

## **A STUDY OF ORGANISATIONAL JUSTICE DIMENSIONS AMONG BANK EMPLOYEES**

Nidhi\* and Krishna Kumari\*\*

### **ABSTRACT**

*Organisational justice is one the widely applicable concept in industrial relation in 21<sup>st</sup> century. It aims to provide justice to its employees in terms of resource allocation, procedural fairness and fair employee's treatment in all spare of organisation system. The concept of justice is more important for service sector industry due to huge human capital employed in service industry. Banks are major employer in service sector industry of India. Thus bank employees' organisation justice perception is critically important for banking organisation. Organisation justice as a multidimensional construct previously has been defined as two factor, three factors and four factor construct. This study is an attempt to confirm dimensionality of organisation justice perception in banking. For the purpose of this study data has been collected though questionnaire from the private and public sector banks in Gurugram City. To confirm the dimensionality of organisation justice perception, a confirmatory factor analysis was applied on data using Amos 18.0. Result confirms the four factor model of organisation justice (distributive, procedural, interpersonal and informational justice).*

**Key words:** Organisation Justice, Industrial Relation, Banking, Service Industry, Justice Perception, Dimensionality.

---

\* Assistant professor, M.D.U Center for Professional and Allied Studies, Gurugram, Haryana, India. E-mail: nidhi00@gmail.com

\*\* Research scholar, M.D.U Center for Professional and Allied Studies, Gurugram, Haryana, India. krishna.parihaar711@gmail.com

## **INTRODUCTION**

Today workforces are more diversified and mobile than earlier. Human resource management is becomes the most critical task of organisation operations as the employee aspiration raise years after years in business environment. Decisions that management takes reflect the organisation ideology towards its employees. Whether decisions related to compensation management, performance appraisal, promotion or training and development of employees all such decisions had great impact on employee's perception towards organisation. The most important issues of organisation polices and procedure relate to employees is that wither employee perceive them fair? The concept that reflects employee's personal opinion towards the fairness of management decision and action refers to employees' organisation justice perception.

There is long journey of theory development for organisation justice concept (Chroust and Osborn, 1942; Rawls, 1971; Thibaut and Walker, 1978; Greenberg, 1987, Greenberg, 1990). In organisation where people are in social exchange process justice refers to the equity in outcomes distribution (Adams, 1965) Justice also reflects in organisation procedure used to assess employees performance (Greenberg 1986). Organisation justice is also refers to the kind of leadership behavior an employee experience at work place (Tatum et. al, 2003, Bhal and Gulati 2004). Including all these, Organisation justice is a construct that includes distributive justice, procedural justice, interpersonal justice and informational justice (Colquitt, 2001). Distributive justice refers to fair distribution of outcomes such as pay. Procedural justice ensures that distribution is based on fair procedure. Interpersonal justice refers to the fair behavior towards employee while following decision procedure and information justice make sure that all need information passed to employees about how decision was made and how outcomes were distributed.

However it is important to find those management practices that more correlated with justice perception or contribute to organisation justice perception (Agarwal and Bose, 2004; Eberlin and Tatum, 2008; Karkouljian, Assaker and Hallak, 2016). Because employees behavioral outcomes such as employee citizenship behavior, divergent work behavior and knowledge sharing behavior depends on employee perception towards

organisation justice perception (Hystad, Mearns and Eid, 2014; Lim and Loosemore, 2016; Akram, T., et al, 2016). Thus organisation justice is an important concept of organisation psychology to understand and manage human resource in organisation.

Earlier research on organisation justice were carried out on students (Ambrose and Kulik, 1989) employees of consumer product organisation (Judge and Welbourne, 1993; Lee,1995), professional (Jones and Marten, 2009; Lim and Loosemore, 2016), employees of telecommunication sector (Akram, T., et al, 2016), employees from manufacturing organisation, (Agarwal and Bose, 2004), employees of IT companies (Bhal and Gulati, 2004) and health workers (Kivimäki et. al, 2003; McAuliffe et. al, 2009). There are few research those worked on organisation justice by focus on banking sector employees (Erdogan, Kraimer and Liden, 2001; Alvi and Abbasi, 2012; Baah, 2014; Akram et. al, 2015; Okocha, Friday and Anyanwu, 2016; Kashif, Mahmood and Aijaz, 2016). Organisation justice research that carried out on India bank employees were either focus on to find antecedent and consequent of organisation justice per action (Ghosh, Rai, and Sinha, 2014) or to find difference among public and private bank employees related to justice perception (Agarwal and Bose, 2004). There is absence of research that confirmed the dimensionality of organisation justice perception among bank employees. Previous research those confirms and validate measurement model for organisation justice perception in terms of four factors (Distributive, procedural, interpersonal and information justice) are all based on non- banking employees (Colquitt, 2001; Walsh, 2003; Wiili-Peltola et. al,2007). Hence in order to confirms dimensionality of organisation justice among bank employees this study carried out on confirmatory factor analysis.

