

A correlation of perceived organisational justice, job satisfaction and task performance among public service employees in Zambia

Yvonne Mwansa^{1*}, Victor Chikampa² and Ancietos Mwansa¹

¹Mulungushi University, School of Social Sciences, Department of Political and Administrative Studies, P.O. Box 80415, Kabwe, Zambia. Email; mwansayvonne95@gmail.com

²Mulungushi University, School of Social Sciences, Department of Social Development Studies, P.O. Box 80415, Kabwe, Zambia. Email; victorchikampa@gmail.com

¹Mulungushi University, School of Social Sciences, Department of Political and Administrative Studies, P.O. Box 80415, Kabwe, Zambia. Email; mwansaancietos@gmail.com

*Correspondence: Yvonne Mwansa, Email; mwansayvonne95@gmail.com

ABSTRACT

Background: Employee task performance plays a critical role in determining the financial performance of the organisation hence the importance of determining its antecedents in the Zambian context and how these determinants normologically relate. This study on the relationship between organisational justice, job satisfaction and employee task performance was motivated by the fact that little attention has been directed at examining the three variables in Zambia

Methods: A correlational research design was used correlating organisational justice and job satisfaction on task performance. The factor structures underlying the three dimensions were investigated via factor analysis, while item analysis was performed to determine reliability. Pearson product moment was used to analyse how the three variables correlates. Multiple regression was further used to determine variance and empirical relationship between the variables

Results: High levels of reliability were found among the three scales. Uni-dimensionality of the subscales was demonstrated through exploratory factor analyses. Correlational matrix results revealed that they were strong positive correlations between organisational justice, job satisfaction and employee task performance.

Conclusion: Academically the study makes a significant contribution to human resource management literature. The results of this study have provided empirical support to the proposition that organisational justice and job satisfaction are predictors of employee task performance in Zambia. By implication human resource practitioners ought to pay attention to organisational justice and job satisfaction when trying to enhance task performance.

Key word: Organisational justice, Job Satisfaction, Task Performance

INTRODUCTION

In this competitive global market employee job performance is key to organizational success (Chikampa, 2013). Employees possess valuable work related knowledge, skills and abilities that cannot be imitated

by competitors (Bolino & Turnley, 2003). Through these enhanced employee competencies, organisations are able to produce and offer quality goods and services to the public at a fee and being in the position to meet the objective of making profits as well as social responsibility

targets (Chikampa, 2013). The Zambia civil service is charged with the responsibility of offering qualitatively public goods and services for the benefit of the public (Mukwena, 2020). However public service delivery in Zambia is compromised due to inefficiency and ineffectiveness of the civil service (Banda & Chibomba, 2020; Malisase, 2020; Mate, 2006; Mulikita, 2002;). Through the public service reform program, the Zambian government has initiated efforts aimed at improving quality, efficiency and cost effectiveness of public services to the people of Zambia (Litula, 2001). Since government has adopted the new strategic management approach based on private company models, as opposed to public models, improved employee job performance in Zambian public entities is of paramount importance.

The term employee job performance refers to both competencies and outcomes (Binning & Barrett, 1989). Competencies are a set of behaviours that are instrumental in the delivery of desired results while outcomes refers to objectives for which the job exists (Theron, 2012). Prescribed in role job behaviours are referred to as task performance while extra role behaviours as contextual performance (Chikampa, 2013). Contextual performance refers to behaviours that do not necessarily support the organisations technical core as much as they support the organisations climate and culture (Hattrup, O'Connell & Wingate (1998). Counterproductive behaviours is the third type of employee performance and refers to negative behaviours that violates significant organization norms and are a threat to the wellbeing of the organization (Lievens, Conway & De Corte, 2008; Rotundo & Sackett, 2002).

This study focused on task performance because it is work specific. The term task performance refers to the core technical behaviours as prescribed in the job description (Myburgh, 2013). Task performance is very important in any organization because it relates to producing job specific goods and services, and requires employees to acquire and demonstrate core skills and competencies (Chikampa, 2013). If task performance is an important element in an organisation, there is therefore, a need of understanding

its antecedents and how these determinants are nomologically related.

Task performance is complexly determined by a comprehensive nomological net of latent variables characterising the employee and the work context such as job satisfaction (Crede, Cherynshenko, Stark, Dalal & Bashshur, 2007; Judge, Thoresen, Bono & Patton, 2001) and perceived justice (Mohyeldin & Suliman, 2006).

