages, promotions, material possibilities, working conditions and performance evaluation (Dogan 2002; Jahangir et al. 2006).

Procedural justice reflects the perception of individual towards the fairness of the rules and procedures that regulate a process. Jahangir et al. (2006) defines procedural justice as a fairness of methods, procedures and policies used. According to Nabatchi, et al., (2007) procedural justice is the perception of fairness which regulate a process of rules and procedures by taking input from individuals and providing opportunities for rectification.

#### *Job Satisfaction*

According to Locke (1969), job satisfaction is defined as the emotional level once perceived from appraisal and that of facilitating job values, however, employee will perceive dissatisfaction when hygiene factors are ignored at working environment. Greenberg (1979) in his study referred job satisfaction to the emotional response of employee at work place. Henne and Locke (1985) describe it as the way employee prefer doing something which is of interest to their personal satisfaction.

### *Trust*

Reychav and Sharkie (2010) states that, trust motivates employee to perform beyond expectation by showing respect to their leaders. Vakola and Bouradas (2011) describe organizational trust as psychosocial state, identify the thinking process of employee towards problem or situation in which organization is endangered. According to Fortroende (2012), trust is a belief of employee that rely on something or someone. Bakiey (2013) describe trust as interpersonal treatment an individual receives at work place and also indicated that trust has a positive and significant relationship between interpersonal trust and organizational commitment.

#### *The Relationship between Organizational Justice & Job Satisfaction*

Shokerkon and Neamii (2003) found a significant correlation between organizational justice and job satisfaction. Bakhshi et al., (2009) has found a strong relationship between organizational justice and job satisfaction. According to Rabia Aslam et al., (2011), organizational justice is a strong predictor of job satisfaction and has found a significant and positive relationship between organizational justice with overall job satisfaction.

H1: Organizational Justice has a significant relationship with Job Satisfaction.

#### *Distributive Justice and Job Satisfaction*

According to McFarlin and Sweeney (1992) distributive justice is considered to be a strong predictor of job satisfaction and suggested that it will have important influence on job satisfaction. Yusof and Shamsuri (2006) in his research states that the distributive justice is a predictor of job satisfaction. Lambert et al., (2007) has found a positive relationship between distributive justice and job satisfaction. Therefore, to find the relationship between distributive justice and job satisfaction, the hypothesis developed for this research is:

H1a: Distributive justice has a significant relationship with job satisfaction.

#### *Procedural Justice and Job Satisfaction*

McFarlin and Sweeney (1992) stated that procedural justice will have positive relationship with job satisfaction if it is measured as a whole rather than for individual personal outcomes. Martin and Bennett (1996) has found that procedural justice has a positive correlation with organizational commitment. According to Lambert (2003) procedural justice is an important predictor of job satisfaction than distributive justice. Therefore, to find the relationship between procedural justice and job satisfaction, the hypothesis developed for this research is:

H1b: Procedural justice has a significant relation with job satisfaction.

*The relationship between Organizational Justice and trust*

According to Bakhshi, Kumar and Rani (2009), fair organizational treatment (justice) shown to the employees leads to more trust in the management. Whereas, Brockner and Sigel (2009) study shows a significant relationship between “the positive perception of employees towards process and procedures” and “the high level of trust employee has for the organization”. According to Bakhshi, Kumar and Rani (2009), organizational justice is an important preceding of organizational trust, job satisfaction and commitment to the organization. H2: Organizational justice has a significant relationship with Trust.

*Distributive Justice and Trust*

According to Adams (1965), when the ratio of a person outcome in comparison to the input is considered dis-appropriate a feeling of inequity arises which leads employee to comparison with others. Negative inequity is resulted in views of unfairness, showing that the basis of comparison to others is the perception of distributive justice (Adams, 1965; Greenberg, 1987; Cropanzano and Greenberg, 1997). High level of trust is likely to ensue when the distribution of organizational outcomes is considered fair (Pillai et al., 2001).

H2a: Distributive Justice has a significant relationship with Trust.

*Procedural Justice and Trust*

The evaluation of trust is not only dependent on perception about fairness of allocations and outcomes but also the procedures used to arrive at such decision. In the study of Flaherty and Pappas (2000), a positive and strong correlation between procedural justice and employees trust in their manager was found.

H2b: Procedural Justice has a significant relationship with Trust.

*Relationship of Trust with Job Satisfaction*

According to Driscoll (1978) trust significantly predict job satisfaction. In research Dirks and Ferrin (2002) also indicated that trust is a significant predictor of job satisfaction. In another research Burke et al. (2007) found a significant relationship of trust with job satisfaction.

H3: Trust has a significant relationship with Job Satisfaction.

*Organizational Justice relationship with Trust and Job Satisfaction*

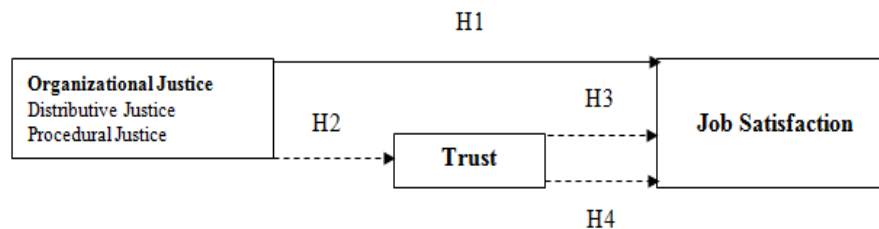
Driscoll's research suggest that a useful predictor of job satisfaction is a supervisor's trust, Dirks and Ferrin's (2002) linked supervisor trust to job satisfaction and further stating that, a trusted supervisor will have influence in decision making, whereas, low levels of trust in leaders or peer's having power over an important issue of one's job lead to psychological distress.

