

**EFFECTS OF INTERACTIONAL JUSTICE ON TEACHING FACULTY'S JOB SATISFACTION**

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***Abstract***

*This paper aimed to investigate 'Effects of Interactional Justice on Teaching Faculty's Job Satisfaction' in higher educational institutions of Khyber Pakhtunkhwa, Pakistan i.e. Bacha Khan University, University of Malakand and University of Swat. The nature of the study was quantitative and questionnaire was used as a tool of data collection for collecting information from the sample size of 217 respondents selected through proportional allocation method. the study revealed a significant association ( $P \leq 0.05$ ) of teacher satisfaction with the statements such as teachers unequal treatment from university administration, teachers are strictly dealt with the rule in case of any breach of law, administration is dishonest and insincere in term of fair treatment, no explanation regarding decision making procedures, absence of communicating organizational information to teachers. The Government and administration should take positive steps to provide good working environment to establish their trust by expanding cooperation towards employees, exploration of benefits for employees, strengthening employee relationships with each other and encouragement of open communication that can stimulates and encourage an exchanges of view between faculty and administration were forwarded some of the recommendations in light of the study findings.*

**Keywords:** Affects, Justice, Interactional, Satisfaction, Faculty, Teaching

## INTRODUCTION

Organizational justice is the level of fairness in the distribution of employee's rewards in the organizational system (Cropanzano & Greenberg, 1997). It refers to an employee perception of the fairness of treatment received from an organization (Nabatchi, Bingham and Good, 2007). Today's in this competitive world an organization could not succeed without the employee's support and agreement to their organization (Rousseau, 2004). A better environment is needed to develop an emotional attachment between members so that talented employees may be kept in the organization (Ciftcioglu, 2010). An employee work performance is the key variable which affects the performance of an organization. One of the biggest factors which influence employee performance is organizational justice (Fernandes & Awamleh, 2006).

The employee's perception can be studied by three dimension of organizational justice. Interactional justice is the interpersonal quality of treatment acknowledged during the execution of organizational procedures and the manner in which people are treated interpersonally during interaction by the authorities (Colquitt, 2001). Procedural justice is employees' perceptions about the fairness of rules and the procedures that regulate a process. Employees will feel satisfaction when the organizational procedures and processes are fair. And hence they will make positive attitude about that particular organization (Leventhal, 1976). Distributive justice is fairness of distribution of rewards and resources within an organization. It is an employee rewards which he/she received from an organization on the basis of equality. An unfair distribution of work reward will create tension among the employees because satisfaction is a function of outcomes and rewards (Adams, 1963).

The important factors affecting performance of organization are employees' job satisfaction and performance. In competitive worldwide business must endeavor to recognize factors that influence job satisfaction and performance of employees (Fernandes & Awamleh, 2006). Employees who had problems in organization might have tendency to bring negative outcomes to organization and also to themselves. For example, reducing level of job satisfaction and employees engagement will increase the level of turnover, counter work behavior and deviant behavior at workplace (Bashir, 2009).

It has been proposed that the fairness of interpersonal treatment evaluation is biased of the extent of the truthfulness of the decision-making system. The system or authorities must be truthful, caring and respectful in making decision and justify the foundation for decision.

The interpersonal components and information of decision makers in evaluation might be understood in interactional justice (Greenberg, 1993). Therefore, by using clear basis for decision, the honesty and kindness to others are promoted by interactional justice.

Fairer treatment might lead to a better acceptance of harsh outcomes just because of interactional justice (leung et al., 2004). Greenberg (1990) debated that interactional justice has two definite types, which are informational justice and interpersonal justice. Interpersonal justice is individual's demonstration of social sensitivity (Greenberg et al, 2004). Interpersonal justice is related with honesty and respectfulness of the system that is involved in determining and implementing measures. The information's quality that clarifies how decision is made of and carefulness provided about the outcomes is referred to as informational justice (Greenberg et al., 2004). In addition to this, informational justice is the truthfulness and sufficient explanations for outcomes and decisions (Colquit, 2001; Greenberg, 1993). Information that has been explained through views should be taken to report too (Schermerhorn et al., 2005).). The two elements that are essential to perceptions of interactional justice are whether the affected parties are explained honestly, evidently and completely the source allocation decision and whether the affected individuals are treated with respect and kindness by those who are responsible for implementing (Bies & Mong, 1986; Folger & Bies, 1989).

