



RESEARCH ARTICLE

A STUDY ON INFLUENCE OF INTERACTIONAL, PROCEDURAL AND
DISTRIBUTIVE JUSTICE ON WORK OUTCOMESProf. Anu Singh Lather¹, Ms. Simran Kaur²

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Corresponding Author*Ms. Simran Kaur****Abstract**

This study examined the direct and indirect effects of various forms of Organizational Justice on Job satisfaction and Organizational Commitment level amongst employees of Indian Public sector Undertaking. A questionnaire was directed to a random sample of 218 employees of an Indian Public sector Undertaking. A two-step process of analysis, AMOS 21 was used to test the Structural Model. The scales were evaluated and found fit for reliability and validity criteria. Further the significant direct and indirect effects were examined using the Bias corrected confidence intervals with two thousand bootstraps samples. The study found out that perception of all three dimensions of Organizational Justice: Distributive, Interactional and Procedural, have direct impact on Job Satisfaction and Organizational Commitment among employees of selected Public Sector Undertaking. Additionally, the study also explored that Interactional Justice have indirect effect on both, Job Satisfaction and Organizational Commitment, mediated by Procedural and Interactional Justice. This study tries to fill the gap in the current literature about the role of distributive and procedural justice as mediator between interactional justice and employee's work attitude and Behavior. This study concluded that all dimensions of Organizational Justice have impact on work outcomes.

*Copy Right, IJAR, 2015.. All rights reserved***INTRODUCTION**

Success of any organization is always determined by its human resource, as it is enormously important for their accomplishment (Nadiri & Tanova, 2010). One of the biggest challenges for any organization whether they are public or private. It is due to the fact that the costs of recruiting, selecting, and training new employees regularly exceed 100% of the annual salary of employees who are already in the organizations (Cascio, 2006). Therefore, organizations invest a lot in their employees in order to maintain and retain them (Macey et al., 2009).

Many researches revealed that there are various dynamics that have an impact on Job Satisfaction and Organizational Commitment. Many researchers have recommended that organizations with enhanced organizational justice are more likely to prosper in appealing and retaining valuable manpower (Ince & Gul, 2011; Lambert et al., 2010). The cause is that Organizational Justice is strongly associated with Organizational commitment (Azeem, 2010), employee satisfaction (Olkkonen & Lippomem, 2006). Further, few researches have studied the mediating impact of various dimensions of Organizational Justice like procedural and distributive justice on the relationships between interactional justice and various work outcomes.

The main objective of this research is to study the main dynamics that affect Job Satisfaction and Organizational Commitment in Public Sector Undertaking. It was also studied that whether procedural and distributive justice have mediating effect on relationship between interactional justice and job satisfaction and organizational commitment.

This study tries to find out answers for three research questions: which dimension of organizational justice is important for retaining employees in the organization by enhancing their satisfaction and organizational commitment? Do Procedural and Distributive justice mediate impact of interactional justice on job satisfaction? Do Procedural and Distributive justice mediate impact of interactional justice on Organizational Commitment?

This study tries to fill the gap in the existing literature in this area by investigating the factors that motivate employees to increase the level of Job Satisfaction and Organizational Commitment. It is one of the few empirical researches of its kind to demonstrate the roles of procedural and distributive justice as mediator between interactional justice and employee work attitudes and behavior.

LITERATURE REVIEW

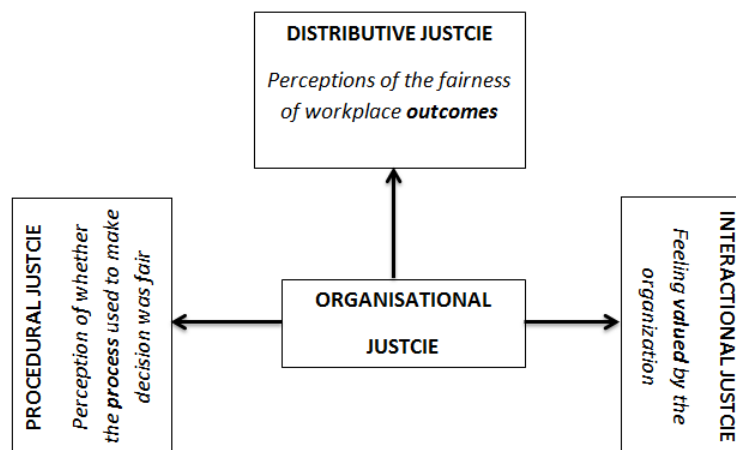
Organizational Justice

The concept of justice has been of extensive interest in philosophical studies. It spreads back to Plato and Socrates time (Colquitt et al., 2001). **Justice** can be defined as “oughtness” or “righteousness”. Employees work effectively and efficiently if justice is perceived, but if it is not present then they tend to use dishonest methods to get their rights (Choudhry, Philip, & Kumar, 2011).

