

# A Relationship Between Organizational Justice And Job Satisfaction Of Bangkok Public Servants

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## Abstract

The purposes of this paper were (1) to study perceptions on organizational justice of Bangkok public servants; (2) to study job satisfaction of Bangkok public servants; (3) to find a relationship between organizational justice and job satisfaction of Bangkok public servants; and (4) to analyze the influence of organizational justice on job satisfaction of Bangkok public servants. Data were collected from 315 employees working as public servants in Bangkok. Descriptive statistics consisting of percentage, mean and standard deviation, and inferential statistics consisting of Pearson Correlation, and Stepwise Multiple Regression Analysis were used in this study. The research findings showed that perceptions on organizational justice of Bangkok public servants, in total, were at moderate level. Job satisfaction of Bangkok public servants, in total, was at high level. Organizational justice was positively related to job satisfaction of Bangkok public servants. Organizational justice had an effect on job satisfaction of Bangkok public servants. In particular, procedural justice had the highest relationship and effect on job satisfaction of Bangkok public servants, followed by distributive justice and interactional justice respectively. The recommendations from this study are that responsible government agencies should increase benefits and compensation to public servants to employees' increase job satisfaction. Promotion of employees to higher positions should be considered based on actual work performance.

**Keywords:** Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Job Satisfaction

## Introduction

Bangkok is the capital city of Thailand and a residence of more than ten million people. It is the center of commerce, transportation, finance, banking and government administration. Bangkok is located in the East coast of Chao Phraya River, the main river of Thailand. The areas of Bangkok cover 1568.737 kilometer. Bangkok city has 50 districts and is ruled by special local government organization, which the governor is elected by Bangkok residents (Channuwong, 2018). Bangkok is one of the most well-known and attractive destination for travelers around the world. Most travelers know well about Thailand by the name of Bangkok, So Bangkok represents the whole Thailand. Therefore, job satisfaction of Bangkok public servants is the most important indicator that can predict sustainable growth and development of Bangkok city. Channuwong et al. (2022a) and Indermun (2013) found that job satisfaction is a positive attitude and enjoyable feeling resulted from the evaluation of work load and compensation. Successful organizations pay attention on fairness and justice to create employees' job satisfaction. In addition, organizational justice can help to reduce conflict between employees and managers, employees and organization, and can create unity and harmony of people in the organization.

As organizational justice is one of the most important factors that can increase job satisfaction and organizational commitment, the present study focuses on a relationship between organizational justice and job satisfaction of Bangkok public servants. Hasan (2010) found that there is a relationship between organizational justice and job satisfaction. Organizational justice, which refers to individual perceptions towards fairness received from working in the organization can increase job satisfaction and work performance. Rupp and Thornton (2017) defined organizational justice as perceptions of employees toward fairness in the organization. They classified organizational justice into four aspects: (1) Distributive justice, this refers to perceptions of employees towards fairness of

their compensation and benefits; (2) Procedural justice, this refers to the processes of work performance evaluation and assessment that lead to receive fairness of these outcomes; (3) Informational justice, this refers to equal opportunities to receive and access to the needed information in the organization; and (4) Interactional justice, this refers to fair treatment and interpersonal interactions in the organization.

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

organizational citizenship, and human value and dignity.

Job satisfaction is a positive response of each individual towards their organizations, job characteristics, co-worker relationship, manager, working condition and working environment. Employees with high level of job satisfaction will work with strong effort to increase productivity and profit for sustainable growth of the company (Channuwong et al., 2022b; Duffy et al., 2016; Muchinsky, 1993). Job satisfaction has a direct impact on work performance and success of the organization. Employees with low job satisfaction are the causes of low productivity, low job quality, low performance, job absenteeism and retirement. On the other hand, employees with high job satisfaction will increase productivity and work performance of the organization. Employees who are highly satisfied with their job are usually punctual, more productive, and more committed to their organization (Judge et al., 2001; Lease, 1998). Job is the source of income and is considered as an important element of people's life as it represents the living style and social status of people in the society. The overall productivity and success of an organization depend on job satisfaction which lead to effective and efficient performance of employees (Green, 2016; Shmailan, 2016). Inayat and Khan (2021) found that there was a positive relationship between job satisfaction and work performance. Job satisfaction is one of the complicated areas which is formed by many factors and various kinds of feelings, attitudes and conditions. As there are many unstable economic and political conditions, current organizations are recommended to adopt different techniques and methods to motivate and make their employees satisfy with their job. Job satisfaction of employees depends on how they evaluate justice in their organization, and how they evaluate job and their compensation received from job dedication and effort.