### **OBJECTIVES OF THE STUDY**

1. To explore faculty's level satisfaction from their jobs
2. To examine the role of interactional justice system and its relationship with faculty's job satisfaction
3. To suggest policy recommendation

### **METHODS AND PROCEDURES**

The present study was carried out in higher educational institutions of Khyber Pakhtunkhwa, Pakistan i.e. Bacha Khan University, University of Malakand and University of Swat. The nature of the study was quantitative and questionnaire was used as a tool of data collection for collecting information from the sample size of 217 respondents selected through proportional allocation method. A conceptual framework consists of independent variable i.e. interactional aspect of justice and a dependent variable i.e. job satisfaction was

cross tabulated through the application of Chi Square test statistics to ascertain association between the dependent and independent variables.

**RESULTS AND DISCUSSION**

**Association of Interactional Aspect Justice and Job Satisfaction**

Assessing interactional justice	Responses	Job satisfaction			Total	Statistics
		Yes	No	Uncertain		
Treatment in a polite manner	Yes	121	69	0	190	$x^2 = 80.252$ P= .000
	No	0	0	0	0	
	Uncertain	0	19	8	27	
Treat faculty members equally	Yes	0	12	8	20	$x^2 = 10.4933$ P= .000
	No	104	76	0	180	
	Uncertain	17	0	0	17	
Respect faculty members	Yes	121	29	0	150	$x^2 = 30.5.263$ P= .000
	No	0	59	1	60	
	Uncertain	0	0	7	7	
Provide safeguard to faculty members	Yes	22	0	0	22	$x^2 = 13.6.260$ P= .000
	No	99	26	0	125	
	Uncertain	0	62	8	70	
Sharing organizational information	Yes	42	0	0	42	$x^2 = 41.320$
	No	79	88	8	175	

	Uncertain	0	0	0	0	P= .000
Sincerely and honestly communication	Yes	58	0	0	58	$x^2 =13$ 3.069 P=.000
	No	63	72	0	135	
	Uncertain	0	16	8	24	
Full explanation of decision making procedures	Yes	90	0	0	90	$x^2 =28$ 9.601 P= .000
	No	31	86	0	117	
	Uncertain	0	2	8	10	
Take decisions on rational grounds	Yes	104	0	0	104	$x^2 =24$ 3.034 P= .000
	No	17	78	0	95	
	Uncertain	0	10	8	18	
Take decision in timely manner	Yes	50	0	0	50	$x^2 =24$ 3.034 P= .000
	No	71	88	1	160	
	Uncertain	0	0	7	7	

Fulfil faculty needs regarding official correspondence	Yes	121	19	0	140	$x^2 = 24$ 3.034 P= .000
	No	0	65	0	65	
	Uncertain	0	4	8	12	
Trust in term of fair treatment	Yes	40	0	0	40	$x^2 = 22$ 6.314 P= .000
	No	81	88	1	170	
	Uncertain	0	0	7	7	
Demands for bribe in case of perusing official files	Yes	0	0	0	0	$x^2 = 14.$ 634 P= .001
	No	104	88	8	200	
	Uncertain	17	0	0	17	

### Association Between Interactional Justice and Job Satisfaction of Respondents

These results revealed highly significant association ( $P=.000$ ) between the statement and job satisfaction. Any goal can only be achieved when someone is asked for it in a polite manner instead of harsh manner. It could be the reason that neither Islam nor our society encourages the harsh manner of anyone. It may also be the reason that if the authorities treat teachers in polite manner, in turns teachers will also respect them. The results deduced that teachers want to be treated by administrators in polite manner. Employees are interested in outcomes they get and procedures carried out, and the way they are treated by the authorities. In the same way, Ambrose (2005) stated that interpersonal justice refers the degree to which the employees are treated by their administrators with respect and polite manner. Same

finding were concluded by Bauer (2007) that administrators were observed treating employees sincerely and in a polite manner in executing procedures.