Organizational justice can be defined as how people are being treated within an organization and their perceptions of fairness within organizations. Greenberg (1990) defined organizational justice as having “grown around attempts to describe and explain the role of fairness as a consideration in the workplace.”

Organizational justice has three different dimensions: procedural justice, interactional justice and distributive justice (Adams, 1965; Leventhal, 1976). These dimensions are explained as follows:

1. **Procedural justice:** Procedural Justice can be defined as the fair means by which consequences are allocated. It also stresses upon the role of participants in decision making process. If the procedures perceived as fair, employees remain more loyal towards the organization (Tyler & Blader, 2000). Preserving procedural justice is a major concern of people in all types of organizations. For example, in legal proceedings, case may be discharged if unfair procedures are used to gather evidence. In organizational setup also, people discard decisions based on unfair practices. In fact, following unfair procedure not only makes people disappointed with their results but also creates the impression that the entire system is prejudiced.
2. **Interactional justice:** Interactional Justice refers to how one person behaves with another person. If one person shares all information, interactions are often treated as fair. It can be referred as human side of organizational practices (Cohen – Charash et al., 2001). It can be broadly categorized as:
 - Interpersonal Justice: It means degree to which people are treated with dignity and respect.
 - Informational Justice: It means providing explanation for procedure and decision making. (Cropanzano et al. & Colquitt, 2001)



Lather & Kaur (2014)

3. **Distributive justice:** Distributive Justice refers to appropriateness of outcomes. It is inherent nature of employees to feel that they are not treated in equality with others in terms of various outcomes like salary, benefits, and status prerequisites as compared to their individual attributes like qualification, skills, seniority, age and social status (Adams, 1965). Adams in 1965 gave equity theory stating that employees

tend to seek equity in outcomes & relative inputs. Further they compare this ratio to their coworkers and then finally decide whether there is organizational justice or not. If this ratio does not match, it usually results in irritation, dissatisfaction, jealousy. One to the severity outcomes, Distributive Justice is mainly related to cognitive & behavioral reactions of particular situation (Cohen Chalash & Spector, 2001).

Job Satisfaction

Job satisfaction or Employee Satisfaction is one of the most researched variables in Organizational Behavior. It can be defined as an employee's psychosomatic response to his or her organization. As an emotional variable Job Satisfaction consist of evaluative, cognitive and affective components.

The **Evaluative Component**- It refers to an individual's general reaction to the respective organization. It basically comprises of those things which cause feeling of displeasure or pleasures towards the organization.

The **Cognitive Component**- It comprises of a person's perceptions, opinion, beliefs and expectations towards the organization. Employees have perceptions about each of the four major inducement systems. When a person perceives that his or her expectations have been met generally lead to positive evaluations. Additionally, positive evaluations are more likely when cognitions (expectations) support a positive and secure future with the organization.

The **Affective Component**- This includes the feeling induced by the organization. It is generally observed that positive affect results from information, feedback, and situations that supports or reinforces the individual's self-worth and self-concept, while negative affect is aroused by invalidating situations. Self -worth is validated when individuals feel accepted as valued members of the organization and their competencies and core values are acknowledged. When individuals are in a positive affect state while working, they tend to evaluate the organization positively.

Organizational Commitment

Organizational commitment can be defined as "the relative strength of an individual's identification with and involvement in a particular organization" Allen and Meyer (1990) and Meyer and Allen (1991) started a new line of research with their conceptualization of commitment as a three-dimensional construct. According to them, commitment is the total result of three different but related components: continuance commitment, affective commitment and normative commitment, each of which has its own cause and effect (Allen and Meyer, 1990).

Continuance commitment (1960) refers to the recognition of the costs associated with discontinuing a given activity, in this case, cost associated with participation in the organization.

Affective commitment is defined as an emotional attachment to the organization such that the strongly committed individual identifies with, is involved in and enjoys membership in the organization" (Allen and Meyer, 1990).

Normative commitment refers to the employee's feelings of obligation to remain within the organization (Meyer and Allen, 1991). Based on this commitment, individuals exhibit certain behaviors because they consider it the right and moral thing to do (Wiener, 1982). Workers with a strong normative commitment feel that they ought to stay within the organization (Meyer and Allen, 1991).