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

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

### **Purposes of the Study**

- (1) To study perceptions on organizational justice of Bangkok public servants
- (2) To study job satisfaction of Bangkok public servants

(3) To find a relationship between organizational justice and job satisfaction of Bangkok public servants

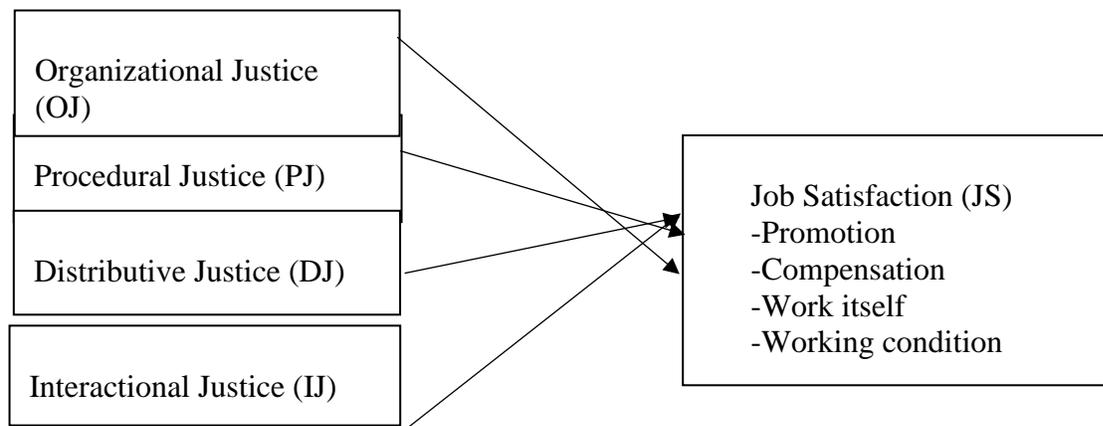
(4) To analyze the influence of organizational justice on job satisfaction of Bangkok public servants.

### Research Hypotheses

Ha1: Organizational justice has a relationship with job satisfaction of Bangkok public servants.

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

Based on the previous studies, it can be concluded that organizational justice consisting of distributive justice, procedural justice, and interactional justice can affect job satisfaction of Bangkok public servants. Therefore, the conceptual framework was proposed (Figure 1).



**Figure 1** Research framework

### Methodology

This study used a quantitative method to explore a relationship between organizational justice and job satisfaction of Bangkok public servants.

### Populations and Samples

The populations used in this study were employees working in 50 district office located in Bangkok metropolitan areas known as Bangkok public servants. Since a number of populations are about 21,820 people, the researchers calculated the sample sizes using the formula of Taro Yamane, and 393 samples were obtained.

### Variables Used in This Study

The variables used in this research included independent and dependent variable. Independent variable is organizational justice comprising of procedural justice (PJ), distributive justice (DJ), and interactional justice (IJ); and dependent variable was job satisfaction comprising of promotion (PR), compensation (CO), work itself (WI), and working condition (WC). The concepts about organizational justice were derived from the concepts and theories of several previous studies such as Greenberg and Baron (2013) and Hasan (2010), whereas, the concepts about job satisfaction were derived from Spector (1997) and Hollenbeck et al. (2018).

## Research Instrument

The research questionnaire was used as an instrument to collect data in this study. The questionnaire consisted of the following parts: Part 1 included 6 questions regarding demographic profiles of participants in the form of a check mark. Part 2 included 12 questions regarding perceptions on organizational justice of Bangkok public servants in the form of a 5-point Likert scale ranging from “strongly disagree” to “very strongly agree.” Part 3 included 16 questions regarding job satisfaction of Bangkok public servants in the form of a 5-point Likert scale ranging from “strongly disagree” to “very strongly agree.” The research questionnaire was checked by five research experts in order to find the content validity using Item Objective Congruence Index (IOC), and the IOC value of 0.92 was obtained. The questionnaire was used to try out with 30 people who were not the samples in this study in order to find the reliability value using alpha coefficient of Cronbach. The reliability coefficient was 0.94, which means that the questionnaire was reliable and sufficient enough for conducting this research.