Job satisfaction is seen as the multidimensional psychological response to one's job that has evaluative (cognitive), emotional (affective and behavioural components associated with individual in role performance (Hulin & Judge as cited in Crede et al., 2007). Facets of job satisfaction includes satisfaction with co-worker relation, supervisors, pay, promotion opportunities and the actual job (Oehley, 2007).

According to Eagly and Chaikan as cited in Judge et al., (2001), employees who evaluate an attitude object favourably tend to engage in behaviours that foster or support it. In this case job satisfaction influences task performance in that the attitudes of satisfied employees towards their job is related to behaviours on the job of which performance on the job is central (Chikampa, 2013). In Keaveney and Nelson (1993) a statistically significant ($\beta=.12$; $p < 0.05$) path coefficient between job satisfaction and job performance was found.

Organisational justice is described as employee's evaluation about the ethical and moral standing of management conduct (Cropanzano, Bowen & Gilliland, 2007). Employees value fairness because it provides things they like, allows them to predict and control the outcomes they are likely to receive (Cropanzano et al., 2007). Employee's perceptions of fairness in all organisational processes and practices are assumed to influence their behaviour and work outcomes (Mohyeldin & Suliman, 2006). When a culture of justice is not articulated within a workplace, it may result in negative attitudes, dissatisfaction with organisational outcomes and lowered work performance because they feel exploited and that the organisation does not care about their well-being (Mohyeldin & Suliman, 2006).

Perceived fairness results in employees feeling appropriately treated thereby resulting into job satisfaction (Cropanzano et al., 2007). Masterson (2000) found that organisational justice was significantly related to job satisfaction. Additionally workplace justice predicts the effectiveness with which workers discharge their job duties (Moyyeldin & Suliman, 2006). In Tran (2020) a statistically significant relationship between organisational justice and employee performance was found. A conceptual model depicting the relationships between the three variables is depicted in figure 1.

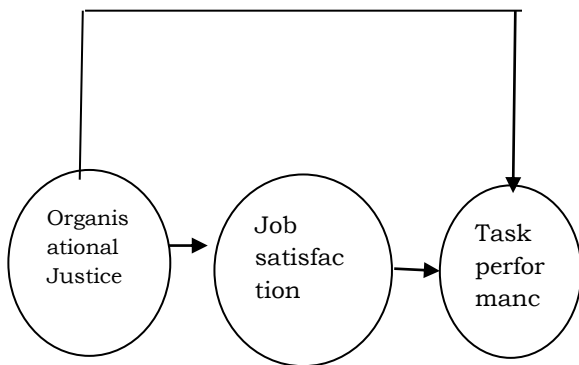


FIGURE 1: The conceptual model representing the relationships between organisational justice, job satisfaction and task performance.

Objective

The general objective was to examine the relationship between organisational justice, job satisfaction and task performance. From this general research objective, more specific operational research objectives were derived for this study.

1. To evaluate the influence of organisational justice on job satisfaction.
2. To evaluate the influence of organisational justice on task performance.
3. To evaluate the influence of job satisfaction on task performance

Hypotheses

In order to test the validity of the proposed relationships in the conceptual model, the following can be postulated:

Hypothesis 1: A statistically significant bivariate correlation exists between organisational justice and job satisfaction

Hypothesis 2: A statistically significant bivariate correlation exists between organisational justice and task performance.

Hypothesis 3. A statistically significant bivariate correlation exists between job satisfaction and task performance .

DATA AND METHODOLOGY

Study Design

A correlational research design was used correlating organisational justice and job satisfaction on task performance.

Study population

A non-probability sampling method specifically convenient sampling was used. The sample (N=86) in this study comprised of conveniently selected public service employees from a parastatal organisation. 51.2 % (44) of the participants were males while 47.7% (41) of these were females. In terms of the level of education majority of the respondents 68.6% (59) had bachelor's degrees followed by diploma holders 22.1 %(19). 5.8% (5) of the participants were master's holders while 3.5% (3) had certificates.

Data Collection Procedure

Permission was sought from the participating organisation. 200 questionnaires were distributed to identified participants with only 87 completed and returned.

Data was collected using three instruments namely the moorman and Niehoff organisational justice scale, Minnesota satisfaction questionnaire and the Befort and Hatstrup employee performance scale.