## **RATIONALE BEHIND THE STUDY**

Previous research has shown that organisation justice perception was better conceptualized as four factor models that include distributive, procedural, interpersonal and informational justice (Colquitt, 2001; Walsh, 2003). However there is some research that believed in three factor model of organisation justice perception that has three main determents, includes distributive, procedural and interactional justice (Cropanzano,

Bowen, and Gilliland 2007; Usmani and Jamal, 2013; Choi et. al, 2014; Bansal, (2017). It has been clear that organisation justice is a multidimensional construct. But the dimensionality of concept depends on peoples' perceived value for dimension of organisation justice. Due to that sometime people does not able to distinguish between procedural and interactional justice (Wiili-Peltola et. al, 2007). Previous research on bank employees has worked on five factors model (Erdogan, Kraimer and Liden, 2001) and three factors model of organisation justice (Ghosh, Rai, and Sinha, 2014). Thus taking base of previous research on four factors model (Colquitt, 2001; Walsh, 2003), this research test the four factor model of organisation justice in banking sector.

## **DIMENSIONS OF ORGANISATION JUSTICE PERCEPTION**

### **Distributive justice**

Theory of distributive justice guides the just allocation of organizational resource. Distributive justice was better conceptualizing as proportionate equality (Chroust & Osborn 1942; Ginsberg, 1963). Proportionate equality arise when every person in organization received outcome in proportion to their inputs and perceived his own outcome to input ration are just equal to that of other person's outcomes to inputs ratio, any disequilibrium to that leads inequity(Adams, 1965). Distributive justice was also called result justice (Tremblay, Sire and Balkin, 2000). Distributive justice was also known as equity that arise when people compare own outcomes to inputs ratio to that of other person's outcomes to inputs ration (Huseman, Hatfield and Miles, 1987). Equity comes when job outcomes and inputs are aliened and such equity was considered as fairness. Employee perceived fairness at workplace when they received outcomes (pay) in just equal to job inputs, any more or less outcomes was perceived unfair because it does not based on criteria of fairness (Lee, 1995). Based on equity concept the distributive justice in organization's resource allocation exists in terms of individual, internal and external equity. Individual equity referred to pay comparisons, among people, doing the same or similar jobs, within the same organization. External equity, referred to the fairness of compensation, comparing their job to the same or similar jobs outside the organization. Internal equity, referred to internal fairness, and the pay

relationships between jobs, within a single organization (Till and Karren, 2011). Distributive justice was associated with making pay, promotion decision based on actual fair rating of performance appraisal (Palaiologos, Papazekos and Panayotopoulou, 2011).

### **Procedural justice**

Procedural justice is concerned with individual reaction to the process used to distribute rewards (Tremblay, Sire and Balkin, 2000). Employee's perception of procedural justice also depends on administration of employee's performance appraisal that includes fair recoding of performance rating (Palaiologos, Papazekos and Panayotopoulou, 2011). Organization procedure that use employee inputs and provide explanation to employee leads to procedural justice perception because employee perceives a voice procedure as fair procedure (Bies and Debra L. Shapiro. 1988). A voice procedure that provides opportunity to employee participation in decision was significant predictor of procedural justice perception. But voice procedure was not possibility present in all origination setting (Bhal and Gulati, 2004). In public sector organization, procedural justice does not influence employee outcomes, many policies of public sector organization depend on government policies and does not considered employee voice. That was the reason procedural justice does not found significantly associated with employee outcomes in public sector organization Fernandes and Awamleh (2006). System support was significant predictor of procedural justice in public sector organization and creativity was the significant predictor of procedural fairness in private sector organization. Along with these employee trust on superior, peer/colleagues and subordinates was important to explain procedural justice fairness within organization (Agarwal and Bose, 2004).