According to Mooradian et al., (2007), effect of trust studies shows that, trust leads to positive attitudes in a workplace (such as

employee satisfaction and commitment), performance outcomes (such as individual, group and business unit performance) and workplace behavior (such as knowledge sharing and organizational commitment behavior). An organizations basic need for organizational trust is creating democracy and society integration, which makes trust an important structure in management (Horn-Nord et al., 2014). Therefore, to find the effect of trust in relationship between organizational justice and job satisfaction, the hypothesis developed for this research is:

H4: Effect of trust in relation with organizational justice on job satisfaction.

### Theoretical Framework



### Research Hypothesis

H1: Organizational justice has a significant relationship with job satisfaction.

H1a: Distributive justice has a significant relationship with job satisfaction.

H1b: Procedural justice has a significant relationship with job satisfaction.

H2: Organizational justice has a significant relationship with trust.

H2a: Distributive justice has a significant relationship with trust.

H2b: Procedural justice has a significant relationship with trust.

H3: Trust has significant relationship with job satisfaction.

H4: Organizational justice has significant relationship with trust and job satisfaction.

H5: There is significant difference in public and private universities.

### Research Methodology

Self-administrated questionnaire as a source used for primary data collection, which helped the researcher in strengthening arguments and justifies the research statement. The researcher has adopted descriptive research technique, which is in correlation and best describes the phenomena as they exit. Collis and Hussy (2003) indicated that, the descriptive research examining the problem by undertaking ascertain as compare to exploratory research. To generate result for this research, the researcher has first tested Cronbach's Alpha of each variable questions

through reliability test and further used regression analysis, MANOVA and t-test to support and justify his concept with outcome.

**Population:**

However, Swanson and Holton (2005) indicated that, owing to the limitation of resources researchers generally select samples from population rather than obtaining data from entire population. Therefore, this study is conducted on teaching and non-teaching staff in the public and private universities of Khyber Pakhtunkhwa to check the effects of organizational justice on the job satisfaction taking trust as mediator.

**Sample Size and Sampling Technique:**

The study is conducted in the higher educational sector of KPK. A study is made on the universities which have been established for five (5) or more years. 12 universities (6 public and 6 private) as a sample for the study. The researcher has used Peshawar University, University of Engineering and Technology Peshawar, Shaheed Benazir Bhutto Women University, Malakand University, Kohat University & Hazara University from Public Sector and Preston University, Northern University Nowshera, Qurtaba University DI Khan, Abasyn University, City University and CECOS University from Private Sector as a sample of the study. On the basis of convenient sampling technique, the study has created the strata for every sample university and then the estimated sample employees have been selected. The study has used 550 teaching and non-teaching staff as a sample of the study.

**Analysing Data:**

According to Saunders et al., (2003) states that the need to reduce, restructure and de-textualize the data while analyzing the qualitative data, however it is important to categories data initially before analyzing qualitative data (Saunders et al., 2003).

- Dependent variables: Job satisfaction
- Independent variables: Distributive Justice and Procedural Justice
- Mediating Variable: Trust

**Data Collection:**

The data collected for organizational justice, job satisfaction and trust is primary in nature. The researcher has used quantitative approach for the data collection from the selected sample of teaching and non-teaching staff working in the public and private universities of KPK. The closed ended questions are adopted and modified / refreeze in multiple questionnaire based on 5-point Likert scale and distributed among the sample of this study for data collection.

Organizational Justice: Is measured by the five-point Liker scale (1 = strongly disagree to 5 = strongly agree) and has adopted fourteen



(14) items from (7 items from each component of organizational justice) distributive justice and procedural justice as listed below:

**Distributive Justice:**

Is measured by the five-point Likert Scale (1 = strongly disagree to 5 = Strongly agree) and has adopted seven (7) items from Price and Mueller (1986) and Neihoff and Moorman (1993). The item used to measure distributive justice are, My work schedule is fair, My pay structure is fair compared to the responsibilities I have, My supervisor has fairly rewarded me compared to my responsibility, My supervisor has rewarded me fairly against the education and training I have, My supervisor has fairly rewarded me considering the amount of effort that I have put forth, My supervisor has fairly rewarded me by considering the stresses and strains of my job, My supervisor has fairly rewarded me by considering the work that I have completed.

**Procedural Justice:**

Is measured by five-point Likert scale (1 = strongly disagree to 5 = Strongly agree) and has adopted seven (7) items from Neihoff and Moorman (1993). The items used to measure procedural justice are, My supervisor makes sure that all employee concerns are heard before job decisions are made, My supervisor offers adequate justification for decisions made about my job, My supervisor clarifies decisions and provides additional information when requested, My supervisor collects accurate information when making my job-related decisions, My ideas / suggestions are shared before the decisions are made, My supervisor make decision related to my job in a fair manner, My supervisor allows me to question, deny or refuse a decision made regarding my job.

**Job Satisfaction:**

The questionnaire was adopted from Hackman and Oldham (1975); Fernand and Awamleh (2006) to measure job satisfaction among employees. This scale has five subscales (work on present job, pay, opportunities for promotion, supervision, co-workers) and measured by using seven (7) items. The responses are anchored by using a 5-point Likert Scale (1 = strongly disagree to 5 = Strongly agree). The items used for job satisfaction are: I am satisfied with the amount of personal growth and development in my present job, I am satisfied with the amount of pay and fringe benefits I receive, I am satisfied with my work and a fair chance of being promoted, I am satisfied with the competency level of my supervisor, I am satisfied with the amount of support and guidance I receive from my co-worker, I am satisfied with the way this organization treats me, I am satisfied with my current job and the accomplishment I get from doing my job.