Oranisational justice

Organisational justice was measured using the Moorman and Niehoff (1993) organisational justice scale with a cronbach alpha of .91(Gurbuz & Mert, 2009). The

scale measures three organisational justice dimensions namely procedural, distributive and interaction justice using 24 items

Job satisfaction

Job satisfaction was measured using the Minnesota satisfaction scale. The scale has a Cronbach's alpha coefficient (α) of .87 (Meyer & Allen, 1990), and between .87- .89 in the studies in Merritt (2012). According to Nunnally (1978) a Cronbach (α) greater than 0.70 is generally considered reliable. The instrument measure job satisfaction using 20 items on a five point likert scale and measures five dimensions which can further be categorised into two.

Employee Task Performance

Employee task performance was measured using four task performance items adapted from Befort and Hatstrup (2003) employee performance scale. This sub scale had a reliability coefficient of .68 in Befort and Hatstrup (2003).

The combined questionnaire took no more than 20 minutes. Section 1 solicited for the participants demographic information. Section 2,3 and 4 elicited the respondents views regarding organisational justice, job satisfaction and employee's task performance on a five point likert scale anchored by 1 (strongly disagree) and 5 (strongly agree).

Data Analysis

This study aimed at evaluating the empirical relationship between organisational justice, job satisfaction and task performance. Descriptive, item and factor analysis were performed using the statistical package of the social sciences (SPSS version 25). Pearson product moment correlation was used to establish the empirical relationship between the three variables. Significance values were set at $p \leq 0.05$ with r -values larger than 0.30 (medium effect) were considered to be practically significant (Cohen 1992).

RESULTS

Missing Values

Missing values are a result of respondents unwillingness to respond to a particular item in the questionnaire (Matsimbe, 2017). For this study imputation was used as the method of addressing the problem of

missing values through PRELIS (Joreskog & Sorbom, 1996).

Reliability Analysis

The Organisational justice scale obtained an overall cronbach's alpha of .91, the Minnesota satisfaction questionnaire scale obtained .93 while the task performance scale had a reliability coefficient of .90. The reported cronbach alpha coefficients falls above the critical cut off value of .70 (Pallant, 2010). The items for the three scales had no extreme low or extreme high means (on a 5 point scale). The items displayed small standard deviations that set them apart from the typical distributions observed for the majority of the items. It can therefore be concluded that most of the items were insufficiently sensitive.

Factor analysis

Exploratory factor analysis (EFA) was used to investigate the unidimensionality assumption with regards to each of the three scales. Each of the organisational justice sub scales were found to be unidimensional. The items comprising all the three Organisational justice sub scales all reflected a single underlying factor. All factor loadings were acceptable (> 0.50) and variance explained was satisfactory ($> 40\%$). The procedural, distributive and the interaction justice sub scales obtained adequate Kaiser-Meyer-Olkin (KMO) values of .784, .882 and .810. According to Tabachnick and Fidel (2007) when the KMO approaches unity, or at achieves a value bigger than .60 the correlational matrix is deemed factor analysable. Two factors were extracted in the job satisfaction scale as theorized earlier while one factor was extracted in the task performance subscale of Befort and Hatstrup (2003) employee performance scale. Both had adequate Kaiser-meyer-Olkin(KMO) values.

Correlational Analysis

In order to assess the degree to which quantitative variables in this case organisational justice, job satisfaction and task performance are linearly related in a sample the Pearson correlation coefficient was used (Maxwell & Moores, 2007).

The relationship between organisational justice and job satisfaction

Hypothesis 1 postulated that organisational justice has a positive linear relationship with job satisfaction. Correlation matrix results (see table 1) reveals that there was a strong positive correlation between organisational justice and job satisfaction anchored by ($r = .748$; $p < 0.01$; large practical effect).

The relationship between organisational justice and Task performance

A positive strong correlation between organisational justice and task performance was established anchored by ($r = .451$; $p < 0.01$; medium practical effect).

The relationship between Job satisfaction and Task performance

An analysis of the correlation matrix as shown in table 1 reveals that there was a strong positive correlation anchored by ($r = .516$; $p < 0.01$; large practical effect) between job satisfaction and task performance.

These results suggest that hypothesis 1, 2 and 3 are supported. This means that an increase in organisational justice will trigger an increase in job satisfaction and task performance while an increase in job satisfaction will trigger an increase in task performance.