The Relationship between Organizational Justice Dimensions

Earlier studies have described that the relationship between different dimensions of organizational justice is complex (Colquitt et al., 2001; Skarlicki & Folger, 1997). Colquitt and his colleagues (2001) stated that the collaboration between justice dimensions can develop understanding of how they affect other factors. For instance, it is said that interactional justice have an impact on perception of distributive justice (Cohen-Charash & Spector, 2001) and that the interaction may have an impact on other outcomes as well such as organizational commitment (Crow et al., 2012). In other words, employees perception of how they receive fair outcomes depend on their perceptions of how they feel the process of the organization and their relationship with their supervisors are fair (Brockner, 2002; Brockner et al., 2008; Colquitt et al., 2001; Leng et al., 2001). It is further studied that employees' view on how they feel about the procedure of an organization is fair is affected by their relationship with their supervisors (Wang, Liao, Xia, & Chang, 2010). Recent studies found that interactions between dimensions of justice, such as procedural, interactional, and distributive justice, can affect both personal and organizational outcomes (Abu Elanain, 2010a; Crow et al., 2012; Wang et al., 2010). Accordingly, this study hypothesized that interactional justice is positively and significantly related to procedural and distributive justice.

Organizational Justice and Work Outcomes

Organizational justice theory elucidates that feelings of fairness in the organizations is determined by the decisions taken in the organization and the results of these decisions (Greenberg, 1990). This, in turn, affects their work attitude and behavior such as job satisfaction, organizational commitment and turnover intent. Lot of researches supported these relationships. (E.g. Ortiz, 1999; Pillai, et al., 1999b; Masterson, Lewis, Goldman, and Taylor, 2000; Hassan, 2002; Hassan, and Chandaran, 2005).

The relationship between organizational justice and work outcomes, such as, job satisfaction, organizational commitment can be explained with the help of social exchange theory of Blau (1964) and Adam's (1965) equity theory. These theories expound that people feel obligated to repay favorable benefits and treatment offered by an organization. If they perceive a higher level of organizational justice, they would have higher commitment and satisfaction, and also less likely to harbor an intention to leave the organization. Thus it means that justice perception indicates organizational efforts to encourage job satisfaction and commitment and reduce their intentions to leave the workplace.

The Mediating Effects of Procedural Justice and Distributive Justice

Various studies proved that fairness is essential for the employee's overall quality of life within an organization and as perceptions of distributive and procedural fairness increases; job satisfaction also increases (Alexander & Ruderman 1987; Lambert, Edwards, Camp & Saylor, 2005; Lind & Tyler 1988; Randall & Mueller, 1995; Sweeney & Mc Farlin 1993). Similarly, individuals who perceive that they are being treated unfairly are more likely to feel angry, and dissatisfied (Eisenberger, Huntington, Hutchison, & Sowa 1986). The study of Martin and Bennett (1996) suggested that procedural and distributive justice have significant influence on predicting job satisfaction. However Lissak, Mendes and Lind (1983) reported that procedural justice was more important in predicting job satisfaction than was distributive justice among their sample of Canadian Armed Forces.

Similarly, Alexander and Ruderman (1987) found that procedural justice have strong impact on job satisfaction as compared to distributive justice. Research of the Colquitt et al.'s (2001) indicated that procedural justice is a significant predecessor of job satisfaction. Since, procedural justice is an important predictor of job satisfaction (Colquitt et al., 2001) and there is a growing body of research that examines the correlates of procedural justice (Dulebohn & Ferris, 1999; Folger & Konovsky, 1989), the current study utilizes the perceptions of all three dimensions of Organizational Justice. It is further examined that individuals who have undesirable and unfair perceptions about the procedures in their organization would be less satisfied from their work. The reason for the same is based on social exchange theory. It states that individuals who perceive that they are receiving unfair treatment are more likely to feel frustrated and dissatisfied. Research on organizational justice suggests that when an organization treats employees fairly, employees tend to reciprocate by adopting beneficial behaviors to organization (Organ, 1988; Folger and Konovsky, 1989; Demir, 2011). Previous studies showed that procedural and distributive justice are important factors that have a significant impact toward organizational commitment (Cohen and Spector-Chrash, 2001). Consistent with results of previous studies (Lavelle *et al.* 2009; Rezaiean *et al.* 2010) organizational justice has significant effect on organizational commitment.

OBJECTIVES OF THE STUDY

The following objectives were framed for the study:

- (i) To determine the relationship between Interactional Justice, Job Satisfaction and Organizational Commitment.
- (ii) To determine the relationship between Procedural Justice, Job Satisfaction and Organizational Commitment.
- (iii) To determine the relationship between Distributive Justice, Job Satisfaction and Organizational Commitment.
- (iv) To determine if Procedural Justice and Distributive Justice mediates the relationship between Interactional Justice, Job Satisfaction and Organizational Commitment.