### **Interpersonal justice**

Interpersonal justice was one of the very important justices for overall fairness in organization that ensure employees gets fair treatment while the decision process was implemented (Jones and Marten, 2009). Interpersonal justice refers to the courtesy, dignity and respect with which a supervisor treats his or her workers (Day, 2011).

Employee perceives interpersonal justice when his/her supervisor treats him with respect and supervisor behavior must be as per moral standards or right (Bies and Mong, 1986). ). It was the foundation of good leader member relationship, and reflects how organization value to employee (Bhal and Gulati, 2004). Employee those believe their supervisor treats them in respectful manner and sensitive to towards them were more willing to share knowledge and involve in citizenship behavior (Li et, Al., 2016). Interpersonal relationship significantly related with employee's psychological wellbeing (Ndjaboué, Brisson and Vézina, 2012). Perceived fairness in interpersonal relationship enhance employee's motivation and knowledge sharing behavior (Akram, T., et al, 2016). Perception of interpersonal justice was very important for overall organization justice as it also significantly affects perception of informational justice, distributive and procedural justice (Lim and Loosemore, 2016). Manger those takes employee inputs in decision making and concern for their interest were more likely influence employee satisfaction and enhance their organization commitment (Abouraira and Othman, 2017)

### **Informational justice**

The decision process was considered fairer when managers provide justification for management decision wither it was favorable or unfavorable to employees (Bies and Shapiro, (1988). Information justice based on correct information sharing in organization with employees relate with fairness of performance rating and feedback provided to employees during performance appraisal etc. Informational justice concern with the truthfulness and explanation or justification of management decision provided by the mangers (Till and Karren, 2011). It influences employee's pay satisfaction (Jawahar and Stone, 2011). Information justice was degree of fairness on conveying information related to pay and its distribution (Thomas and Nagalingappa, 2012)

## **RESEARCH OBJECTIVES**

Research focused on dimensions of organization justice perception of banking employees. The study has following research objectives.

1. To find the factor structure of organization justice perception among bank employees.
2. To construct structural model for organisation justice perception.

## **METHOD**

### Sample and procedure

Data was collected from the public sectors and private sector bank employees in Gurugram city. One hundred and thirty bank employees were approached for research. Out of these employees a total of one hundred and two fully filled valid questionnaires were collected this makes response rate 78.46%. In the final data used for analysis 60 employees represent public sector banks and 42 employees were from private sector banks.

### Measure

To collect primary data Semi-structured questionnaires were used to measure organization justice perception. Previous research by Colquitt (2001) was used as base to select variables for study. Four components of organization justice representing distributive justice, procedural justice, interpersonal justice and information justice were measured through thirteen different variables. Statements were paraphrased as per the need of research sample. Distributive justice was measure with three items ( $\alpha = 0.907$ ), procedural justice was measured with four items ( $\alpha = 0.942$ ), interpersonal justice was measured with three items ( $\alpha = 0.939$ ) and informational justice was measured with three items ( $\alpha = 0.914$ ). Thus overall scale of thirteen items scale of organisation justice ( $\alpha = 0.905$ ) found reliable.

## **RESULT**

### **Confirmatory factor analysis**

A confirmatory factor analysis was carried out on data using Amos 18.0. Maximum likelihood method was applied. As per the suggestion of Hu and Bentler (1999) model fit

was evaluated through certain indicators such as root mean square error of approximation (RMSEA), comparative fit index (CFI) and standardized root mean square residual (SRMR). To find the best factor structure for organisation justice result of four factor models was compared with the result of one factor, two factors and three factors model. Model 1 comprise all items measure justice perception as one factor. It was not fit to data ( $\chi^2 = 724.518$ ,  $df=65$ ,  $CFI= 0.452$ ,  $IFI=0.458$ ,  $RMSEA= 0.317$ ). Model 2 comprise two factor model variable of distributive justice as one factor and procedural, interpersonal and informational justice as second factor. This model does not fit to data ( $\chi^2 = 582.161$ ,  $df=64$ ,  $CFI=0.570$ ,  $IFI=0.574$ ,  $RMSEA= 0.284$ ). Model 3 comprise three factor model in which distributive justice as one factor, procedural justice as second factor and interpersonal and information justice collectively as third factor. This model also not fit to data ( $\chi^2 = 235.788$ ,  $df=62$ ,  $CFI= 0.856$ ,  $IFI=0.857$ ,  $RMSEA=0.167$ ). Model 4 was hypotheses four factors model in which items specified to measure each of four were specified to load on their respective construct. The hypotheses model was supported as the fit statistics indicate good fit of data ( $\chi^2 = 93.518$ ,  $df= 59$ ,  $CFI= 0.971$ ,  $IFI=0.972$ ,  $RMSEA =0.076$ ). As comparing the values of fit indicators the four factors model show best. Hence four factor model that includes distributive, procedural, interpersonal and information justice represent best factor structure represent measure for organisation justice perception in banking.