#### Trust:

Trust is measured by a scale developed by Hoy and Tschannen Moran (2003). This scale has eight (8) items and response is anchored using Omnibus 5 scale (1 = strongly disagree to 5 = Strongly agree). The items used for trust are: I have complete access to the information I need to make good decision, I am allowed more freedom of action on the job, when I gain expertise, I have faith in the integrity of this organization, I believe this organization typically acts in the best interest of my job-related activities, I believe employees in this organization trust each other, I believe this organization share relevant every information with their employees, I have faith in the integrity of my supervisor and I can count on supervisor support, I trust my supervisor and his / her decisions regarding my job.

#### Models

##### Reliability and Validity:

According to Kiss E., (2009) the reliability is considered correct between 0, 6 and valid / acceptable between 0.8 and 0.9. The researcher has checked the reliability of items used in measurement tool / instrument, further, face validity is established by showing questionnaire to experts in the field such as university professors. The content validity of this research is ensured on the bases of literature review. With the help of confirmatory factor analysis, the researcher has established construct validity. To find the reliability of measurement tool/instrument, Cronbach alpha is used. According to Cronbach, L. J. (1951), a variable with 0.70 or greater than 0.70 is considered reliable for research.

##### Regression Analysis (Mediating):

Regression analysis is conducted to find the relationship of variables among each other and effect of mediator between variables. The test helped in justifying and supports the models. Regression test is conducted to find job satisfaction relationship with organizational justice, distributive justice and procedural justice and effect of trust in relationship with organizational justice, distributive justice, procedural justice and job satisfaction.

##### MANOVA:

To determine the multivariate sample means in statistics, the procedure of multivariate analysis (MANOVA) is used. MANOVA is conducted to find correlation and significance level between organizational justice, distributive justice, procedural justice and job satisfaction and trust.

**T Test:**

To find the mean comparison the researcher has used T test. T Test helped in comparison of private and public universities results and significance level among them.

**Data Analysis**

This chapter shows the results which indicates the relationship between organizational justice and job satisfaction in relation with trust. The researcher has selected total sample of 550 teaching and non-teaching staff from public and private sector.

*Descriptive Statistics***Demographic Information:**

Five hundred and fifty (550) questionnaires were distributed among employees in public and private universities. Same number of questionnaire was received by researcher. The demographic information of those respondents is shown below:

**Table 4.1**

<i>Gender</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	390	70.9	70.9	70.9
	FEMALE	160	29.1	29.1	100.0
	Total	550	100.0	100.0	

The above table 4.1 shows that 390 respondents are male and remaining 160 respondents are female. In complete sample 70.9% are male respondents and 29.1% were female respondents.

**Table 4.2**

<i>Age</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22-25	76	13.8	13.8	13.8
	26-30	188	34.2	34.2	48.0
	31-35	134	24.4	24.4	72.4
	36-40	96	17.5	17.5	89.8
	41 and above	56	10.2	10.2	100.0
	Total	550	100.0	100.0	

The above table 4.2 shows that 76 respondents are in the age group of 22-25, 188 are in 26-30, 134 are in of 31-35, 96 are in of 36-40 and 56 are in of 41 and above.

**Table 4.3***Education*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BACHELOR	96	17.5	17.5	17.5
	MASTER	124	22.5	22.5	40.0
	MPHIL	258	46.9	46.9	86.9
	PHD	72	13.1	13.1	100.0
	Total	550	100.0	100.0	

The table 4.3 above indicates that 96 respondents falls in category of bachelor degree, 124 respondents has master's degree, 258 has MPhil degree and 72 respondents has Ph. D degree. That indicates majority of respondents falls in category of MPhil degree.

**Table 4.4***Experience*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1yr - 2yrs	159	28.9	28.9	28.9
	2yrs - 4yrs	206	37.5	37.5	66.4
	4yrs - 8yrs	173	31.5	31.5	97.8
	8yrs - 10yrs	12	2.2	2.2	100.0
	Total	550	100.0	100.0	

The table 4.4 above indicate that 159 staff member fall under the category of 1-2 years, 206 of the staff fall in the group 2-4years, 173-member falls under the group of 4-8years, 12-member falls under the category of 8-10years.

**Table 4.5***Salary*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	12000-18000	84	15.3	15.3	15.3
	19000-22000	92	16.7	16.7	32.0
	23000-28000	126	22.9	22.9	54.9
	29000-35000	94	17.1	17.1	72.0
	36000 and above	154	28.0	28.0	100.0
	Total	550	100.0	100.0	

In salary table 4.5, 84 respondents are in category of 12000 to 18000, 92 respondents are in category of 19000 to 22000, 126 respondents are in 23000 to 28000 category, 94 respondents falls in category of 29000 to 35000 and 154 respondents are in category 36000 and above.

**Table 4.6**  
*Descriptive Statistics*

	N	Minimum	Maximum	Mean	Std. Deviation
DJ	550	1.00	4.57	2.8603	.97666
PJ	550	1.29	4.71	2.9917	.84799
JS	550	1.43	4.57	2.7577	.88770
TR	550	2.00	5.00	3.5666	1.01344
OJ	550	1.21	4.43	2.9260	.77126
Valid N (listwise)	550				

The above table 4.6 shows the mean and standard deviation of various facets of organizational justice, job satisfaction and trust amongst the sample of public and private universities are shown. The descriptive statistics suggest that participants perception about distributive justice in their respective organization is just medium level (M=2.8603, S.D=.97666); for procedural justice is medium level (M=2.9917, S.D=.84799); for job satisfaction is medium level (M=2.7577, S.D=.88770); for trust is high level (M=3.5666, S.D=1.01344) and organizational justice is medium (M=2.9260, S.D=.77126).