HYPOTHESES

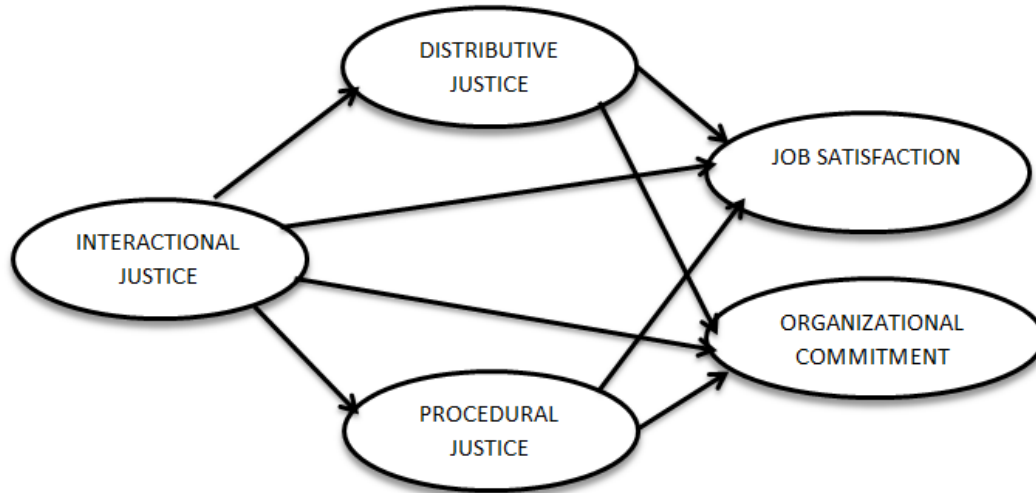
Following hypotheses were formulated for this research study:

- H1: Interactional Justice is significantly related with Procedural Justice
- H2: Interactional Justice is significantly related with Distributive Justice
- H3: Procedural Justice is significantly related with Distributive Justice
- H4: Interactional Justice is significantly related with Job Satisfaction
- H5: Procedural Justice is significantly related with Job Satisfaction
- H6: Distributive Justice is significantly related with Job Satisfaction
- H7: Procedural Justice mediates the relationship between Interactional Justice and Job Satisfaction.
- H8: Distributive Justice mediates the relationship between Interactional Justice and Job Satisfaction.
- H9: Interactional Justice is significantly related with Organizational Commitment
- H10: Procedural Justice is significantly related with Organizational Commitment
- H11: Distributive Justice is significantly related with Organizational Commitment

H12: Procedural Justice mediates the relationship between Interactional Justice and Organizational Commitment.

H13: Distributive Justice mediates the relationship between Interactional Justice and Organizational Commitment.

RESEARCH MODEL



RESEARCH METHODOLOGY

Research Design

The present study was Descriptive in nature.

Sample

The present study was conducted on 218 employees of Indian PSU.

Tools

Scale 1: Organizational Justice Scale (Moorman, 1991)

This scale analyzed Organizational Justice in three dimensions - Distributive Justice, Procedural Justice and Interactional Justice. The scale had 20 items, 5 of these 20 items were developed for Distributive Justice, 6 for Procedural Justice and 9 for Interactional Justice. This is a 7 point scale and scores on the scale varies from 1= strongly disagree to 7= strongly agree.

Scale 2: Abridged version of Job Descriptive Index (Smith, et al., 1969; Stanton, et al., 2001)

The Job Descriptive Index is perhaps the premier instrument for assessing job satisfaction. It is a multi-faceted assessment of job satisfaction that has been extensively used in research and applied settings for over 40 years. The short form or abridged JDI (aJDI) is used in this research work. In the aJDI, each facet (or subscale) is composed of 5 items (25 items total). The facets are: work on present job; present pay; opportunities for promotion; supervision; and, coworkers. This is a 7 point scale and scores on the scale varies from 1= strongly disagree to 7= strongly agree.

Scale 3: organizational commitment (Allen & Meyer, 1990)

It is a 24-item scale as a measure of organizational commitment having three factors of commitment (affective, normative, and continuance). This is a 7 point scale and scores on the scale varies from 1= strongly disagree to 7= strongly agree.

DATA ANALYSIS

Descriptive Statistics

In the sample of 218 respondents, 80% were male males and 20% were females. 15% respondents were in the age group of 20-25 years, 25% respondents were in the age group of 26-30 years and 60% of respondents were above 35 years of age. All the respondents were from various branches of an Indian Public Sector Undertaking. Table 1 represents the means, standard deviation and Inter-correlations among variables.

