

ASSESSING THE IMPACT OF ORGANIZATIONAL FAIRNESS AND EMPLOYEE WELL-BEING ON PRODUCTIVITY

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ABSTRACT

In today's dynamic organizational landscape, the interplay between key factors such as organizational justice, job security, job satisfaction, and organizational productivity has become a subject of paramount importance. This research delves into the intricate relationships that bind these elements together, aiming to shed light on their collective impact on workplace effectiveness. To empirically explore these relationships, a quantitative research design is adopted, with a meticulously designed questionnaire serving as the primary data collection tool. Through this instrument, the perceptions of a diverse sample are gathered, capturing valuable insights into the intricacies of organizational dynamics. Upon analyzing the collected data, compelling insights emerge. The findings underscore significant and positive correlations between organizational justice, job security, and organizational productivity. The implications are clear: cultivating a sense of fairness within the organizational structure and providing employees with a secure work environment can greatly contribute to enhancing perceived productivity levels. Interestingly, while the relationship between job satisfaction and organizational productivity demonstrates a positive trend, its statistical significance wavers within the confines of the current model. This suggests that the link between employee contentment and productivity may be subject to contextual nuances yet to be unveiled. The outcomes of this study carry significant implications for management and organizational practices. By recognizing the substantial influence of organizational justice and job security on productivity, organizations can craft strategies that promote these attributes, thereby fostering a motivated and engaged workforce. The nuanced exploration of job satisfaction's role opens doors for further investigation into the intricate interplay between attitudes and productivity. In conclusion, this research advances our understanding of the complex interactions that shape the modern workplace. By deciphering the intricate connections between organizational justice, job security, job satisfaction, and organizational productivity, this research serves as a beacon guiding organizations toward more effective strategies and practices. It highlights the need for ongoing exploration in this field and encourages a holistic approach to employee well-being and organizational success.

Keywords: *Organizational justice, job security, job satisfaction, organizational productivity.*

INTRODUCTION

In today's dynamic and competitive business landscape, organizational productivity stands as a paramount concern for both researchers and practitioners. Organizations continuously strive to enhance their productivity to remain sustainable

and achieve their strategic objectives. According to Khan, A. A., & Khan, M.(2010).Organizational justice is the core element of an organization that focuses on employee protection and perception. In this pursuit, the role of human factors within the

workplace cannot be underestimated. Factors such as organizational justice, job security, and job satisfaction have garnered significant attention due to their potential to shape employees' attitudes, behaviors, and ultimately, organizational performance. The impact of organizational justice, job security, and job satisfaction on organizational productivity is a topic of considerable interest in organizational psychology and management studies. Each of these factors plays a distinct role in influencing the overall effectiveness and efficiency of an organization. Let's explore the relationships and potential impacts of each of these factors on organizational productivity. (Haq, F. I. U., Alam, A., Mulk, S. S. U., & Rafiq, F. 2020) Organizational justice refers to the perception of fairness and equity in the workplace. When employees perceive fairness in the distribution of rewards, decision-making processes, and interpersonal interactions, they are more likely to be motivated and engaged. This can lead to increased job satisfaction and commitment, ultimately contributing to higher levels of productivity. Employees who believe they are being treated fairly are more likely to be cooperative, innovative, and willing to put in extra effort to achieve organizational goals. According to researcher if employees satisfied, loyal and committed from top management so they worked properly and show good result. Employee positive or negative perception depends on employee job satisfaction (Alam, et al.2015). Job security refers to the assurance that employees have regarding the continuity of their employment within an organization. There are so many factors that have an effect on employee's faithfulness and their satisfaction (Alam, A. et al. 2016). Job security can have a significant impact on employee motivation and performance. When employees feel secure in their jobs, they are less likely to be distracted by worries about potential layoffs or job loss. This can result in higher levels of focus, commitment, and engagement in their work. Secure employees are more likely to invest time and effort into skill development and improving their performance, which in turn contributes to overall productivity. Job satisfaction is the level of contentment and happiness an employee experiences in their job. Ahmed, M., Almotairi, M. A., Ullah, S., & Alam,