*Reliability Test:*

According to the information of the reliability of all instruments and coefficients are above the minimum requirement of .70 and are close to those found in previous studies. The Cronbach's Alpha for DJ is .824, for PJ is .785, for JS is .831 and for TR is .838 and for overall questionnaire the reliability result is .939 as shown in table 4.7 below:

**Table 4.7**

*Questionnaire Reliability Test*

Construct	Items	Cronbach's Alpha
DJ	7	.824
PJ	7	.785
JS	7	.825
TR	8	.932
OVERALL	29	.779

**Factor Analysis**

**Table 4.8**

*Correlation Matrix*

		DJ	PJ	JS	TR
Correlation	DJ	1.000	.426	.595	-.013
	PJ	.426	1.000	.867	.692
	JS	.595	.867	1.000	.386
	TR	-.013	.692	.386	1.000
Sig. (1-tailed)	DJ		.000	.000	.378
	PJ	.000		.000	.000
	JS	.000	.000		.000
	TR	.378	.000	.000	

a. Determinant = .048

The table 4.8 shows the correlation among the variable entered. DJ shows coefficient value of .595 with JS and -.013 with TR which

indicates that DJ has medium level significant relationship with JS and weak but negative insignificant relationship with TR. PJ shows coefficient value of .869 with JS and .692 with TR which indicates that PJ has strong significant relationship with JS and medium significant relationship with TR.

**Table 4.9***Adequacy and Significance*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.534
Bartlett's Test of Sphericity	Approx. Chi-Square
	1660.935
	df
	6
	Sig.
	.000

Table 4.9 shows that adequacy is .534 (53.4%) which means data is of good quality and is acceptable. The data is not identical and the variables do relate to one another showing sig level (Sig. = .000).

**Table 4.10***Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.567	64.167	64.167	2.567	64.167	64.167
2	1.073	26.813	90.980	1.073	26.813	90.980
3	.303	7.584	98.564			
4	.057	1.436	100.000			

Extraction Method: Principal Component Analysis.

Table 4.10 indicates that 2.567 (64.167%) variance is shown by distributive justice (DJ), 1.073 (26.813) variance is shown by procedural justice (PJ), The cumulative variance of 2.567 (64.167%) and 1.073 (90.980%) defined by two variables DJ and PJ were accepted. However, the eigenvalues variance <1.0 such as variance .303 (7.584%) of job satisfaction (JS), and variance .057 (1.436%) of trust contributing little to the explanation of variances in the variables, therefore, they are ignored.

**Table 4.11***Correlation*

		DJ	PJ	JS	TR	OJ
DJ	Pearson Correlation	1	.426**	.595**	-.013	.868**
	Sig. (2-tailed)		.000	.000	.757	.000
	N	550	550	550	550	550
PJ	Pearson Correlation	.426**	1	.867**	.692**	.820**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	550	550	550	550	550

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The table 4.11 shows the correlation among the variable entered. DJ shows coefficient value of .595 with JS and -.013 with TR which indicates that DJ has average and positive significant relationship with JS

and has weak negative insignificant relationship with TR. PJ shows coefficient value of .867 with JS and .692 with TR which indicates that PJ has strong positive significant relationship with JS and has medium significant relationship with TR. OJ shows coefficient value of .854 with JS and .372 with TR which indicates that OJ has strong positive significant relationship with JS but has weak positive significant relationship with TR. JS shows coefficient value of .386 with TR which indicates that JS has very weak but positive and a significant relationship with TR.

### Inferential Statistics

*Organizational justice, Distributive Justice and Procedural Justice relationship with Job Satisfaction.*

**Table 4.12**

*Model Summary and ANOVA*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.	Durbin-Watson
1	.854 <sup>a</sup>	.729	.728	.46283	1471.542	.000 <sup>a</sup>	2.348
2	.595 <sup>b</sup>	.355	.353	.71385	300.962	.000 <sup>b</sup>	1.857
3	.867 <sup>c</sup>	.752	.751	.44275	1658.881	.000 <sup>c</sup>	2.312

a. Predictors: (Constant), OJ; b. Predictors: (Constant), DJ

c. Predictors: (Constant), PJ; d. Dependent Variable: JS

In table 4.12 the model 1 value of R (.854) shows that OJ is a strong predictor of JS and has a positive significant relationship. The value of R square (.729) indicates that OJ explains 72.9% of the variance in relation with JS. Where Adj. R Square (.728) is less than R square indicates the fitness of model, and the Standard Error (.46283) of the Estimate. Where F value (1471.542) and Sig. Value ( $p < .001$ ) indicates that OJ and JS are statistically significant. In model 2 the value of R (.595) indicates that, DJ is a medium level predictor of JS and has positive significant relationship. R square value (.355) shows the DJ variance of 35.5% in JS, whereas, Adj. R Square (.353) is less than R square shows the fitness of the model with Standard Error (.71385). Where F (300.962) and Sig. value ( $p < .001$ ) indicates that DJ and JS are statistically significant. The value of R (.867) in model 3 indicates that PJ is a strong predictor of JS and has a positive and a significant relationship. R square (.752) value shows 75.2% variance of PJ in JS, however, the Adj. R Square (.751) shows the fitness of model with standard Error (.44275). The F value (1658.881) and Sig. ( $p < .001$ ) indicates that PJ and JS are statistically significant. The data met the assumption of independent errors.

**Table 4.13**  
*Coefficients*

Model	B	Beta	t	Sig	Collinearity		S. Residual	
					Tolerance	VIF	Min	Max
1	(Constant)	-.117	-1.511	.131				
	OJ	.982	.854	38.361	.000	1.000	-3.635	2.186
2	(Constant)	1.210	12.832	.000				
	DJ	.541	.595	17.348	.000	1.000	-3.159	2.192
3	(Constant)	.042	.612	.000				
	PJ	.908	.867	40.729	.000	1.000	-2.637	2.228

a. Dependent Variable: JS

The b value tells us about the relationship between OJ, DJ, PJ and JS, the value is positive which indicates there is positive relationship between OJ, DJ, PJ and JS. The beta value indicates the slope (.854, .595, .867) when the independent and dependent variables are converted into scores that have a mean of zero and a standard deviation of 1. The OJ t-value (38.361)  $p < .01$ , DJ t-value (17.348)  $p < .01$  and PJ t-value (40.729)  $p < .01$  is significant predictor of job satisfaction (JS). Multi-collinearity was not a concern and standard residuals results show that the data contained no outliers.