Table 1: Mean, Standard Deviation and Inter- Correlations in variables

	MEAN	S.D.	Inter-Correlations				
			DJ	PJ	IJ	JS	OC
DJ	28.6055	5.8381	1				
PJ	35.4908	8.3629	.596**	1			
IJ	36.2844	6.6687	.714**	.674**	1		
JS	52.6468	8.9812	.629**	.498**	.505**	1	
OC	114.5642	18.9106	.790**	.641**	.476**	.427**	1

***p* < 0.01

Internal Consistency

All the scales reported good alpha coefficient, though few items with total correlation less than 0.3 were eliminated in order to improve respective alpha values (Everitt & Skronidal, 2010; Field, 2005). In SEM analysis slight variation in items, adversely affects the results. Thus two items of Interactional Justice scale, four items of Distributive Scale, and fifteen items of Organizational Commitment scale were eliminated from further analysis. After the required modification, all the scale obtained an acceptable coefficient alpha (>0.80, Table 3). Further Confirmatory Factor Analysis (CFA) was performed using Maximum Likelihood Estimation (ML) for validation of scales (Byrne, 2010; Hair. Jr., et al., 2006).

Confirmatory Factor Analysis

CFA was conducted for all the scales. All items of the construct were selected on three conditions:

1. Large Modification Indices (≤ 4) (Dabholkar & Bagozzi, 2002),
2. High Standardized residual Covariance (>4) (Hair. Jr., et al., 2006),
3. Low Standardized Factor Loading (<0.35) (Hatcher, 1994).

CFA MODEL

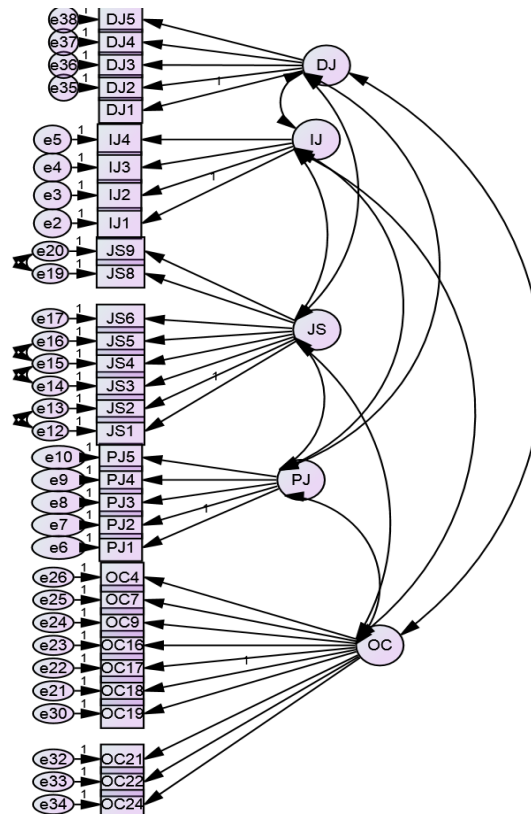


Table 2 represents level of fit of all the scales:

Table 2: Fit of Scales

SCALE	χ^2/df	GFI	IFI	TLI	CFI	RMSEA
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Interactional Justice	0.363	0.998	1.000	1.000	1.000	0.000
Procedural Justice	3.739	0.941	0.952	0.920	0.952	0.082
Distributive Justice	1.871	0.992	0.992	0.976	0.992	0.063
Job Satisfaction	2.977	0.862	0.859	0.786	0.857	0.051
Organizational Commitment	2.619	0.889	0.793	0.741	0.787	0.080

Construct Validity

Convergent Validity was examined by following two criteria:

1. Each indicator of every construct must have minimum loading of 0.05 (Anderson & Gerbing, 1988; Byrne, 2010; Hair, Jr., et al., 2006)
2. The squared multiple correlations of the indicators in the model must satisfy the condition of 0.40. (Taylor & Todd, 1995)

All the items which did not satisfied these criteria were eliminated. Convergent validity also includes the measurement of construct reliability (Table 3). The value of construct reliability for all the scales was greater than 0.08. Thus it is clear that the proposed model have convergent validity.

Table 3: Factor Loadings, Eigen Value and Reliability of scales

CONSTRUCTS	ITEMS	FACTOR LOADINGS	EIGEN VALUE	PERCENTAGE OF VARIANCE	CRONBACH ALPHA
INTERACTIONAL JUSTICE	4	0.854 – 0.908	3.097	77.419	0.898
PROCEDURAL JUSTICE	6	0.823 – 0.861	3.696	61.600	0.910
DISTRIBUTIVE JUSTICE	4	0.715 - 0.796	2.861	57.221	0.819
JOB SATISFACTION	9	0.590 – 0.792	3.973	62.511	0.882
ORGANIZATIONAL COMMITMENT	10	0.592 – 0.784	4.567	67.412	0.891

Hypothesis Testing

The proposed model examines the mediating effect of Interactional and Distributive Justice on Job Satisfaction and Organizational Commitment. There are nine direct hypothesis and four indirect (mediation) hypothesis. An indirect hypothesis is one in which causal relationship is tested where predictor variable causes mediating variable, which in turn causes the criterion variable. (Sobel, 1990).