A. (2014) It is influenced by various factors such as work conditions, relationships with colleagues and supervisors, opportunities for growth, and the alignment between individual values and organizational goals. Impact on Organizational Productivity: Job satisfaction has a direct impact on productivity. Satisfied employees tend to be more motivated, committed, and engaged in their work. They are less likely to experience absenteeism and turnover, both of which can disrupt productivity. Additionally, satisfied employees are more likely to provide high-quality work, collaborate effectively with their peers, and contribute positively to the overall work environment. Ahmed, M., et al (2014). This research aims to investigate the complex interplay between organizational justice, job security, and job satisfaction, and how their collective influence impacts organizational productivity, exploring these relationships to provide a comprehensive understanding of their mutual effects within an organizational context. By addressing this aim, the study seeks to fill a gap in existing literature regarding their combined impact on performance, offering insights for leaders to optimize strategies that foster a thriving workforce and uncovering mechanisms that enhance employee well-being, reduce turnover, decrease absenteeism, and improve operational efficiency and effectiveness, ultimately guiding managerial decision-making and strategic planning to promote a positive work environment and elevate overall productivity.

Literature Review

Organizational productivity

Studies have begun to explore the interconnectedness of these factors (organizational justice, job security, job satisfaction) on organizational productivity. Research by Li et al. (2018) suggests that perceptions of organizational justice impact the relationship between these factors and organizational productivity. (Hughes, 2007) conducted a survey of 1500 employees who were belonging to different organizations and denominated at multiple levels. He observed that ninety percent employees believed that workplace quality affects are directly proportional to attitude of workers and increase their productivity. The interactional justice component, which focuses on

the quality of interpersonal treatment, is particularly relevant in this regard, as it influences employees' perceptions of job security (Khan, A. A. (2012).). Organizational productivity and performance of employees is directly linked to a better organizational commitment. It is the weakest point of organization to forget the satisfaction of employees in a company for significant amount of time. If organization wants to encourage and motivate the workers to work sincerely so they must provide skills, welfare, salary and packages, promotion and proper communication. According to (Neck 2002) the increase in productivity and performance can be obtained directly from honesty, personal fulfillment and commitment of employees.

Organizational Justice

Organizational justice, comprising distributive, procedural, and interactional justice, has been extensively studied in relation to its impact on employee attitudes and behaviors (Greenberg, 1993; Colquitt et al., 2001). Studies suggest that perceptions of fairness in rewards distribution and decision-making processes positively correlate with job satisfaction, organizational commitment, and ultimately, employee productivity (Niehoff & Moorman, 1993; Colquitt et al., 2007). it is the duty of top management to focusing on ethical treatment of employees within organization. It also increases organizational justice. According to (reithal & Ballets, 2007), the central value for the organization success is employee perception of fairness and organizational justice. There are two types of interactional justice. The first one is informational justice and the second one is interpersonal justice. Informational justice focuses on day to day information and explanation while interpersonal justice focuses on politeness, dignity, and self-respect to people (Colquitt, 2001). Organizational justice is the conception having by the employees of an organization about the employee behaviors, decision, and actions. He further explains that in what manner the employees react to these decisions. Organizational justice includes workplace of employees, payment to the employees, their treatment and gender equality. In simple words we can say that organizational justice is the perception of the employees about the

employer's decision, whether they are fair or unfair. In other words we can say that how these decisions affect the employee's behaviors. If management treat fairly with employees so it can decrease counter productive workplace behavior, detachment and increase hope and progressive communication. According to (Spector, 2001) organizational commitment, satisfaction and performance directly linked/relate to perception of fairness, work attitude and justice.

Job Security

Job security is a significant determinant of employee attitudes and behaviors (Sverke et al., 2002). Job security is the self confidence in which an employee considers him safe and secure. He does not have the fear that he would become unemployed. And this conception can be inculcated in the mind of the employees by giving them periodic promotion, rewards and recognition. Job security would certainly result in improving organizational productivity and better performance on behalf of the employees. Similarly it would be helpful in achieving the goals of the organization in the best way. While on the other hand the fear of unemployment and insecurity decreases employees' performance and commitment to the organization. Research by De Witte (2005) highlights that perceived job security enhances employees' sense of well-being and commitment to the organization, resulting in increased motivation and overall job performance. According to (Mankelov, 2002) the employee trust level on top management decreases, when they feel that their job is unsecured. It is necessary that organization gives all facilities to employees and secure their job. Moreover, job security can mitigate the negative effects of job stress and anxiety, contributing to sustained high levels of productivity (Vander Elst et al., 2014). According to Andrew & Kent, (2004) Employee's commitment directly linked to rewards system and recognition. According to John and Jeffrey Gold, (2001) if organization wants to improve productivity and control labor cost so they must designed and managed reward system for employees.