Table 1: Correlation Coefficients between Organisational justice, job satisfaction and task performance

Factor s	Organisational Justice	Job Satisfacti on	Task perf
OJ	1	.748**	.451*
JS	.748**	1	.516*
TP	.451**	.516**	1

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

OJ-organisational justice
 JS-job satisfaction
 TP-task performance

DISCUSSION

This study aimed at validating a conceptual model explicating the structural relationships between the three variables in the Zambian context by evaluating the relationship between organisational justice, job satisfaction and task performance. In order to achieve the above two objectives it was hypothesized that (1) organisational justice has a significant positive influence on job satisfaction, (2) organisational justice has a significant positive influence on task performance and (3) job satisfaction has a significant positive influence on task performance. The proposed model is plausible as shown by the results. For the first hypothesis, the relationship between organizational justice and job satisfaction is positive at correlation of 0.748. This indicates that an increase in perception of organizational justice will lead to increase in employee job satisfaction. The relationship is significant because the p-value of the relationship is less than 0.01. Thus, H1 is supported. This finding is in line with the findings of other researchers. Zaman, Ali and Ali (2010) as well as Dundar and Tabancali (2012) who found that organizational justice had a positive influence on employee's job satisfaction. For the second hypothesis, the relationship between organizational justice and task performance is positive at correlation of 0.451 and it is significant because the p-value of the relationship is less than 0.01. This indicates that an increase in perceptions of organizational justice will lead to increase in employee task performance. This finding is consistent with results from Tran (2020) whereby perceptions of organizational justice predicted employee performance.

For the third hypothesis, the relationship between job satisfaction and task performance is positive and significant. The correlation of 0.516 shows that an increase in job satisfaction will lead to increase in employee task performance.

Practical implications

From the academic and managerial perspective, there are several important implications that can be drawn from the results of this study. Research results for the postulated conceptual model have shown that the proposed model is plausible hence making a theoretical contribution by providing empirical evidence that

organisational justice and job satisfaction are predictors of employee task performance.

To enhance employee performance and worker satisfaction human resource practitioners will need to focus on creating fair work environments.

Limitations

The sample size was relatively small due to inability to collect data effectively during the corona virus-Covid-19 lock down. The data set used limited the analyses of the study and affected the results.

RECOMMENDATIONS

Future studies should consider using more predictors in addition to organizational justice and job satisfaction as well as replicating the study on a bigger sample size.

CONCLUSION

The general goal of this research was to investigate the relationship between perceptions of organizational justice and job satisfaction as well as employee task performance among public employees in Zambia. A quantitative approach has been followed and the findings show that all three hypothesized relationships were significant.

Availability of data and materials

The data used and analysed during the current study is available from the corresponding author on reasonable request.

Abbreviations

None

Appendices

None

REFERENCES

Banda, L., & Chibomba, K.(2020). Effectiveness of annual performance appraisal systems(APAS) in public services. *The International Journal of multi-Disciplinary Research*,1-19.

Beftor, N. and Hattrup, K. (2003) Valuing Task and Contextual Performance: Experience, Job Roles, and Ratings of the

Importance of Job Behaviors. *Applied HRM Research*, 8, 17-32.

Binning, J. F., & Barrett, G. V. (1989). Validity of personnel decisions: A conceptual analysis of the inferential and evidential bases. *Journal of Applied Psychology*, 74 (3), 478-494.

Bolino, M. C. & Turnley, W. H. (2003). Going the extra mile: Cultivating and managing employee citizenship behavior. *Academy of Management Executive*,17(3), 60-71.

Chikampa, V. (2013). *The development and empirical evaluation of an affirmative development coaching competency questionnaire*. Unpublished master's thesis, University of Stellenbosch.

Crede, M., Chernyshenko, O. S., Stark, S, Dalal, R. S., & Bashshur, M. (2007). Job satisfaction as mediator: An assessment of Job satisfaction's position within the nomological network. *Journal of Occupational and Organizational Psychology*, 80, 515-538.

Cropanzano,R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of Management Perspectives*,21,34-48.

Dundar, T., & Tabancali, E. (2012). The relationship between organisational justice perceptions and job satisfaction levels. *Procedia-Social and Behavioral Sciences*,46,5777-5781.

Gurbuz, S., & Mert, I. S. (2009). Validity and reliability testing of organisational justice scale: An empirical study in a public organization. *Todares Review of Public Administration*,3 (3),137-162.

Jöreskog, K. G., & Sörbom, D. (1996). *PRELIS 2: User's reference guide*. Chicago:Scientific Software International.