In this study, direct model discusses a structural model, in which causal effect of Interactional Justice on Job Satisfaction and Organizational Commitment was established. The Fit measure of the direct path model indicated an overall goodness of fit (Refer Table 4). Further to this, the Regression weights of the causal relationship proved that Interactional Justice influences Job Satisfaction ($\beta = 0.790$, $p < 0.001$) and Organizational Commitment ($\beta = 0.884$, $p < 0.001$). Thus H4 and H9 are accepted.

The mediation effect of Procedural and Distributive Justice was tested by Structural Equation model, showing causal relationship between Interactional Justice on Job Satisfaction and Organizational Commitment, keeping Procedural and Distributive Justice as mediator. This model also had overall goodness of fit (Refer Table 4). Further to this, the Regression weights of the causal relationship proved that Interactional Justice had significant impact on Distributive Justice ($\beta = 0.762$, $p < 0.001$), Procedural Justice ($\beta = 0.846$, $p < 0.001$); Distributive Justice had significant impact on Job Satisfaction ($\beta = 0.880$, $p < 0.001$) and Procedural Justice also had significant impact on Job Satisfaction ($\beta = 0.734$, $p < 0.001$). This supported H1, H2, H3, H4, H5 and H6. Further examination of indirect effect, using Bias corrected CIs with 2,000 bootstrap sample generated at 95 percent CIs highlighted the significant indirect influence of Interactional Justice on Job Satisfaction, confirming the mediation of Distributive and Procedural Justice (Table 5).

The effect of Procedural Justice on Organizational Commitment ($\beta = 0.675$, $p < 0.001$) and of Distributive Justice on Organizational Commitment was also significant ($\beta = 0.775$, $p < 0.001$). Hence H10 and H11 were accepted. Indirect effect was also examined by using Bias corrected CIs with 2,000 bootstrap sample generated at 95 percent CIs. It was found that there is significant indirect influence of Interactional Justice on Organizational Commitment, confirming the mediation of Distributive and Procedural Justice (Table 5).