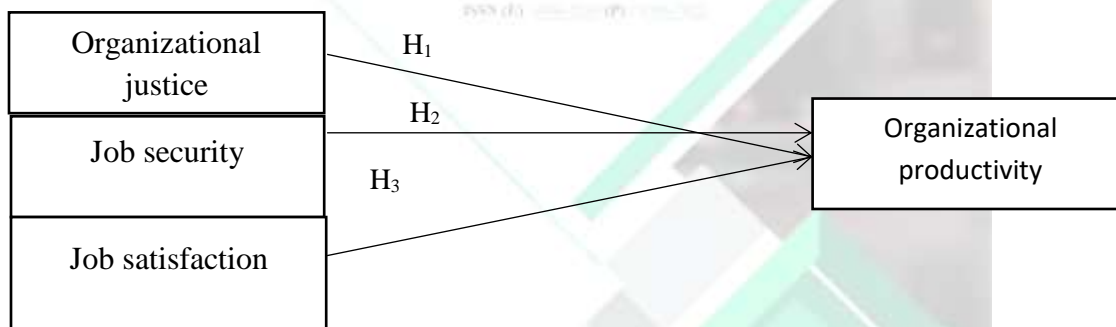
Job Satisfaction

Job satisfaction has consistently demonstrated its role in influencing employee performance and organizational outcomes (Judge et al., 2001). Job satisfaction is the level of satisfaction a person has regarding his/her job. There are two level of job satisfaction (Affective job satisfaction and cognitive job satisfaction). Affective job satisfaction which means a person emotional feelings regarding his job while cognitive job satisfaction means that to what extent a person is satisfied regarding some features of his job i.e. payment, hour, or other benefits. There are some false beliefs regarding job satisfaction. One such false belief is that a happy employee is a productive employee for organization. But from some research it is clear that the case is not always the same. When productivity increases, satisfaction directly increases among employees. High levels of job satisfaction are associated with reduced turnover intentions (Hom et al., 2017), improved job performance (Warr, 1999), and organizational citizenship behaviors (Organ & Ryan, 1995). According to (Bradley and Brian, 2003) declare that job satisfaction provide pleasure to employees. If organization makes simple and easy rules for

employees, so it increases loyalty and satisfaction among employees. A contented workforce is likely to be more committed, cooperative, and productive, thereby positively impacting organizational performance (Harter et al., 2002). According to (Weiss, 2002) If the employees of an organization have high level of satisfaction so they show positivity toward the organization and according to (Silla, 2005) there are some factors which create unfavorable condition in organization and due to which employee feel dissatisfied. For example low wages, job insecurity, working condition and lack of up gradation. According to (Lamber, 2005) there are some factors due to which employee show lower level of job satisfaction. For example role conflict, role ambiguity and role overload.

According (Kaliski, 2007) Employee achieve their target easily, when he/she is satisfied with his/her job. He further explains that when employee is happy with his/her work, and satisfied with his/her management, so it directly affects productivity rate. Job satisfaction is the main factor that boosts up promotion, targeted goals, achievement and satisfaction that lead to a feeling of perfection.

Research model:



Hypothesis

- H₁:** Organizational justice has a significant impact on Organizational productivity.
- H₂:** Job security has a significant impact on Organizational productivity.
- H₃:** Job satisfaction has a significant impact on Organizational productivity.

Research methods and results

Research Design

This study utilizes a quantitative research approach to investigate the relationships between organizational justice, job security, job satisfaction, and organizational productivity within the context of Private banks located in Kuala Lumpur. A cross-sectional design is employed to collect data at a single point in time, examining the associations between these variables.

Population and sample size

The data is collected from employees working at the private banks located in Kuala Lumpur district. The data is collected from 6 banks and sample size of 300 participants was determined based on appropriate statistical considerations, ensuring an adequate representation of the population through random sampling.

Data Collection

Data collection involves the utilization of validated scales to assess the constructs of interest. The

Organizational Justice Scale (Folger & Cropanzano, 1998), Job Security Scale (De Witte, 2000), Job Satisfaction Survey (Judge & Bono 2001), and Organizational Productivity Scale (Datta, et al, 2005) will be employed.

Descriptive analysis

The descriptive statistics table provides information on the central tendency and dispersion of five variables: "organizational justice," "Job security," "Job satisfaction," and "Organizational productivity."