#### **Organizational Justice, Distributive Justice and Procedural Justice Relationship with Trust**

**Table 4.14**

*Model Summary and ANOVA*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.	Durbin-Watson
1	.372 <sup>a</sup>	.139	.137	.94147	88.141	.000 <sup>a</sup>	1.724
2	.013 <sup>b</sup>	.000	-.002	1.01428	.096	.757 <sup>b</sup>	1.508
3	.692 <sup>c</sup>	.479	.478	.73195	504.470	.000 <sup>c</sup>	1.878

a. Predictors: (Constant), OJ; b. Predictor: (Constant), DJ

c. Predictor: (Constant), PJ; d. Dependent Variable: TR

In above Table 4.14 the value of R (.372) in model 1 shows that OJ is a weak predictor of TR and has a significant relationship. R square (.139) indicates 13.9% variance of OJ in TR, where, the value of adj. R Square (.137) is less than R shows the fitness of the model with standard error of (.94147). The F value (88.141) and  $p < .001$  indicates that OJ and JS are statistically significant. Model 2 value of R (.013) indicates that DJ is very weak predictor of TR and has insignificant relationship. R square (.000) indicates 0.0% variance of DJ in TR, where, the adj. R square (-.002) is less than R square shows the fitness of the model with standard error of 1.01428. The value of F (.096) and  $p = .757$  indicates that DJ and TR are statistically insignificant. The value of R (.692) in



model 3 indicates that PJ is a strong predictor of TR and has a significant relationship. R square (.479) indicates that 47.9% variances of PJ is shown in TR, where, the value of adj. R square (.478) is less than R show the fitness of the model with standard error of (.73195). The F value (504.470) and  $p = .000$  indicates that PJ and TR are statistically significant. The data met the assumption of independent errors.

**Table 4.15**

*Coefficients and Residual*

Model	B	Beta	t	Sig.	Collinearity		Residual	
					Tolerance	VIF	Min	Max
1 (Constant)	2.135		13.547	.000				
OJ	.489	.372	9.388	.000	1.000	1.000	-1.962	2.078
2 (Constant)	3.606		26.919	.000				
DJ	-.014	-.013	-.310	.757	1.000	1.000	-1.568	1.402
3 (Constant)	1.091		9.527	.000				
PJ	.827	.692	22.460	.000	1.000	1.000	-2.218	2.272

a. Dependent Variable: TR

Table 4.15 The b value shows that there is positive significant relationship between OJ, PJ and TR, however, DJ has a negative and insignificant relationship with TR. Beta value indicates the slope (.372 & .692) when the independent and dependent variables are converted into scores that have a mean of zero and a standard deviation of 1. OJ t-value = 9.388 and  $p < .01$ , PJ (t-value = 22.460,  $p = .000$ ) is significant predictor of TR, whereas, DJ (t value = -.013,  $p = .757$ ) is negative and insignificant predictor of TR. The value of collinearity indicates that multi-collinearity is not a concern and standard residuals analysis shows data contained no outliers.

**Trust Relationship with Job Satisfaction**

**Table 4.16**

*Model Summary and ANOVA*

Model	R	Adjusted R Square	Std. Error of Estimate	Durbin-Watson	F	Sig.
1	.386 <sup>a</sup>	.149	.81956	1.967	96.092	.000 <sup>b</sup>

a. Predictors: (Constant), TR; b. Dependent Variable: JS

Table 4.16 The value of R (.386) indicates that TR is a weak predictor of JS and has a significant positive relationship, whereas, the R square (.149) shows 14.9% variance of TR in JS. The value of adj. R square (.148) is less than R square indicates the fitness of model with standard error of .81956. The model F value (96.092) and p value (.000) indicates that TR and JS are statistically significant. The data met the assumption of independent errors (Durbin-Watson value = 1.967).

**Table 4.17**  
*Coefficients and Residual*

Model	B	Beta	t	Sig	Collinearity		Residual	
					Tolerance	VIF	Min	Max
1 (Constant)	1.551		12.121	.000				
TR	.338	.386	9.803	.000	1.000	1.000	-1.691	2.273

a. Dependent Variable: JS

Table 4.17 The b value is positive which indicates there is positive relationship between TR and JS. Beta value (.386) show in the second row indicates the slope when the independent and dependent variables are converted into scores that have a mean of zero and a standard division of 1. TR (t value = 9.803 and  $p=.000$ ) is significant predictor of JS. The assumption of collinearity indicated that multi-collinearity was not a concern and analysis of standard residuals shows that the data contained no outliers.

#### Effect of trust in relationship with organizational justice and job satisfaction

**Table 4.18**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.	Durbin-Watson
1	.854 <sup>a</sup>	.729	.728	.46283	1471.542	.000 <sup>a</sup>	
2	.857 <sup>b</sup>	.734	.733	.45858	755.082	.000 <sup>b</sup>	2.411

a. Predictors: (Constant), OJ; b. Predictors:

(Constant), OJ, TR

c. Dependent Variable: JS

In table 4.18 the value of R (.857) model 2 indicates that OJ and TR is a strong predictor of JS and has a significant positive relationship, whereas, the R square value (.734) shows 73.4% variance of OJ and TR in JS. The value of adj. R square (.733) is less the R square indicates the fitness of the model with standard error (.45858) the value of F (755.082) and p (.000) shows that OJ, TR and JS are statistically significant. The Durbin Watson results indicate that the data met the assumption of independent errors. The Durbin Watson value indicates the data met the assumption of independent errors.