Structural Equation Model

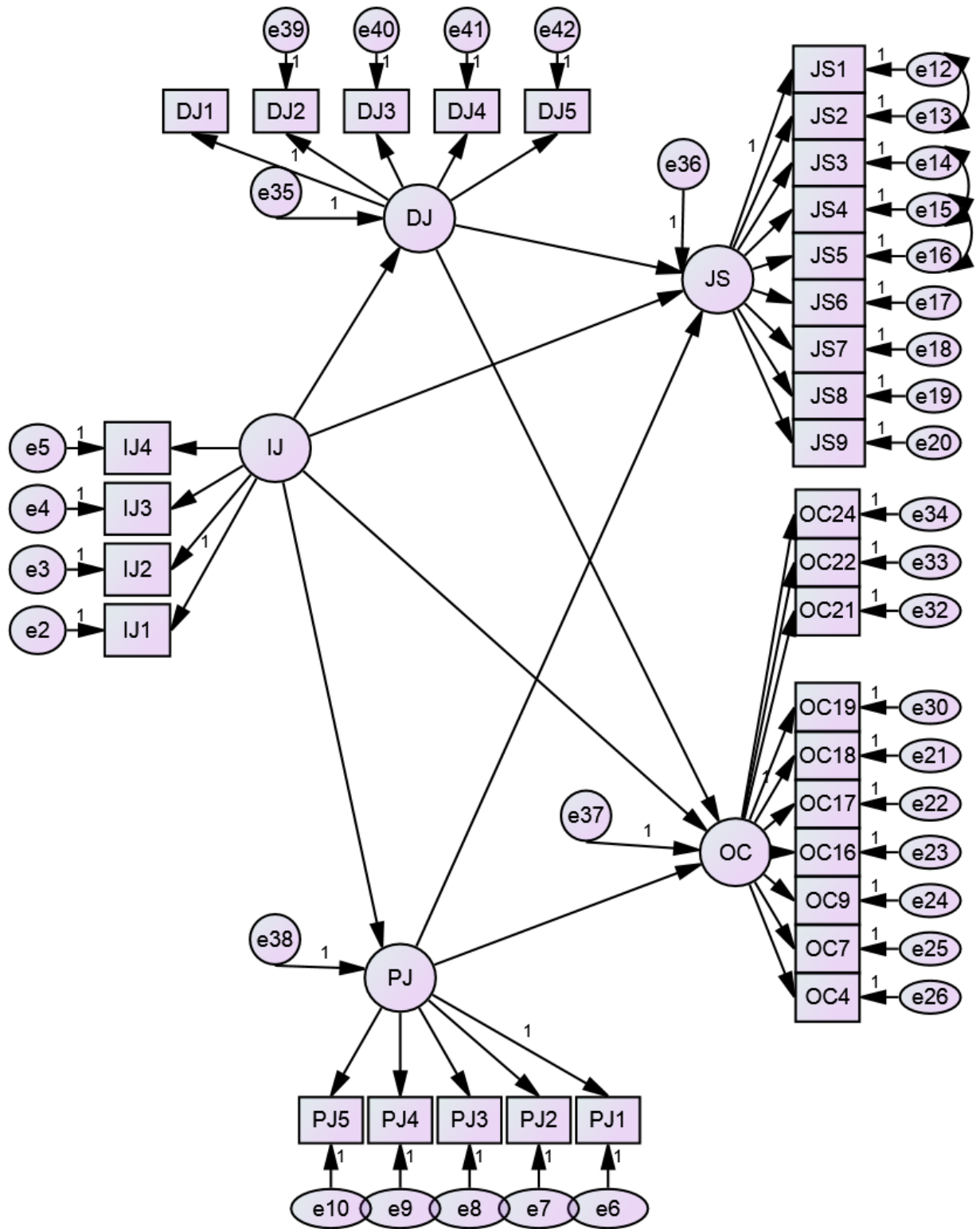


Table 4: Fit Measure of Direct and Indirect Path

		MODEL OF DIRECT PATH	MODEL OF DIRECT AND INDIRECT PATH
1	χ^2/df	2.797	1.936
2	GFI	0.896	0.862
3	IFI	0.887	0.878
4	TLI	0.857	0.850
5	CFI	0.884	0.896
6	RMSEA	0.061	0.042

Table 5: Test for the Impact of Mediating Variable

No.	Exogenous variable		Mediation		Endogenous	Path Coefficient	Nature of Mediation	Significant
1	IJ	→	PJ	→	JS	0.269	Complete Mediation	Yes
2	IJ	→	DJ	→	JS	0.241	Complete Mediation	Yes
3	IJ	→	PJ	→	OC	0.227	Partial Mediation	Yes
4	IJ	→	DJ	→	OC	0.136	Partial Mediation	Yes

Table 5 shows path coefficient of Indirect Effect among the variables. Indirect effect Interactional Justice on Job Satisfaction through Procedural Justice is positive and significant with path coefficient (β) of 0.269. The result means that Procedural Justice mediates the effect of Interactional Justice on Job satisfaction.

Further it is given in the table 5 that indirect effect Interactional Justice on Job Satisfaction through Distributive Justice is positive and significant with path coefficient (β) of 0.241. The result means that Distributive Justice mediates the effect of Interactional Justice on Job satisfaction.

Indirect effect Interactional Justice on Organizational Commitment through Procedural Justice is positive and significant with path coefficient (β) of 0.227. The result means that Procedural Justice mediates the effect of Interactional Justice on Organizational Commitment.

Indirect effect Interactional Justice on Organizational Commitment through Distributive Justice is positive and significant with path coefficient (β) of 0.136. The result means that Distributive Justice mediates the effect of Interactional Justice on Organizational Commitment. Thus H7, H8, H12, H13 were accepted.

DISCUSSION

The current research study tried to examine the impact of Procedural and Distributive Justice as mediator on relationship between Interactional Justice and Work Outcomes (Job Satisfaction and Organizational Commitment). This study found out that all the dimensions of Organizational Justice are significantly related with Job Satisfaction and Organizational Commitment. Also the study revealed that procedural justice is the strongest variable in predicting Job Satisfaction, then Interactional and Distributive Justice. This result is in line with the past researches on this topic. It means that all those people who have positive perceptions about procedural justice, tend to be more satisfied and committed towards organization. The study also found out that, distributive justice is the strongest predictor of Organizational Commitment level, followed by Procedural Justice and Interactional Justice.

The research work also examined the indirect relationships between Interactional Justice, Job Satisfaction, Organizational Commitment by studying Distributive and Procedural Justice as mediators between these variables. It was supported by the study that Interactional Justice can have direct and indirect impact on Job Satisfaction and Organizational Commitment when Procedural and Distributive justice act as mediators. In order to test the mediating effect, it was first necessary to study the relationship amongst all justice dimensions. The results showed that employees' perceptions about Interactional Justice can affect their perceptions about Distributive and Procedural Justice. The relationship between all three types of Organizational justice was found out to be significantly related. It means that all those employees who have positive perceptions about Interactional Justice, will tend to have higher levels of Procedural and Distributive Justice, which subsequently will make employees more satisfied and committed towards the organization.