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational_justice	300	3.00	5.00	4.2925	.43886
Job_security	300	3.60	5.00	4.4778	.35811
Job_satisfaction	300	3.25	5.00	4.4453	.47323
Organizational_productivity	300	3.25	5.00	4.4993	.47121
Valid N (listwise)	300				

The table presents descriptive statistics for four variables: Organizational Justice, Job Security, Job Satisfaction, and Organizational Productivity. These statistics are computed from a sample of 300 observations. The table provides a snapshot of the central tendency, variability, and range of the values for each of the four variables in the sample. It gives you an idea of how the data is distributed and what the typical values are for these variables.

Correlation Analysis

The correlation table displays the Pearson correlation coefficients between four variables: "organizational justice," "job security," "job satisfaction" "and" organizational productivity". The correlation coefficient measures the strength and direction of the linear relationship between two variables. A correlation coefficient close to 1 indicates a strong positive linear relationship, close to -1 indicates a strong negative linear relationship, and close to 0 indicates a weak or no linear relationship.

Correlations

	OJ	JSEC	JSAT	OP
Organizational_justice	1			
Job_security	.692**	1		
Job_satisfaction	.642**	.701**	1	
Organizational_productivity	.835**	.798**	.685**	1

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficients suggest significant positive relationships between the variables of organizational justice, job security, job satisfaction, and organizational productivity. These findings imply that individuals who perceive higher levels of organizational justice, job security,

and job satisfaction tend to also perceive higher levels of organizational productivity

4.5 Regression Analysis

The regression table provides information on the performance and goodness-of-fit of a multiple regression model. The model aims to predict "Organizational productivity" (the dependent variable) based on 3 predictor variables:

"Organizational_justice," "Job_security," and "Job_satisfaction." Let's interpret the values in the table below.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F	df1	df2	
1	.891 ^a	.794	.783	.30953	.794	70.589	3	55	.000

a. Predictors: (Constant), Job_satisfaction, Organizational_justice, Job_security

The "Model Summary" section indicates that the regression model (Model 1), which includes predictor variables of Job_satisfaction, Organizational_justice, and Job_security, demonstrates a strong linear relationship (R = approximately 0.891) and explains a substantial portion of the variance in the dependent variable, with an R Square of about 0.794, implying that approximately 79.4% of the variability in the dependent variable can be accounted for by these predictors. The Adjusted R Square of

approximately 0.783 suggests that this relationship is robust while considering the complexity of the model. Additionally, the addition of the predictor variables significantly improved the model's fit, as evidenced by a low p-value of 0.000 associated with the F Change statistic, indicating their collective importance in explaining the variability in the dependent variable. The standard error of the estimate (approximately 0.30953) gives an indication of the accuracy of the model's predictions.

ANOVA ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.290	3	6.763	70.589	.000 ^b
	Residual	5.270	55	.096		
	Total	25.559	58			

a. Dependent Variable: Organizational productivity

b. Predictors: (Constant), Job satisfaction, Organizational justice, Job security

The ANOVA (Analysis of Variance) table presents crucial insights into the performance and significance of the regression model, which incorporates predictor variables including Job_satisfaction, Organizational_justice, and Job_security, in explaining the variation observed in the dependent variable, Organizational_productivity. The table showcases that the model is highly significant, as indicated by an extremely low p-value ($p < 0.001$), suggesting that the predictor variables collectively play a substantial role in contributing to the variability in Organizational_productivity. The F-statistic of 70.589 underscores the model's significance, implying that the inclusion of these predictor variables significantly enhances the model's fit

when compared to a null model. This means that the predictors collectively capture patterns that explain a significant portion of the variance observed in the dependent variable.

The magnitudes of the sum of squares for regression (20.290) and the sum of squares for residuals (5.270) further emphasize the impact of the predictors. The substantial sum of squares for regression relative to that of residuals highlights the effectiveness of the predictor variables in explaining the variability in Organizational productivity.

In summary, the ANOVA table provides a comprehensive assessment of the model's significance and the collective contribution of the predictor variables, showcasing their effectiveness

in explaining the observed variation in Organizational productivity and reinforcing the

overall fit and explanatory power of the regression model.

Coefficients
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.714	.524		-5.174	.000
	Organizational_justice	.778	.134	.515	5.788	.000
	Job_security	.706	.178	.380	3.965	.000
	Job_satisfaction	.107	.110	.088	.973	.335

a. Dependent Variable: Organizational productivity

The "Coefficients" table provides crucial insights into the relationships between the predictor variables (Organizational justice, Job security, and Job satisfaction) and the dependent variable (Organizational productivity) within the context of the regression model.