## Criteria Used to Interpret Data

The criteria used to interpret are as follows:

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

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

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

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

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

## Data Collection and Analysis

Data were collected during June 15, 2022 to July 30, 2022. The researchers distributed 393 questionnaires to the targeted samples, using convenience sampling, and 356 questionnaires were returned, which can be calculated as 90.58 percent. Both descriptive and inferential statistics were used to analyze data in this research. Descriptive statistics consisting of frequency and percentage were used to analyze demographic profiles of respondents; and mean and standard deviation were used to analyze organizational justice and job satisfaction of Bangkok public servants. Inferential statistics consisting of Pearson Correlation, and Multiple Regression Analysis were used to analyze the relationship and effect of organizational justice on job satisfaction of Bangkok public servants. The Statistical Package for The Social Sciences (SPSS) was used to analyze the collected data.

## Results

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

### Part 1: The Results of Analysis on Perceptions on Organizational Justice of Bangkok Public Servants

In this part, the researchers analyzed perceptions on organizational justice of Bangkok public servants. The research results showed that perceptions on organizational justice of Bangkok

public servants, in total, were at moderate level ( $M = 3.37$ ,  $SD = 0.32$ ). In particular, procedural justice had the highest mean value ( $M = 3.45$ ,  $SD = 0.31$ ), followed by interactional justice ( $M = 3.35$ ,  $SD = 0.35$ ), and distributive justice ( $M = 3.31$ ,  $SD = 0.32$ ) respectively (Table 1).

## Part 2: The Results of Analysis on Job Satisfaction of Bangkok Public Servants

In this part, the researchers analyzed job satisfaction of Bangkok public servants. The research results showed that job satisfaction of Bangkok public servants, in total, was at high level ( $M = 3.41$ ,  $SD = 0.53$ ). In particular, working condition had the highest mean value ( $M = 3.49$ ,  $SD = 0.51$ ), followed by work itself ( $M = 3.65$ ,  $SD = 0.53$ ), compensation ( $M = 3.35$ ,  $SD = 0.54$ ), and promotion ( $M = 3.15$ ,  $SD = 0.55$ ) respectively (Table 2).

**Table 1**

Mean and Standard Deviation of Perceptions on Organizational Justice of Bangkok Public Servants

Organizational Justice	M	SD	Level	Ranking
1. Procedural justice (PJ)	3.45	0.31	High	1
2. Distributive justice (DJ)	3.31	0.32	Moderate	3
3. Interactional Justice (IJ)	3.35	0.35	Moderate	2
Total	3.37	0.32	Moderate	

**Table 2**

Mean and Standard Deviation of Job Satisfaction of Bangkok Public Servants

Job Satisfaction	M	SD	Level	Ranking
1. Promotion (PR)	3.15	0.55	Moderate	4
2. Compensation (CO)	3.35	0.54	Moderate	3
3. Work itself (WI)	3.65	0.53	High	2
4. Working condition (WC)	3.49	0.51	High	1
Total	3.41	0.53	High	

## Part 3: The Results of Analysis on the Correlation between Perceptions on Organizational Justice and Job Satisfaction of Bangkok Public Servants

Ha1: Organizational justice has a relationship with job satisfaction of Bangkok public servants

In this part, the researchers analyzed a relationship between organizational justice and job satisfaction of Bangkok public servants. The research results showed that the internal correlation among each variable of organizational justice was positive, which means each variable had a relationship in

the same direction with statistical significance at .01. The internal correlation ranged between .637 to .754. Organizational justice was positively related to job satisfaction of Bangkok public servants with a correlation ranged between .691 to .791, which procedural justice had the highest correlation with job satisfaction of Bangkok public servants (Table 3).

## Part 4: The Results of Analysis on Organizational Justice Affecting Job Satisfaction of Bangkok Public Servants

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

In this part, the researchers analyzed the variables of organizational justice affecting job satisfaction of Bangkok public servants. The results of Multiple Regression Analysis showed that organizational justice had an effect on job satisfaction of Bangkok public servants with statistical significance at .01 ( $F=65.365$ ,  $p=.000$ ). The forecasting equation from multiple regression analysis can predict the effect of organizational justice on job satisfaction of Bangkok public servants at 78.5 percent ( $\text{Adjusted } R^2 = .785$ ), whereas, the rest 21.5 percent was the result of other factors, which were not taken into account in this study. In particular, procedural justice had the highest effect on job satisfaction of Bangkok public servants ( $\text{Beta} = .879$ ,  $p < .01$ ), followed

by distributive justice ( $\text{Beta} = .556$ ,  $p < .01$ ), and interactional justice ( $\text{Beta} = .436$ ,  $p < .01$ ) (Table 4).