**Table 4.19**

*Coefficients*

Model	B	Beta	t	Sig	Collinearity		Residual	
					Tolerance	VIF	Min	Max
1 (Constant)	-.117		-1.511	.131				
OJ	.982	.854	38.361	.000	1.000	1.000		
(Constant)	-.266		-2.996	.003				
2 OJ	.948	.824	34.688	.000	.861	1.161		
TR	.070	.080	3.348	.001	.861	1.161	-3.651	2.101

## a. Dependent Variable: JS

Table 4.19 The b value is positive which indicates there is positive relationship between OJ, mediator TR and JS. Beta(.824 and .080) in the regression equation indicates the slope when the independent and dependent variables are converted into scores that have a mean of zero and a standard deviation of 1. The OJ (t value = 34.688,  $p=.000$ ) and mediator TR(t value = 3.348 and  $p=.001$ ) is significant predictor of JS. The assumption of collinearity indicated that multi-collinearity was not a concern and analysis of residual indicates there are no outliers. In model 2 the beta (.080) indicates that there is positive but weak effect of trust in relation between organizational justice (OJ) and job satisfaction (JS). The correlation .142 shows weak relation between dependent variable (JS) and predictors (OJ).

**Difference in Public and Private University****Table 4.20***Group Statistics*

	Universities	N	Mean	Std. Deviation	Std. Error Mean
DJ	Public	275	3.1075	.94372	.05691
	Private	275	2.6130	.94756	.05714
PJ	Public	275	3.3610	.75527	.04554
	Private	275	2.6223	.77236	.04657
JS	Public	275	3.1236	.90367	.05449
	Private	275	2.3917	.70244	.04236
TR	Public	275	3.8550	.81413	.04909
	Private	275	3.2782	1.10820	.06683
OJ	Public	275	3.2343	.74762	.04508
	Private	275	2.6177	.66491	.04010

Above table 4.20 shows the public university DJ (3.1075), standard deviation (.94372) is different than private university mean (2.613), standard deviation (.05714). The PJ public university mean (3.3610) and standard deviation (.75527) is different than private university mean (2.6223) and standard deviation (.77236). JS public university mean (3.1236) and standard deviation (.90367) is different than the private university mean (2.3917) and standard deviation (.70244). TR in public university mean (3.8550) and standard deviation (.81413) is different than the private university mean (3.2782) and standard deviation (1.10820). OJ in public university mean (3.2343) and standard deviation (.74762) is different than the private mean (2.6177) and standard deviation (.66491). which indicates that public and private university has a significant difference.

**Table 4.21**  
*Independent Sample Test*

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances	3.915	.048	6.132	547.991	.000	.49455	.08064	.33614	.65296
not assumed	4.188	.041	11.340	547.726	.000	.73870	.06514	.61074	.86666
	54.766	.000	10.605	516.559	.000	.73195	.06902	.59635	.86754
	89.710	.000	6.956	503.041	.000	.57682	.08292	.41390	.73973
	6.337	.012	10.220	540.635	.000	.61662	.06033	.49811	.73514

Table 4.21 Levene's test for equality of variances of DJ (F = 3.915 and P = .048), PJ (F=4.188 and P = .041), JS shows (F = 54.766 and P = .000), TR (F = 89.710 and P = .000) and OJ (F = 6.337 and P = .012) indicates that the public and private university variance are significantly different. The DJ t-value is 6.132 with a Sig. value of .000, PJ t-value is 11.340 with a Sig. value of .000, JS t-value 10.605 with Sig. value .000, TR t-value 6.956 with Sig. value .000 and OJ t-value 10.220 with Sig. value .000 is even less than .01, therefore, we can conclude that the means for the percentage of all variables for public and private universities are significantly different.

The mean difference of DJ (.49), PJ (.73), JS (.73), TR (.57) and OJ (.61) indicates on average .49%, .73%, .73%, .57% and .61% employee in private university has different perception of DJ, PJ, JS, TR and OJ then employee in public university. Also, we are 95% confident that employee is more concern of distributive justice, procedural justice, job satisfaction, trust and organizational justice in private university as compare to public (DJ=.33% and .65%, PJ=.61% and .86%, JS= .59% and .86%, TR= .41% and .73%, OJ= .49% and .73%).

### **Hypothesis and Hypothesis Test**

In this section, researcher focuses on justifying research hypothesis and to answer the research question by assessing the results as evaluated in the above chapter. The purpose of this study was to investigate the relationship of organizational justice with job satisfaction, further to know the effect of mediator trust in relation between organizational justice and job satisfaction. To identify the relation the study investigated the following questions: 1) Does organizational justice have any influence upon job satisfaction? 2) Is there any relationship between organizational justice and trust? 3) Is there any relationship between trust and job satisfaction? 4) Is there any effect of mediating trust in relation between organizational justice and job satisfaction? 5) Is there any significant difference in public and private universities? The researcher will discuss the hypothesis tested for public and private sector universities and will answer all the research questions indicated in chapter 1. The results obtained from chapter 4 indicates that, employees in public and private sector universities believe organizational justice plays a significant role in their job satisfaction. However, their perception of trust is quite different; they feel trust plays a significant role in relation with organizational justice, job satisfaction. The results of this research are compared and discussed in relation to the developed hypothesis in chapter 2 under section 2.9 and research objective discussed in chapter 1 under section 1.2.

The first hypothesis H1 was that organizational justice has a significant effect on the job satisfaction. Our results indicate a positive and significant effects of organizational justice on job satisfaction and also indicates that organizational justice is a strong predictor of job satisfaction. These results are consistent with the findings of previous studies (see chapter 4, section 4.4.1). Yildirim (2007) supports that organizational justice is a significant predictor of job satisfaction. Other studies have shown correlations between Organizational Justice and job satisfaction (Bakhshi, Kumar, & Rani, 2009).

