

**ORGANIZATIONAL JUSTICE AS A DETERMINANT  
OF JOB SATISFACTION AND  
ORGANIZATIONAL COMMITMENT:  
A STUDY AMONG LECTURERS AND ASISTANT  
REGISTRARS IN UNIVERSITI UTARA MALAYSIA**

A thesis submitted to Faculty of Business Management in fulfillment  
of the requirements for the degree of  
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By  
Noor Asyikin binti Shamsuri

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## **ABSTRACT**

The purpose of this study was to identify how perception of equity and justice played an important role in employees' satisfaction and commitment to the organization. This study examined the role of demographic factors as a moderator in linking organizational justice and job satisfaction and organizational commitment in higher institution. It is also was done to determine whether there are differences between lecturers and assistant registrars on satisfaction and commitment to the organization.

This study involves lecturers and assistant registrars in University Utara Malaysia. The population of this study is about 1012 for lecturers and 48 for assistant registrars. The sample for lecturers included all the lecturers in the selected faculties. While the sample for assistant registrars were using its population. A total of 500 questionnaires were distributed and as a result, they were only 153 usable questionnaires, which is 119 for lecturers and 34 for assistant registrars.

The various instruments were used in the questionnaire which is Distributive Justice Index, Procedural Justice Scale, Job Diagnosis Survey, and Organizational Commitment Questionnaire. The reliability of the instrument used is high, which is ranging from 0.9056 to 0.9507. The findings in this research are determined by using correlations and regression and the comparison made by using T-test analysis and Anova. Using this kind of analysis, the hypotheses generated could be determined whether to be rejected or accepted. All six hypotheses were accepted. In the last chapter, some recommendations have been made for future use of the researcher to enhance the added value of this research especially in this academic field.

## ABSTRAK

Kajian ini bertujuan untuk mengenal pasti bagaimana persepsi keadilan dan ekuiti memainkan peranan penting terhadap kepuasan dan komitmen pekerja terhadap organisasi. Kajian ini juga mengkaji peranan faktor demografi sebagai penyederhana dalam hubungan keadilan organisasi dengan kepuasan pekerja dan komitmen terhadap organisasi dalam konteks pengajian tinggi. Di samping itu, kajian ini juga bertujuan untuk menentukan sama ada terdapat perbezaan di antara pensyarah dan penolong pendaftar ke atas kepuasan dan komitmen mereka terhadap organisasi.

Kajian ini melibatkan pensyarah dan penolong pendaftar di Universiti Utara Malaysia. Populasi bagi kajian ini adalah seramai 1012 orang bagi pensyarah dan 48 orang bagi penolong pendaftar. Sampel bagi pensyarah ialah semua pensyarah daripada fakulti yang telah dipilih. Sementara sampel untuk penolong pendaftar dipilih menggunakan kaedah kajian populasi kerana jumlahnya yang tidak ramai. Sebanyak 500 borang soal selidik diedarkan dan hanya 153 borang soal selidik yang boleh diguna pakai, di mana 119 daripadanya mewakili pensyarah dan 34 mewakili penolong pendaftar.

Pelbagai instrumen digunakan dalam kajian ini iaitu Distributive Justice Index, Procedural Justice Scale, Job Diagnosis Survey, and Organizational Commitment Questionnaire. Kebolehpercayaan dan kesahihan instrumen yang digunakan adalah tinggi, antara 0.91 hingga 0.95. Dapatan kajian ditentukan menggunakan korelasi dan regressi dan perbandingan dilakukan menggunakan analisis T-test and Anova. Melalui analisis ini, hipotesis yang dibangunkan boleh ditentukan sama ada diterima atau sebaliknya. Semua hipotesis di dalam kajian ini diterima. Di dalam bab terakhir, cadangan telah dikemukakan untuk kajian di masa hadapan bagi meningkatkan nilai tambah kajian ini terutama di dalam bidang akademik.

## **DEDICATION**

This dissertation is dedicated to my parents, Shamsuri Saidin and Rogayah Mohammad, who has provided undying love, support and encouragement. They provided me with strength, dreams, courage and determination to move through the final stages of this process. My dream came true due to their love and sacrifices.