### **Structural model**

The second objective of this study was to construct structural model for organisation justice perception for bank employees. The initial comparison of models shows that four factors model shows best fit. Thus structural model was prepared with four factors model that includes distributive justice, procedural justice, interpersonal justice and informational justice. Structural model included paths from distributive, procedural, interpersonal and informational justice to organisation justice. Structural model was also assessed with the same indicator of model fit as in measurement model. Structure model fit to data as per the fit indicator ( $\chi^2 = 97.943$ ,  $df=61$ ,  $CFI= 0.969$ ,  $IFI= 0.970$ ,  $RMSEA= 0.077$ ).



## DISCUSSION

Study aims to find factors structure and model fit for organisation justice in banking. In order to confirm dimensions of organisation justice confirmatory factor analysis was performed on data and result confirm the four factors model for organisation justice perception in banking. Values of fit indicators for four factor model were best values. Other than four factors model no other model (one factor model, two factors model and three factors model) shows desirable value for fit indicator. Organisation justice as a multidimensional construct and its dimensions due to cognitive complexity varies from people to people (Wiili-Peltola et, al., 2007). Finding shows two factor model (Alexander and Ruderman, 1983; Greenberg, 1986; Greenberg,1990) and three factors (McDowall and Fletcher, 2004; Eberlin and Tatum, 2008 ) does not fit in this study. Result supports the four factor model (Colquitt, 2001; Walsh, 2003; Cropanzano, Bowen, and Gilliland, 2007) of organization justice perception that comprises distributive justice, procedural justice, interpersonal justice and informational justice. Hence bank employee's organisation justice perception is four factors construct.

Hence as per the confirmatory factor analysis it was clear that in banking sector organisation justice refers to a multidimensional concept that comprise of distributive justice, procedural justice, interpersonal justice and informational justice. Comparison of organisation justice perception among public and private bank employees was out of the scope of this research hence future research required to find does organisation justice significantly differs in public and private banks.

## REFERENCES

Alexander, S., and Ruderman, M.,(1983) The Influence of Procedural and Distributive Justice on Organisational Behavior.PUB DATEqt.ug 83NOTEllp.

Alvi, A.K., and Abbasi, A.S., (2012) Impact of Organizational Justice on Employee Engagement in Banking Sector of Pakistan Middle-East Journal of Scientific Research 12 (5): 643-649, 2012 ISSN 1990-9233 © IDOSI Publications, 2012 DOI: 10.5829/idosi.mejsr.2012.12.5.1725 Corresponding Author: Abdul Khaliq Alvi, Peak

Solution College, Upper Mall, Lahore, Pakistan. 643

Bies, R. J., and Shapiro, D.L.,(1988) Voice and Justification: Their Influence on Procedural Fairness Judgments The Academy of Management Journal, Vol. 31, No. 3 (Sep., 1988), pp. 676-685

Colquitt, J.A., & Shaw, J.C. (2005). How should organisational justice be measured? In J. Greenberg & J. Colquitt (Eds.), *The handbook of organisational justice* (pp. 113- 152). Lawrence Erlbaum Associates, Mahwah: New Jersey.

Chroust, A.H., & Osborn, D.L.,(1942) *Aristotle's Conception of Justice*, 17 Notre Dame L. Rev. 129 (1942).

Ginsberg, M., (1963) The Concept of Justice Philosophy, Vol. 38, No. 144 (Apr., 1963), pp. 99-116.

Ghosh, P., Rai, A., and Sinha, A., (2014) "Organizational justice and employee engagement: Exploring the linkage in public sector banks in India", *Personnel Review*, Vol. 43 Issue: 4, pp.628-652, doi: 10.1108/ PR-08-2013-0148 Permanent link to this document: <http://dx.doi.org/10.1108/PR-08-2013-0148>.