Naami and Shokrkon (2010) in their research found a significant relationship between organizational justice and job satisfaction. Research of Al-Zubi (2010) shows that employees with job satisfaction have positive effect on work which shows the presence justice in the organization. Rabia Aslam et al., (2011), organizational justice is a strong predictor of job satisfaction and has found a significant and positive relationship between organizational justice with overall job satisfaction. Alma (2013) who acknowledged that organizational justice is the best predictor of job satisfaction. This indicates that if employees of public and private universities are treated fairly with distribution,

processes, information and interaction system, employee will feel more satisfied and committed to the organization. On basis of the research analysis the research hypothesis H1 is accepted, which indicates that organizational justice has a positive and a significant relationship.

The sub hypothesis H1a was that distributive justice has a significant effect on the job satisfaction and also indicates that distributive justice is a medium level predictor of job satisfaction (see chapter 4, section 4.4.1). Our results indicate a positive and significant effects of distributive justice on job satisfaction. These results are consistent with the findings of previous studies. Schappe (1998) finds that job satisfaction largely counts upon distributive justice. Schappe (1998) finds that job satisfaction largely counts upon distributive justice. In another study conducted by DeConinck and Stilwell (2004), the authors observe that distributive justice is an indicator of employee satisfaction of their salary level, one of the components of job satisfaction.

In another study conducted by DeConinck and Stilwell (2004), the authors observe that distributive justice is an indicator of employee satisfaction of their salary level, one of the components of job satisfaction. Lambert et al., (2007) has found a positive relationship between distributive justice and job satisfaction. Which indicate that employees have little concern over equal distribution of resources such as pay, rewards, promotion etc., on other hand private sector employees are more concerned of distributive justice. On basis of the research analysis the hypothesis H1 is accepted, which indicates that distributive justice has a significant relationship with job satisfaction.

The sub hypothesis H1b was that procedural justice has a significant effect on the job satisfaction. Our results indicate a positive and significant effects of procedural justice on job satisfaction our results also indicate that procedural justice is a strong predictor of job satisfaction

These results are consistent with the findings of previous studies. Organizations that ignore procedural justice concerns run the risk of endangering negative organizational outcomes of decisions, non-compliance with rules and procedures, and in some instances, lower satisfaction (Lind and Tyler, 1988).

In addition, Masterson, Lewis, Goldman and Tylor (2000) showed procedural justice to be a stronger predictor of job satisfaction. Maserson et al., (2000), where it is shown that procedural justice is an effective predictor of employees' degree of satisfaction. Lee (2000) Procedural justice has direct positive influence job satisfaction, that employee perception for fair procedure are related with different facet of

job satisfaction, people are more willing to accept decisions that made in result of fair procedure than in result of unfair procedure. According to Lambert et al., (2007) procedural justice would have a positive effect on job satisfaction. This indicates that employees strongly consider the procedural and process system. They are interested to know on what basis the rewards, pay, promotions are distributed or awarded to others. Therefore, on basis of research analysis the hypothesis H1b is accepted, which indicates that procedural justice has a significant and a positive relationship with job satisfaction.

The hypothesis H2 was that organizational justice has a significant effect on the trust. Our results indicate a positive and significant effects of organizational justice on trust and it also show that organizational justice is a weak predictor of trust (see chapter 4, section 4.4.2). These results are consistent with the findings of previous studies. Beugre (1998) indicates that there is a positive and a significant relationship between organizational justice and trust. Greenberg (2004) study shows that organizational justice and trust has a positive and a significant relation among each other.

Brockner and Sigel (2009) study shows a significant relationship between “the positive perception of employees towards process and procedures” and “the high level of trust employee has for the organization”. Yilmaz and AltinKurt (2012) who carried out their research in Turkish secondary schools and found the significant positive relationship between organizational justice and faculty trust. The current study is also in line with Lambert et al. (2007) who confirmed that fairness at work-place has a strong impact on employees’ organizational trust.

According to Omari, S., K’obonyo, P., & Kidombo, H. (2012) organizational justice has a significant relationship with trust. Kamal Shakhi (2016) indicates that there is a positive significant relationship between organizational justice and trust. Which indicates that employee do not perceive organizational will affect their trust level at job. Therefore, hypothesis H2 is accepted which indicates that organizational justice has significant relationship with trust. The sub hypothesis H2a was that distributive justice has significant effects on the job satisfaction. Our results indicate a negative and insignificant effect of distributive justice on job satisfaction and also indicate that distributive justice is a weak predictor of trust (see chapter 4, section 4.4.2). Thus, our results are inconsistent with the findings of the other studies. There can be different reasons for different results for example the contextual difference can be one reason. The fulfillment of perceived obligation is the first manifestation of trust and is directly related to the experience of

the fulfilled obligations and generation of trust (Herriot et al., (1998). In a research Beugre (1998) indicates that distributive justice has positive relationship with trust. According to Pillai et al., (2001) high level of trust is likely to ensue when the distribution of organizational outcomes is considered fair. Hopkins, S. M., & Weathington, B. L. (2006) has found that distributive justice has a significant relationship with trust. Which indicates that employee do not perceive unfair distribution of resources will affect their trust at job. Therefore, hypothesis H2a is rejected which indicates that distributive justice has significant relationship with trust.

The sub hypothesis H2b was that procedural justice has a significant effect on the trust. Our results indicate a positive and significant effects of procedural justice on trust, however, procedural justice is not a strong predictor of trust (see chapter 4, section 4.4.2). These results are consistent with the findings of previous studies. Beugre (1998) indicated that procedural justice is directly related to trust and has positive significant relationship. In the study of Flaherty and Pappas (2000), a positive and strong correlation between procedural justice and employees trust in their manager was found. Bigley & Pearce, (2001) in their study found a positive relationship between procedural justice and trust. Hopkins, S. M., & Weathington, B. L. (2006) has found that procedural justice has a significant relationship with trust.