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## TABLE OF CONTENTS

	<b>Page</b>
PERMISSION TO USE	i
ABSTRACT	ii
ABSTRAK	iii
DEDICATION	iv
AKNOWLEDGEMENTS	v
LIST OF TABLES	ix
LIST OF FIGURE	ix

### **CHAPTER ONE: INTRODUCTION**

1.1	BACKGROUND OF STUDY	1
1.2	PROBLEM STATEMENT	3
1.3	SIGNIFICANCE OF THE STUDY	5
1.4	RESEARCH OBJECTIVES	7
1.5	RESEARCH QUESTIONS	7
1.6	ASSUMPTIONS	8
1.7	LIMITATIONS	8
1.8	DEFINITIONS OF TERMS	9
1.9	ORGANIZATION OF THE STUDY	10
1.10	CHAPTER SUMMARY	11

### **CHAPTER TWO: LITERATURE REVIEW**

2.1	INTRODUCTION	12
2.2	ORGANIZATIONAL JUSTICE	12
2.3	DISTRIBUTIVE JUSTICE	16
2.3.1	Equity Theory	16
2.3.2	Justice Judgment Model	19
2.4	PROCEDURAL JUSTICE	22
2.4.1	The Self-Interest Model of Procedural Justice	24

2.4.2	THE GROUP-VALUE MODEL OF PROCEDURAL JUSTICE	26
2.5	JOB SATISFACTION	29
2.6	ORGANIZATIONAL COMMITMENT	33
2.7	DEMOGRAPHIC FACTORS	36
2.8	THEORETICAL FRAMEWORK	38
2.9	HYPOTHESES	39
2.10	CHAPTER SUMMARY	39

### **CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN**

3.1	INTRODUCTION	41
3.2	RESEARCH DESIGN	41
3.3	POPULATION AND SAMPLE	41
3.4	INSTRUMENTATION	43
3.5	PILOT TEST	46
3.6	DATA COLLECTION	
3.6.1	Primary Data	48
3.6.2	Secondary Data	49
3.7	DATA ANALYSIS	49
3.8	CHAPTER SUMMARY	50

### **CHAPTER FOUR: FINDINGS**

4.1	INTRODUCTION	51
4.2	SAMPLE CHARACTERISTICS AND DESCRIPTIVE STATISTICS	51
4.3	HYPOTHESES TESTING	54
4.4	CHAPTER SUMMARY	60

## **CHAPTER FIVE: DISCUSSION, IMPLICATIONS AND CONCLUSIONS**

5.1	INTRODUCTION	61
5.2	DISCUSSION OF THE RESEARCH FINDINGS	62
5.3	IMPLICATIONS OF THE RESEARCH	65
5.4	RECOMMENDATIONS FOR PRACTICE	66
5.5	RECOMMENDATIONS FOR FUTURE RESEARCH	67
5.6	CONCLUSIONS	68
REFFERENCES		70
APPENDICES		
APPENDIX A		
APPENDIX B		
APPENDIX C		

## **LIST OF TABLE**

<b>Table</b>		<b>Page</b>
3.1	Demographic Characteristics of Pilot Study (N=11)	46
3.2	Descriptive Statistics and Reliability Estimates for Pilot Study (N=11)	47
4.1	Demographic Characteristics of Respondents (N=153)	52
4.2	Descriptive Statistics and Reliability Estimates (N=153)	53
4.3	Correlation Analysis	54
4.4	Regression Analysis of Job Satisfaction	57
4.5	Regression Analysis of Organizational Commitment	58
4.6	Summary of Hypotheses Testing	59

## **LIST OF FIGURE**

2.1	Theoretical Framework	38
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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 BACKGROUND OF STUDY**

Organizational justice can affect not only the long term viability of an organization but also to a large extent determine the economic well being of a nation and its competitiveness in the global front. It is therefore have a great impact to the organizations especially in term of relationship between employer and employee. Treating workers unfairly could create such things as negative attitudes toward the selection system and toward the company, a decreased likelihood of accepting job offer, a greater likelihood of legal action and among those hired, poorer work attitudes and performance. Hence a lot of studies were made in order to increase fairness in the workplace which is a key factor for manager in reaching organizational goals that led to the successful of a nation as a whole.

Greenberg (1990a, p.399) in his review on development of organizational justice notes that “Social scientists have long recognized the importance of the ideals of justice as a basic requirement for the effective functioning of organizations and the personal satisfaction of the individuals they employ.” It is an important societal value and feelings of injustice have important consequences for the society and the workplace. Indeed, concerns about fairness have been expressed

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