Further, a highly significant association ( $P=.000$ ) has been identified between equal treatment of faculty members and teaching faculty's job satisfaction. These results indicated highly significant association between the statement and job satisfaction. Unequal treatment of teachers may leads toward uncertainties. It might be the result that human nature does not accept the unequal treatment at any place and ay condition. It could also be the reason that teachers who get unequal treatment by administrator may feel embarrassment among colleagues. It is believed that employees always care about to be treated equally by their administrators. Equality in the workplace plays a pivotal role in teaching faculty's job satisfaction and that is why the data was collected from those respondents who teach in higher educational institutions of Khyber Pakhtunkhwa, mainly for the purpose that they may not face such sort of difficulties which is generally observed in many organizations. Same conclusion were observed by Janssens and Sels (2003) argued that an employee always expect the administrator to treat him/her with dignity, honesty and equal treatment to faculty members. Unfair treatment of teachers decreases job satisfaction.

Furthermore, a highly significant relationship ( $P= .000$ ) has been found between respect faculty members and teaching faculty's job satisfaction. These results highlight highly significant association between the statement and job satisfaction. Everyone deserve respect in society even an ordinary one or an employee and as we know that every teacher has respect in society and the same respect and dignity he wants and expects at the workplace and it might be the reason that administrators treat faculty members with respect. It could also be the reason that the administrators understand the value and dignity of teachers who in fact are the nation builders. In this regard Bies and Moag (1986) identified that the interpersonal treatment is assessed on the basis of extent to which authorities respect employees. Employees were found happy and job satisfaction was observed high when they were treated with respect by the administrators.

Moreover, a highly significant association ( $P=.000$ ) has been found between administrator provide safeguard to faculty's members and teaching faculty's job satisfaction. These results highlight highly significant association between the statement and job satisfaction. Employees are bound and supposed to follow the rules regulation of the concern organization and any action against these rules regulation is considered violation and it could

be the result that the administrators do not provide any safeguard to teachers in case of any violation. It might also be the result that providing safeguard to teachers in case of any violation may ruin the reputation of the administrators. It may also be the reason that administrators have different job description from teachers that is why they do not provide safeguard to teachers. Similar findings were concluded by Brook (2017) that the authorities were found obviously aware that safeguarding is sheltered by several laws and legal frameworks. She further stated that the administrators first want to know about the case of violation of rules and regulation and then take action according to law and legal framework. They cannot support their employees if they committed any wrong thing.

Furthermore, a highly significant association ( $P=.000$ ) has been observed between sharing organizational information with teachers and teaching faculty's job satisfaction. These results revealed highly significant association between the statement and job satisfaction. Curiosity is existed in human nature by birth and that is the reason teachers want to know about the organizational information. A positive employee perception can only be developed when these information flow effectively. It might be the reason that teachers are curious about organizational information because their outcomes are always decided upon that information. It could also be the reason that administrators are not allowed to share organizational information with teachers. In the same way Ince and Gul (2001) stated that only fair decisions are not enough for teachers' positive perception of justice because it should be supported with an effective sharing process. Administrators have the responsibilities to create such structure to spread flow sharing of information among teachers. Only then job satisfaction among teachers can be increased.

Furthermore, a highly significant association ( $P=.000$ ) has been found between sincerely and honestly communication and job satisfaction. These results indicated highly significant association between the statement and job satisfaction. An employee will feel satisfy and happy if his/her administrator communicates him/her sincerely and honestly. If the information is communicated sincerely and honestly with teachers, a positive perception toward job will be developed among them. It might be the result that organizational information should be kept hide from faculty members and the administrators share it unwillingly with teachers. It could be deduced from the results that sincerely communication plays an important role in job satisfaction. Similarly Greenberg (1993) concluded that interactional justice perception can be understood as evaluation concerning the informational

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components of authorities in communication. Interactional justice is endorsed by respectful treatment, sincerely and honestly communication with subordinates.

Moreover, a highly significant association ( $P=.000$ ) has been found between full explanation of decision making procedures and teaching faculty's job satisfaction. These results highlighted significant association between the statement and job satisfaction. No conclusion can be made without full explanation of decision making procedure and that is why teachers want full explanation of decision making procedures. It can be deduced from the study that administrators do not give full explanation regarding decision making procedures. It might be the result that administrators are also bound to several rules regulation the concern organization or it could also be the reason that administrators want to keep hide some information from faculty member. It means that employees try to get full information of decision making procedures and expect that administrators will give it to them. In this regard Greenberg (1993) revealed that informational justice is the quality of information used to give details how decisions have been made and implemented. It is use of adequate and honest explanation about outcomes and decisions. Reasons of underlying resource distribution should be explained adequately and fully to the affected faculty members.