Results of the study shows that all dimensions of Organizational justice are inter-related which in turn supports the Social Exchange Theory (Blau, 1964) according to which employees perception about the fairness in the organizational outcomes and procedures adopted but the organization are affected by their relationship with their interpersonal relationships in the organization (Bies & Moag, 1986; Brockner, 2002; Brockner et al., 2008; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Greenberg, 1993; Leng et al., 2001; Wang et al., 2010).

Present study also found out that Procedural and Distributive Justice have mediation effect on relationship between Interactional Justice and Work related outcomes.

The effects of interactional justice on Job Satisfaction was decreased to insignificant levels when procedural justice was added to the equation as an antecedent of Job Satisfaction. Thus, procedural justice fully mediated the relationship between Interactional justice and Job Satisfaction. Moreover, The effects of interactional justice on Job Satisfaction was also decreased to insignificant levels when distributive justice was added to the equation as an antecedent Job Satisfaction. Thus, Distributive justice also fully mediated the relationship between Interactional justice and Job Satisfaction.

Furthermore, the effects of interactional justice on Organizational Commitment was not decreased to insignificant levels when procedural justice was added to the equation as an antecedent of Organizational Commitment. Thus, procedural justice partially mediated the relationship between Interactional justice and Organizational Commitment. Moreover, the effects of interactional justice on Organizational Commitment was also found to be significant when distributive justice was added to the equation as an antecedent Organizational Commitment. Thus, Distributive justice also fully mediated the relationship between Interactional justice and Organizational Commitment.

MANAGERIAL IMPLICATIONS AND FUTURE RESEARCH

This study has some important contributions. Firstly, it is one of the few studies that examined the relationships between various dimensions of Organizational Justice, Job Satisfaction and Organizational Commitment. It also treated two dimensions of Organizational Justice: Procedural and Distributive Justice as mediator in relationship between Interactional Justice and Job Satisfaction and Commitment level of employees. Secondly, this study also studied the direct and indirect impact of mediating variables, i.e. Procedural and Distributive Justice between interactional justice and employee work attitudes and behaviors.

This study can help management to understand the antecedents of Job Satisfaction and Organizational Commitment level. Management should have HR strategies to increase satisfaction and commitment level of employees. Management should improve perceptions about organizational justice by incorporating this concept in their strategic thinking and activities so as to increase the level of employee satisfaction and commitment level. Management should ensure fairness in terms of formal procedures, reward allocation, and interpersonal treatment when making policy or implementing rules and regulations. Managers and supervisors should take required steps that increase positive perceptions of interactional. For instance: by communicating effectively with their employees, one can improve interactional justice perceptions. In other words, when managers and supervisors communicate effectively with their employees, this influences the employees' perceptions that their managers are treating them fairly, and this encourages them to promote satisfaction and commitment level. In contrast, when employees perceive that their managers or supervisors are treating them unfairly, then they will exhibit negative work related attitude and might leave their organizations. Therefore, improving organizational justice perception can improve employee satisfaction and commitment level. It was found out in the research that Interactional Justice have important role in influencing Job Satisfaction and Organizational Commitment level. Thus training programs in the organization can be designed in such a way that it may result in positive employee organization relationship.

This study also has some limitations. Sample was drawn from only single sector, thus it is not correct to generalize the results. Moreover the size of the sample was small. The participants were predominantly male. Most of the respondents were from senior level of management. This provides a limitation in generalizing the findings of this study. A heterogeneous group should be considered for the study.

There are also few suggestions for the future research studies. In future some other mediators can also be studied like Trust, citizenship behavior, empowerment. Another very important aspect of Organizational Justice is Culture. A study on impact of culture on perceptions about Organizational justice can be studied, and even further cross cultural study can be done in this regard. Lastly the research can be done to draw comparison between public and private sector companies regarding impact of Organizational Justice Dimensions on Work related behavior and outcomes.

CONCLUSION

It can be concluded that Organizational Justice plays a significant role in promoting Satisfaction and Commitment level. This study also examined that procedural justice and distributive justice partially/completely mediated the

relationship between Interactional Justice and Work related attitude and Behavior. The results of this study can significantly contribute to the literature of Organizational Justice, Job Satisfaction and Organizational Commitment level. This study also supports the findings of previous research work of various dimensions of Organizational Justice.

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