Tremblay, M., Sire, B., and Balkin, D.B., (2000)The Role of Organizational Justice in Pay and Employee Benefit Satisfaction, and Its Effects on Work Attitudes Group & Organization Management, Vol. 25 No. 3, September 2000 269-290 © 2000 Sage Publications, Inc

Huseman, R.C., Hatfield, J.D. and Miles, E.W.,(1987) A New Perspective on Equity Theory: The Equity Sensitivity, *The Academy of Management Review*, Vol. 12, No. 2 (Apr., 1987), pp. 222-234

Singer, M., (1993) the application of organisation justice theories to selection fairness research, *new zealand journal of psychology*, 1993,22,32-45

Tatum, B. C., Eberlin, R., Kottraba, C., & Bradberry, T. (2003). Leadership, decision making, and organisational justice. *Management Decision*, 41(10), 1006–1016.

Agarwal, M., and Bose, S., (2004) Organisational Climate for Perceptions of Procedural 'Fairness' in Human Resource Practices and Role Efficacy Indian Journal of Industrial Relations, Vol. 40, No. 2 (Oct., 2004), pp. 176-196

McAuliffe, Eilish and Manafa, Ogenna Uzoma and Maseko, Fresier and Bowie, Cameron and White, Emma, Understanding Job Satisfaction Amongst Mid-Level Cadres in Malawi: The Contribution of Organisational Justice (May 2009). Reproductive Health Matters, Vol. 17, No. 33, pp. 80-90, May 2009. Available at SSRN: <https://ssrn.com/abstract=1488216>

Bhal, K.T., and Gulati, N., (2004) Leader Member Exchange and Perceived Justice: The Mediating Impact of Voice Indian Journal of Industrial Relations, Vol. 40, No. 1 (Jul., 2004), pp. 1-16

Rawls, J. (1971). A theory of justice. Cambridge, Mass: Belknap Press of Harvard University Press.

Ambrose, M.L., and Kulik, C.T., (1989) The Influence of Social Comparisons on Perceptions of Procedural Fairness Journal of Business and Psychology, Vol. 4, No. 1 (Sep., 1989), pp. 129-138

Eberlin, R.J., and Tatum, B.C., (2008), "Making just decisions: organisational justice, decision making, and leadership", Management Decision, Vol. 46 Iss 2 pp. 310–329

Elovainio, M., Archana Singh-Manoux, Jane E Ferrie, Martin Shipley, David Gimeno, Roberto De Vogli, Jussi Vahtera, Marianna Virtanen, Markus Jokela, Michael GMarmot and Mika (1979) **Organisational justice and cognitive function in middle-aged employees: the Whitehall II study** Journal of Epidemiology and Community Health (1979-), Vol. 66, No. 6 (June 2012), pp. 552-556

Chan, S. H. J., and Lai, H. Y. I., (2017) Understanding the link between communication satisfaction, perceived justice and organisational citizenship behavior Journal of Business Research 70 (2017) 214–2

Akram, T., et al. (2016) The effect of organisational justice on knowledge sharing: An

empirical evidence from the Chinese telecommunication sector. *Journal of Innovation & Knowledge* (2016), <http://dx.doi.org/10.1016/j.jik.2016.09.002>

Benson T.H. Lim , Loosemore, M., (2016) The effect of inter-organisational justice perceptions on organisational citizenship behaviors in construction projects Available online at [www.sciencedirect.com](http://www.sciencedirect.com) ScienceDirect *International Journal of Project Management* 35 (2017) 95–106 Received 25 November 2015; received in revised form 26 October 2016; accepted 27 October 2016

Karkoulian, S., Assaker, G., and Hallak, R., (2016) An empirical study of 360-degree feedback, organisational justice, and firm sustainability *Journal of Business Research* 69 (2016) 1862–1867

Greenberg, J., (1990) organisation justice: yesterday, today and tomorrow. *Journal of management* 1990, Vol.16, no.2., 399-432

Cropanzano, R., Bowen, D. E., and Gilliland, S. W.,(2007) The Management of Organisational Justice ARTICLES *Academy of Management Perspectives* November 2007

Bell, B. S., Ryan, A. M., & Wiechmann, D. (2004). Justice expectations and applicant perceptions [Electronic version]. Retrieved [insert date], from Cornell University, School of Industrial and Labor Relations site: <http://digitalcommons.ilr.cornell.edu/hrpubs/7/>