Similarly, a highly significant association ( $P=.000$ ) has been found between administrators taking decision on rational ground and job satisfaction. These results indicated highly significant association between the statement and job satisfaction. It might be the reason that due to some restrictions the administrators take decisions on rationale ground and his/her explanations regarding these decisions are justified. If the administrators take decisions on rational ground, job satisfaction will be increased among teachers. It can be deduced from the study that administrators take decisions on rational ground. Similar conclusion was made by Colquitt (2001) that informational justice refers to honest and adequate explanation which gives the information needed. Further, it was concluded by Nabtchi, Bingham and Good (2007) in a study that authorities used clear rationales for decisions which include why these procedures were used and why these outcomes had been allocated in a specific way.

Moreover, a highly significant association ( $P=.000$ ) has been found between administrators communicate details related to taken decision in timely manner and job satisfaction. These results revealed highly significant association between the statement and

job satisfaction. Communication of details in a timely manner can increase the trust and commitment of teachers to the concern organization. It might be the result that administrator may be busy in other administrative office work that is why he/she does not communicate the details related to taken decision in timely manner. It could also be the reason that administrator intentionally does not communicate the details related to taken decision in timely manner. Timely communication means worth to teachers and it can increase job satisfaction among them. Similarly, Nabtchi, Bingham and Good (2007) concluded that one of the most important dimension of organizational relations is interpersonal treatment which include timely, truthful and appropriate explanation. They further stated that timely communication can remove uncertainties and ambiguities of teachers regarding taken decisions.

Further, a highly significant relationship ( $P=.000$ ) was developed between administrators fulfilling faculty needs regarding official correspondence and job satisfaction. These results revealed highly significant association between the statement and job satisfaction. Fulfilling the faculty needs of teachers regarding official correspondence is the responsibility of any administrator at any organization and it might be the reason that administrators in higher educational institutions are fulfilling teachers' faculty needs. It could also be the reason that in case of not fulfilling teachers' faculty needs, the teachers may be goes to higher authorities for complaints and job satisfaction will decrease among them. In the same way Adam (1963) stated that employees always try to maintain a balance between their inputs and outputs. He further explained that the output includes many metrics including their official needs, time and tolerance. High job satisfaction were observed among teachers who official needs were fulfilled by administrators (Byrne and Cropanzano, 2001).

A highly significant association ( $P= .000$ ) observed between trust on administrator in term of fair treatment and job satisfaction. These results revealed highly significant association between the statement and job satisfaction. It might be the result that teachers did not get fair treatment from administrator. It could also be the result that administrators are inclined toward some specific teachers and all the teachers do not get equal and fair treatment form administrators. It can be deuced from the study that teachers do not trust their administrators in term of fair treatment. In the same way, Bandura (2000) stated that building a trust between employees and administrators is very necessary for an organization. The administrator's fair behavior makes employees feel more trust to understand their exact

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dignity among colleagues in an organization. He further explained that employees were found more motivated to work when the trust was increased.

Moreover, a highly significant ( $P = .000$ ) relationship was found between demands for bribe in case of perusing official files and job satisfaction. These results indicated highly significant association between the statement and job satisfaction. It might be the reason that neither Islam nor organizational laws accept or encourage the bribe. It could also be the reason that taking or giving bribe is considered a bad and disrespectful act in our society. In this regard Waller and Gardner (2002) stated that bribery in organization is of two form, either top down or bottom up. Top down corruptions include a high level of bribe which is taken for an attempt to gain high level of rewards from government officials and then a portion of these rewards are shared with them while the bottom up involves various small payments to low level of employees who pass some gains to superiors as rent. He further explain that demands for bribe within organization reduced to considerably low level due to high level of awareness against corruption and punishments given to corrupt people.

### **CONCLUSION AND RECOMMENDATIONS**

The present study concluded that most of the university teachers are facing unfair treatment from university administration. Teachers were strictly dealt with the rule in case of any breach of law. The university administration is dishonest and insincere with teachers and does not share organizational information with them. Teachers are not provided any explanation of decision making procedures. They do not trust the university administration in terms of fair treatment because the administrators do not take decisions in timely manner. The government and administration should take positive steps to provide a positive working environment and should establish their trust by expanding cooperation towards employees and strengthen employee relationships with each other were some of the recommendations that was presented in light of the study.

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