Regarding the standardized coefficients (Betas), which allow for a direct comparison of the magnitude of impact across predictor variables, it's evident that both Organizational_justice and Job_security play significant positive roles. Specifically, for every one-unit increase in Organizational_justice, the predicted value of Organizational_productivity increases by approximately 0.515 units. Similarly, for every one-unit increase in Job_security, there is an estimated increase of about 0.380 units in Organizational_productivity. These standardized coefficients offer a standardized measurement of how much each predictor affects the dependent variable, allowing for meaningful comparisons between their impacts.

However, the coefficient for Job_satisfaction, despite being positive (approximately 0.107), is associated with a relatively high p-value (0.335), indicating that it lacks statistical significance in predicting variations in Organizational_productivity within the context of this particular model. This suggests that, in this model, Job_satisfaction might not be a strong predictor of changes in Organizational_productivity when the other variables are considered.

The constant term (-2.714) in the "Constant" row provides the baseline value of

Organizational productivity when all predictor variables are at zero. It serves as a reference point for understanding the predicted Organizational productivity in the absence of any influence from the predictor variables.

In summary, the coefficients table illuminates the varying impacts of the predictor variables on Organizational productivity within the confines of the model. While Organizational_justice and Job_security exhibit notable positive effects, Job_satisfaction does not demonstrate statistical significance as a predictor of Organizational productivity in this particular model, and the constant term sets the initial benchmark for Organizational productivity under the absence of predictor influences.

Discussion and conclusion

Discussion

The results highlight the intricate interplay between organizational factors and productivity. The strong correlation between Organizational Justice, Job Security, and Organizational Productivity suggests that perceptions of fairness and security significantly impact how employees perceive the overall effectiveness of the organization. The observed positive relationship aligns with psychological theories emphasizing that when employees believe they are treated fairly and feel secure in their roles, they are more likely to invest greater effort and commitment, ultimately leading to increased productivity.

The implications of our research findings are a prism through which we discern the broader implications in the realm of organizational

psychology and management. A symphony of relationships between organizational justice, job security, and organizational productivity resounds, offering a mosaic of potential transformation in the workplace landscape. Within the tapestry of our findings, the resonating role of organizational justice emerges as a crescendo. The robust positive correlation uncovered between organizational justice and organizational productivity harmonizes with established theoretical frameworks. It underscores the profound impact of a culture of fairness, fostering a sense of inclusion and commitment that invariably propels productivity to new echelons. The resonant chord struck between job security and organizational productivity reverberates as a defining note in our findings. It substantiates the premise that job security transcends the realm of employment to become an intimate psychological contract. Nurturing this contract can engender a profound well-being that transmutes into unwavering commitment and, in turn, catalyzes enhanced productivity. The subtle nexus between job satisfaction and organizational productivity, while not attaining statistical significance, beckons reflection. The multidimensional tapestry of job satisfaction might require a more nuanced exploration, one that extends beyond the boundaries of our current framework.

Limitations and future directions

Acknowledging the finite scope of our endeavor, it is prudent to traverse the terrain of its limitations. The dimensions of sample size, the cross-sectional nature of data, and reliance on self-reported measures warrant scrutiny. These constraints while tempering the generalizability of our findings illuminate pathways for future explorations. On the horizon, the torch of inquiry passes to future researchers. The trajectory of exploration could encompass the subtleties of job satisfaction or unveil the moderating influences of diverse organizational milieus. The canvas of longitudinal studies might unfurl the tapestry of how these relationships evolve over time.

Practical Implications for Organizations

Translating findings into practical wisdom, we extend an invitation to organizations aspiring to enrich their productivity paradigm. By fostering an ecosystem of justice and cultivating job security, organizations might ignite a firestorm of commitment that fuels amplified productivity a narrative that promises to reinvigorate the very essence of workplaces.

Conclusion:

The analysis conducted on the relationship between Organizational Justice, Job Security, Job Satisfaction, and Organizational Productivity yields significant insights into the dynamics within the studied organization. The study reveals that Organizational Justice and Job Security have robust positive correlations with Organizational Productivity, indicating that employees who perceive higher levels of fairness within the organization and experience greater job security tend to perceive the organization as more productive. These findings underline the importance of fostering a just and secure work environment to enhance overall productivity. While Organizational Justice and Job Security emerged as substantial predictors of Organizational Productivity, the relationship between Job Satisfaction and Organizational Productivity, although positive, did not exhibit statistical significance within the current model. This suggests that while employees' satisfaction with their roles plays a role in productivity, other factors might be influencing this relationship or the impact might manifest differently over time or in different organizational contexts.

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