Hystad, S. W., Mearns, K. J., and Eid, J., (2014) Moral disengagement as a mechanism between perceptions of organisational injustice and deviant work behaviours <http://dx.doi.org/10.1016/j.ssci.2014.03.012> 0925-7535/\_ 2014 Elsevier Ltd. All rights reserved. *Safety Science* 68 (2014) 138–145

Walsh, M. B., (2003) *Perceived Fairness and Satisfaction with Employee Performance Appraisal*, A Dissertation Submitted to the Graduate Faculty of the Louisiana State University and Agricultural and Mechanical College in partial fulfillment of the requirements for the degree of Doctor of Philosophy in The School of Human Resource Education and Workforce Development

Okocha, Friday, B., and Anyanwu, S. A. C., (2016) ORGANISATIONAL JUSTICE AND EMPLOYEE SATISFACTION: A STUDY OF SELECTED BANKS IN PORT HARCOURT International Journal of Advanced Academic Research | Social & Management Sciences | ISSN: 2488-9849 Vol. 2, Issue 9 (September 2016)

Baah, K.D., (2014) organisational antecedents and perception of fairness in policy implementation among employee in the banking sector of Ghana vol. 8(18), pp. 816-831, 28 SEPTEMBER 2014 DOI: 10.5897/AJBM2012. 1384 Article Number: 06962AB47694 ISSN 1993-8233 Copright © 2014 Author(s) retain the copyright of this article <http://www.academicjournals.org/AJBM>

Akram, M. U., Hashim, M., Khan, M. K., Zia, A., Akram, Z., Saleem, S., and Bhatti, M., (2015) Impact of Organisational Justice on Job Satisfaction of Banking Employees in Pakistan Global Journal of Management and Business Research: Administration and Management Volume 15 Issue 5 Version 1.0 Year 2015 ISSN: 2249-4588 & Print ISSN: 0975-5853

Akram, U., Khan, M.K., Yixin, Q., Bhatti, M. H., Bilal, M., Hashim, M., Akram, Z., (2016) Impact of Organisational Justice on Job Satisfaction of Banking Employees European Journal of Business and Management [www.iiste.org](http://www.iiste.org) ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.8, No.16, 2016 55

Erdogan, B., Kraimer, M.L., and Liden, R.C., (2001) Procedural Justice as a Two-Dimensional Construct An Examination in the Performance Appraisal Context THE JOURNAL OF APPLIED BEHAVIORAL SCIENCE, Vol. 37 No. 2, June 2001 205-222 © 2001 NTL Institute.

Kashif, M., Mahmood, B., and Aijaz, S., (2016) Organizational Justice and Job Satisfaction in Banking Sector of Pakistan (A Study of Faisalabad) Global Journal of Management and Business Research: A Administration and Management Volume 16 Issue 6 Version 1.0 Year 2016 Type: Double Blind Peer Reviewed International Research Journal Publisher: Global Journals Inc. (USA) Online ISSN: 2249-4588 & Print ISSN: 0975-5853

Usmani, S., and Jamal. S., (2013) Impact of Distributive Justice, Procedural Justice,

Interactional Justice, Temporal Justice, Spatial Justice on Job Satisfaction of Banking Employees Rev. Integr. Bus. Econ. Res. Vol 2(1) 351 2013 Society of Interdisciplinary Business Research ([www.sibresearch.org](http://www.sibresearch.org))

Rahman, M. H., Kamruzzaman, M., Haque, M. E., Mamun, M. A. A. and Molla, M. I., (2013) Perceived Intensity of Stress Stressors: A Study on Commercial Bank in Bangladesh Asian Business Review, Volume 3, Number 3/2013 (Issue 5) ISSN 2304-2613 (Print); ISSN 2305-8730 (Online) 0

Karim, M. M., Islam, M. J., and Mahmud, M. A. L., (2014) **Job Satisfaction of Employees in Banking Sector: A Case Study on Janata Bank Limited** European Journal of Business and Management [www.iiste.org](http://www.iiste.org) ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.6, No.17, 2014 70

Abouraia, M. K., and Othman, S. M., (2017) Transformational Leadership, Job Satisfaction, Organisational Commitment, and Turnover Intentions: The Direct Effects among Bank Representatives American Journal of Industrial and Business Management, 2017, 7, 404-423 <http://www.scirp.org/journal/ajibm> ISSN Online: 2164-5175 ISSN Print: 2164-5167 DOI: 10.4236/ajibm.2017.74029 April 24, 2017

Lee, C., (1995) Prosocial Organizational Behaviors: The Roles of Workplace Justice, Achievement Striving, and Pay Satisfaction Journal of Business and Psychology, Vol. 10, No. 2 (Dec., 1995), pp. 197-206

Nazir, N. A. (2005) *Person-Culture Fit and Employee Commitment in Banks* VIKALPA, VOLUME 30, NO 3, JULY - SEPTEMBER 2005.