Siamak Aghlmand (2017) in his study indicates that procedural justice has a direct and a positive significant relationship with trust. Which indicates that employee feel fair procedure related to their job will not affect their trust at job, however, feel if there is no fair procedure that may affect their trust in supervisor and organization. Therefore, research hypothesis H2b is accepted which indicates that procedural justice has significant relationship with trust. The hypothesis H3 was that trust has a significant effect on the job satisfaction. Our results indicate a positive and significant effects of trust on job satisfaction, whereas, result also indicates that trust is a significant predictor of job satisfaction

These results are consistent with the findings of previous studies. Driscoll (1978) in his research indicated that trust has a positive and a significant relationship with job satisfaction. Dirks and Ferrin (2002) indicated that trust is a significant predictor of job satisfaction. Nasrina Siddiqi (2016) has found a strong positive and a significant relationship between trust and job satisfaction. Mohammad Hassan (2017) job satisfaction has positive and a significant relationship with trust. Which indicates that employee do not perceive trust will affect their satisfaction level at job. Therefore, hypothesis H4 is accepted which indicates that trust has a significant relationship with job satisfaction.



The hypothesis H4 was that trust has a significant mediating role in relation between organizational justice and job satisfaction. Our results indicate a positive and significant effects of mediating trust in relation between organizational justice and job satisfaction and is a strong predictor (see chapter 4, 4.4.4). These results are consistent with the findings of previous studies. Driscoll's research suggest that a useful predictor of job satisfaction is a supervisor's trust, Dirks and Ferrin's (2002) linked supervisor trust to job satisfaction and further stating that, a trusted supervisor will have influence in decision making, whereas, low levels of trust in leaders or peer's having power over an important issue of one's job lead to psychological distress.

According to Bakhshi, Kumar and Rani (2009), organizational justice is an important preceding of organizational trust, job satisfaction and commitment to the organization. The research results indicate that organizational justice and trust are strong predictor of job satisfaction and has significant positive relationship. Thus, the research hypothesis H4 is accepted, which indicates that trust has a significant mediating role in relation with organizational justice and job satisfaction.

The hypothesis H5 was that there is a significant difference between public and private university. Our results indicate a significant difference in public and private university. The results in chapter 4, section 4.4.5 indicates that distributive justice has a significant difference in private and public universities. Which means there is difference in perception of public and private university responses. The response of private university has significantly higher difference then the public university response in regards to distributive justice. The result of procedural justice indicates that the response of public and private university has significant difference and private university response has higher difference in comparison with public universities response.

The results of job satisfaction indicate that perception of employees towards job satisfaction is higher than the employees of public universities and also indicates that there is a significant difference in public and private university employee's response. Therefore, the research hypothesis H5 is accepted, which indicates that there is significant difference in public and private university.

**Table 5.1**

***Summary of hypotheses testing***

<b>Hypothesis</b>	<b>Results</b>
H1: Organizational justice has a significant relationship with job satisfaction.	Accepted
H1a: Distributive justice has a significant relationship with job satisfaction	Accepted

H1b: Procedural justice has a significant relation with job satisfaction.	Accepted
H2: Organizational justice has a significant relationship with trust.	Accepted
H2a: Distributive justice has a significant relationship with trust.	Rejected
H2b: Procedural justice has a significant relationship with trust.	Accepted
H3: Trust has a significant relationship with job satisfaction.	Accepted
H4: Trust has a significant mediating role in the relationship between organizational justice and job satisfaction.	Accepted
H5: There is a significant difference in public and private universities.	Accepted

### Conclusion and Recommendations

In this chapter researcher has summarized all five chapters and given an overview of this research. This study is based on role of organizational justice in job satisfaction and trust as a mediator. The researcher emphasizes on finding the relationship of organizational justice four components (distributive justice and procedural justice) with job satisfaction in public and private universities of KPK.

### Conclusion

This study has identified the public and private university employee's perception towards organizational justice in the form of distributive justice and procedural justice. And examined the relationship of organizational justice with job satisfaction and trust. Sample size of five hundred and fifty (550) teaching and non-teaching staff was selected including 390 male and 160 female teaching and non-teaching individuals. After face validity and reliability test results the researcher distributed questionnaire in public and private university. Once data received was entered in SPSS and a reliability test was conducted overall sample which indicated that the reliability of input data is .779. Factor analysis was conducted on universities which indicates that organizational justice has positive and a significant relationship and is a strong predictor of job satisfaction.

Analysis also indicates that components of organizational justice (distributive justice and procedural justice) also has a positive and a significant relationship and they are predictors of job satisfaction. Pearson correlation was used to investigate the research questions and further helped in justifying the research hypothesis. The regression analysis indicates that organizational justice is a strong predictor of job satisfaction and has a significant positive relationship, whereas, distributive justice plays a medium role in relationship with job satisfaction. Study also indicates that trust plays a mediating role in

relationship with organizational justice, however, relationship of organizational justice and trust is very weak.

Only procedural justice has a strong relationship with trust, whereas, distributive justice has insignificant and negative relationship. However, mediating trust has a significant and positive relationship with organizational justice and job satisfaction. Results also indicate that trust and organizational justice is strong predictor of job satisfaction. Finally, t test is conducted to find the significant level among private and public data. The test indicates that there is significant difference in public and private response to organizational justice, job satisfaction and trust.

It is thus concluded that organizational justice has a great effect on job satisfaction, whereas, trust plays a significant role in relation with organizational justice and job satisfaction.

### **Recommendations**

It is therefore, recommended that university must take care of organizational justice and employee trust in their organization. Taking good measure of organizational justice will help in improving the quality of work, level of satisfaction, commitment and will decrease dissatisfaction and mistrust in organization. The results of this study recommend that management of public and private university or any other organization must focus on improvement of organizational justice. Based on this research results the future researcher should increase the sample size which will give more authentic results and study also suggests more research is needed to examine the relationship between organizational justice and other variables such as taking leadership as the mediator.

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