The forecasting equation of organizational justice affecting job satisfaction of Bangkok public servants can be written in the form of unstandardized and standardized scores as follows:

Unstandardized scores: Job Satisfaction (JS) = .307 Constant + .824 Procedural justice (PJ) +.549 Distributive justice (DJ) +.415 Interactional justice (IJ)

Standardized score: Job Satisfaction (JS) = .879 Procedural justice (PJ) +.556 Distributive justice (DJ) +.436 Interactional justice (IJ)

**Table 3** The Correlation between Organizational Justice and Job Satisfaction of Bangkok Public Servants

Variables	PJ	DJ	IJ	JS
PJ	1	.637**	.728**	.793**
DJ		1	.754**	.758**
IJ			1	.691**
JS				1

\*\*  $p < .01$

**Table 4** Multiple Regression Coefficients of Organizational Justice Affecting Job Satisfaction of Bangkok Public Servants

Variables of organizational Justice	Unstandardized coefficients		Standardized coefficients	T	P
	B	SE	$\beta$		
(Constant) (a)	.307	.046		16.728**	.000
Procedural justice (PJ)	.824	.057	.879	12.823**	.000
Distributive justice (DJ)	.549	.016	.556	20.825**	.000
Interactional justice (IJ)	.415	.039	.436	3.519**	.000
	$R^2 = .969$			$F = 65.365$	
	Adjusted $R^2 = .785$			SE = .389 $P = .000$	

\*\*  $p < .01$

## Conclusion and Discussion

The research results showed that perceptions on organizational justice of Bangkok public servants, in total, were at moderate level. In particular, procedural justice had the highest mean value, followed by interactional justice, and distributive justice respectively. The results of this research are relevant to the studies of Buchanan (1974), Channuwong (2015) and Greenberg and Baron (2013) which found that procedural justice, which means the process of evaluation between employees' experience, knowledge, work load and compensation is important for employees to receive fair payment from the organization. When employees receive fair compensation, they will have positive feeling towards their organization; they will be satisfied with their job and committed to their organization, and work for the success and growth of their organization.

The research results showed that job satisfaction of Bangkok public servants, in total, was at high level. In particular, working condition had the highest mean value, followed by work itself, compensation, and promotion respectively. The results of this study are relevant to the studies of Akpa et al. (2021) and Shao et al. (2012) which found working condition, which refers to terms and conditions of employment including working environments and atmospheres are important elements for employees to work in company over the long run. Working condition is also one of the most important factors of job satisfaction. In addition to benefits and compensation, working conditions are the indicators of employee turnover, job absenteeism and retirement.

With regard to a relationship between organizational justice and job satisfaction of Bangkok public servants. The research results showed that the internal correlation among the variables of organizational justice was positive,

which means each variable had a relationship in the same direction with statistical significance at .01. Organizational justice was positively related to job satisfaction of Bangkok public servants with a correlation ranged between .691 to .791, which procedural justice had the highest correlation with job satisfaction of Bangkok public servants. The results of this study are relevant to the studies of Anitha (2014) and Shmailan (2016) which found procedural justice was positively related to employee's job satisfaction. Before making a decision to work in a company, most employees consider the process of fair evaluation between their work load and compensation. This includes terms and conditions for giving benefits and compensation, and promotion of employees to higher position. The more this procedure is fair, the more employees' job satisfaction increases.

With regard to organizational justice affecting job satisfaction of Bangkok public servants. The results of Multiple Regression Analysis showed that organizational justice had an effect on job satisfaction of Bangkok public servants with statistical significance at .01. The forecasting equation from multiple regression analysis can predict the effect of organizational justice on job satisfaction of Bangkok public servants at 78.5 percent (Adjusted  $R^2 = .785$ ), whereas, the rest 21.5 percent was the result of other factors, which were not taken into account in this study. In particular, procedural justice had the highest effect on job satisfaction of Bangkok public servants, followed by distributive justice, and interactional justice. The results of this study are relevant to the studies of Colquitt (2001) and Greenberg and Baron (2013) which found that employees' perceptions towards accuracy, equality, fairness and impartiality in the process of decision making about their compensation are one of the most elements of job satisfaction. This is because fair compensation and benefits are originated from fair procedure which is the first

process of evaluation system. In this regard, Jiang et al. (2015) found that organizational justice is highly related to employees' job satisfaction and had a great influence on attitude and behavior of employees.

### Recommendations

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

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