Judge, T. A., Thorsen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction job performance relationship: A qualitative and quantitative review.*Psychological Bulletin*, 127(3), 376-407.

Keaveney, S. M., & Nelson, J. E. (1993). Coping with organizational role stress:Intrinsic motivational orientation,

- perceived role benefits, and psychological withdrawal. *Journal of the Academy of Marketing Science*, 21, 113-124.
- Lievens, F., Conway, J. M., & De Corte, W. (2008). The relative importance of task, citizenship and counterproductive performance to job performance ratings. Do rater source and team based culture matters. *Journal of Occupational and Organizational Psychology*, 81, 11-27.
- Litula, B. (2001). An Evaluation of public service reform programme (PSRP) being implemented in Zambia's public service. Unpublished master's thesis. Copperbelt University.
- Malisase, R. (2020). Public service reforms in Zambia and the Gambia: Factors, processes, prospects and constraints. *Working paper no.1*.
- Hatrup, K., O'Connell, M. S., & Wingate, P. H. (1998). Prediction of multidimensional criteria: Distinguishing task and contextual performance. *Human Performance*, 11(4), 305-319.
- Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, 43, 738-748.
- Mate, N. (2006). *Evaluation of the performance management package (PMP) in the Zambia civil services*. Unpublished master's thesis, University of Zambia.
- Matsimbe, C. M. R. (2017). *Influence of integrity and moral intelligence on authentic leadership and organisational citizenship behaviour*. Master's thesis. Stellenbosch: University of Stellenbosch.
- Maxwell, J.P., & Moores, E. (2007). The development of a short scale measuring aggressiveness and anger in competitive athletes. *Psychology of Sport and Exercise*, 8, 179-193.
<http://dx.doi.org/10.1016/j.psychsport.2006.03.002>
- McAuliffe, E., Manafa, O., Maseko, F., Bowie, C. & White, E. (2009). Understanding job satisfaction amongst mid-level cadres in Malawi: the contribution of organizational justice. *Reproductive Health Matters*, 17(33), 80-90.
- Mohyeldin, A., & Suliman, T. (2007). Links between justice, satisfaction and performance in the workplace. *Journal of Management development*, 26(4), 294-311.
- Mukwena, R. M. (2020). Comparative Analysis of local government in Zambia between 1991-2010 and 2011 -2020. *The International Journal of Social Sciences and Humanities Invention*, 7(9), 6135-6161.
- Mulikita, N. M. (2000). Reform and the crisis in Zambia's public administration. *DPMN Buletin* 7(3), 9-12.
- Myburgh, H. M. (2013). *The development and evaluation of a generic individual nonmanagerial performance measure*. Unpublished master's thesis, University of Stellenbosch.
- Oehley, A. M. (2007). *The development and evaluation of a partial talent management competency model*. Unpublished master's thesis, University of Stellenbosch.
- Pallant, J. (2010). *SPSS survival manual: A step by step guide to data analysis using SPSS*. London: McGraw-Hill.
- Rotundo, M., & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of Applied Psychology*, 87, 66-80.
- Theron, C. (2012). *Intermediate statistics*. Unpublished class notes/personal chat (Industrial Psychology 873). University of Stellenbosch
- Tran, Q. H. (2020). The relationship between organisational justice, employee satisfaction and employee performance. A case study in Vietnam. *International Journal of Innovation Creativity and Change*, 13(7), 1182-1191.
- Zaman, G., Ali, N., & Ali, N. (). Impact of organisational justice on employees outcomes: an empirical evidence. Impact of organizational justice on employees outcomes. *Abasyn Journal of Social Sciences*, 13(1), 44-53.

Acknowledgements

The authors would like to thank all respondents for participating in this study.

Funding

Not applicable

Author's contributions

Y.M. was responsible for the collection of Data and writing of the article

V.C. was responsible for Statistical analyses, interpretation of results and writing of the article.

A.M. was responsible for writing the article

Ethical consideration

All respondents in this study consented before attempting items from the three measures. Ethical clearance was obtained from Mulungushi University ethical clearance committee.

Consent for publication

No images, individual details or videos for clients' data are part of this paper.

Competing interests

The authors declare that they have no financial or personal relationships which may have inappropriately influenced them in writing this article.

Declaration of interests

Not applicable

Submission declaration and verification

We declare that this paper has not been submitted to any journal besides this one

Use of inclusive language

Not applicable