Ndjaboué, R., Brisson, C., and Vézina, M., (2012) Organisational justice and mental health: a systematic review of prospective studies Occupational and Environmental Medicine, Vol. 69, No. 10 (October 2012), pp. 694-700

Till, R.E., and Karren, R., (2011), "Organizational justice perceptions and pay level satisfaction", Journal of Managerial Psychology, Vol. 26 Iss 1 pp. 42 – 57

French, W. (1964), The personnel management process: Human resources

administration. Boston: Houghton Mifflin.

Yasodara Jayarathna, S. M. D and Weerakkody, W. A. S (2016) Impact of Decision Making, Reward Management on Job Performance: Mediation of Job Satisfaction: A Case of a Private Banks in Sri Lanka. *European Journal of Business and Management* www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.8, No.32, 2016 65

Greenberg, J., (1986) Determinants of Perceived Fairness of Performance Evaluations *Journal of Applied Psychology* Copyright 1986 by the American Psychological Association, Inc. 1986, Vol. 71, No. 2, 340-342 0021-9010/86/\$00.75

Greenberg, J., (1987). A Taxonomy of Organisational Justice Theories *Academy of Management Review* Vol. 12, No. 1, pp. 9-22.

Judge, T. A. & Welbourne, T. M. (1993). Dimensionality of the pay satisfaction questionnaire: A confirmatory factor analytic investigation (CAHRS Working Paper #93-09). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies. <http://digitalcommons.ilr.cornell.edu/cahrswp/264>

Hu, L. and Bentler, P.M. (1999), "Cutoff criteria for fit indexes in covariance structure analysis: conventional criteria versus new alternatives", *Structural Equation Modeling*, Vol. 6, pp. 1-55.

Colquitt, J. A., (2001) On the Dimensionality of Organisational Justice: A Construct Validation of a Measure *Journal of Applied Psychology* 2001, Vol. 86, No. 4, 486-494 Copyright 2001 by the American Psychological Association, Inc. 0021-9010/01/\$5.00 DOI: 10.1037//0021-9010.86.3.386

Kim, J. Y. Moon, J. Han, D. Tikoo, S. 2004. Perceptions of justice and employee willingness to engage in customer-oriented behavior. *Journal of service marketing*. 18(4): 267-275

Niehoff, B. P. -Moorman, R. H.(1993), "Justice as a Mediator of the Relationship

Between Methods of Monitoring and Organisational Citizenship Behavior”, *Academy of Management Journal*, Vol. 36, No. 5, p. 527–556.

Tamta. V., and Rao, M. K., (2017) Linking Emotional Intelligence to Knowledge Sharing Behaviour: Organisational Justice and Work Engagement as Mediators *Global Business Review* 18(12):097215091771308 DOI: 10.1177/0972150917713087

Kivimäki, M., Elovainio, M., Vahtera, J., Ferrie J.E., and Theorell, T., (2003) Organisational Justice and Health of Employees: Prospective Cohort Study [with Commentary] *Occupational and Environmental Medicine*, Vol. 60, No. 1 (Jan., 2003), pp. 27-34

Wiili-Peltola, E., Kivimäki, M., Elovainio, M., and Virtanen, M.,(2007) "Organisational justice and employee perceptions on hospital management", *Journal of Health Organization and Management*, Vol. 21 Issue: 3, pp.320-332, <https://doi.org/10.1108/14777260710751771>

Li, X., Zhang, J., Zhang, S., and Zhou, M., (2016) A multilevel analysis of the role of interactional justice in promoting knowledge-sharing behavior: The mediated role of organizational commitment *Industrial Marketing Management* xxx (2016) xxx–xxx IMM-07416; No of Pages 8

Thibaut, J., and Walker, L.,(1978) A Theory of Procedure, 66 *Cal. L. Rev.* 541.