

The Relationship Between Organizational Justice Perception and Job Satisfaction in Small and Medium Enterprises

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Abstract

Employee performance is always the direct factor that would affect the performance of a company. Hence, managing people effectively is crucial to ensure organization's success. In line with this view, the aim of this study is to investigate the relationship between organizational justice perception and job satisfaction in small and medium enterprises in Johor manufacturing sector and to identify the type of organizational justice (distributive, procedural and interactional) perception which influences the most on job satisfaction. The data were collected from a sample of 60 non-managerial employees whom are working in the manufacturing sector in SME's in Johor. Statistical Package for Social Science (SPSS) version 26.0 and Partial Least Squares (PLS-SEM) with SmartPLS version 3 was used to analyze the data collected. Findings from the study revealed that only distributive justice has a significant relationship with job satisfaction whereas procedural and interactional justice does not have a significant relationship with job satisfaction. This study also indicated that distributive justice contributes the most on job satisfaction of employees working in the manufacturing sector in SME's.

Key words: Organizational Justice, Organizational Justice Perception, Distributive Justice, Procedural Justice, Interactional Justice, Job Satisfaction

Introduction

Small and Medium-Sized enterprises (SMEs) add considerably to economic development in term of job creation, gross domestic product (GDP) and help to stabilize the national economy in emerging countries (Ale-Ebrahim et al., 2010). According to Salikin, Wahab, and Muhammad (2014), Small and Medium Enterprises (SMEs) play important roles in Malaysian economy. Manufacturing industry is one of the leading economic participants of Malaysia. This sector is considered as the leading catalyst to the world economic and contributed to the economic growth mostly in the developing countries (Islam, Hamid, & Karim, 2007). Given to the importance of SME and manufacturing sector, scholars and policy makers have attempted to develop the sector (Lee, 2004) through bilateral pacts and international treaty as ASEAN.

Nowadays, SMEs sector in Malaysia have to face a myriad of challenges in global environment. According to Chew (2005) the issues of staff retention and job satisfaction have continued to plague organization in Malaysia. Encouraging employees to remain in the organization for a long period of time can be termed as employee retention. It is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project (Das & Baruah, 2013). Hence, job satisfaction is a key driver of employee retention.

The workplace or institution should aim to recognize factors that will impact workers' productivity and job satisfaction in order to achieve organizational goals. One of the most prominent factors that may affect organizational behaviors is actually organizational justice, which according to Greenberg (1993) basically explains an individual's (or a group's) perception of justice or fairness pertaining to treatment received from an organization and the behavioral responses to such perceptions.

Justice and its administration is one of the basic and intrinsic needs of human, whose existence has always provided a proper bed to develop human societies throughout the history. Opinions concerning justice have evolved in parallel with development and progress of human society (Bidarian et al., 2012). Besides, human wants justice in the workplace, in terms of the methods used to determine the reward, the distribution of rewards that make them satisfied or committed to their work or organization. According to Fatt, Khin, & Heng (2010), the globalization trend, technology development, new business practices and technology continuously influence organizations in Malaysia. It has been an intensive challenge for companies to improve the employee's job satisfaction to gain the competitive advantage and retention of key employees in the organization.

Literature Review

Adams' Theory of Equity

The equity theory introduced by Adams (1965) focused on the fairness of outcomes, such as pay and promotion decisions, as perceived by employees. Equity theory states when individuals work for an organization they present certain inputs such as abilities, experience, effort, time, personal sacrifice, etc. So, for the mentioned inputs, employees expect their supervisors or managers for fair outcomes, such as pay, treatment, promotions, special awards, organizational recognition, honest feedback, and fair and accurate performance evaluations (Lambert, 2003). Adams (1965) expressed this as a ratio of outcomes per inputs. Equity theory suggests individuals who perceive their ratio of inputs to be lower than the outputs received will feel guilty. In contrast, workers who perceive their ratios of inputs to be higher than the outputs received will feel angry (Thorn, 2010). The distribution of reward is said to be fair, just or equitable, if this ratio is perceived to be proportional (Adams, 1965). When this ratio becomes disproportional (over rewarded or under rewarded), inequity distress would result. To reduce distress, people will try to alter their contributions, outcomes or both (Chen and Park 2005). Thus, the theory advocates that perceived inequity creates a psychological tension that motivates individuals to restore justice. The psychological tension that motivates action increases as perceived inequity increases.

Organizational Justice

In 1987, Greenberg first used the term "organizational justice" to refer to the ethical and fair treatment of employees in the workplace. The "organization" in the term refers to workplace in the society and "justice" denotes the fairness attribute in that workplace. The combination of the words literally means the function of fairness in a working environment. Looking retrospectively, Robinson (2004) cited the philosopher John Rawls who mentioned that justice is the synonym of fairness in 1971 and also highlighted that in any institution or company the very first important thing that needs to be carried out is justice and fairness towards its employees. In addition, John described details regarding rational recognition of equity principles and instructions. There were two important rules of justice according to John. The first one said that every person must have equal right to enjoy basic civil rights and freedoms and the second rule mentioned that, each individual is supposed to have the coequal rights and opportunity in the society. John found unequal distribution of resources in that time because the chances to excel available only to those who had the talent and interest. In management, observing and making justice is one of the most important duty of each manager and each human in every circumstance.

Distributive Justice

According to Saks (2006), distributive justice pertains to an employees' perception of fairness in decision outcomes and resource allocation. The outcome can be in several forms such as salary, incentive, reward, recognition, prestige, promotion, connection etc. Most employees are to perform their job better if they perceived and know that their satisfactory work will be rewarded commensurately, and the management of the company would appreciate their work with special recognition such as incentive and etc. The research on distributive justice in organizations today focuses primarily on people's perceptions of the fairness of the outcomes they receive, that is, their evaluations of the end state of the allocation process (Cropanzano & Greenberg, 1997). Distributive justice is concerned with the reality that not all people are treated in the same way; the allocation of outcome is almost differentiated in workplace. Employees may rationalize their desires to quit by finding 'evidence' that shows how unfairly rewards are distributed.

Procedural Justice

Procedural justice refers to participants' perceptions about the fairness of the rules and procedures that regulate a process (Nabatchi, et al., 2007). With distributive justice suggesting that satisfaction is a function of outcome, procedural justice suggests that satisfaction is a function of process. Among the traditional principles of procedural justice are impartiality, voice or opportunity to

be heard, and grounds for decisions (Bayles, 1990). Procedural justice perspective focuses on the fairness of the evaluation procedures applied to determine ratings. Take annual pay raise in an organization for an example. From the perspective of procedural justice, one would be concerning about how did the top management of the company determine and calculate how much of a salary increment to give to each employee after the annual employee appraisal instead of whether the employees perceived the amount of pay raise were satisfied (McNabb 2009).

Interactional Justice

Interactional justice is the third dimension of organizational justice which focuses on individuals' perceptions of the quality of interpersonal treatment received during the enactment of organizational procedures (Jawahar, 2002). This category is more about how a supervisor or an authority approaches the employees in an organization, and whether these employees are being treated with dignity and honor (McNabb 2009). An employee is interactionally just if he or she shares information appropriately and avoids cruel remarks and since interactional justice emphasizes one-on-one transactions, employees often seek it from their managers and supervisors (Cropanzano et al, 2007).

Job Satisfaction

According to Hackman and Oldham (as cited by Royal 2009), in brief, the degree of happiness of an employee has toward the job is called job satisfaction. Job satisfaction further implies enthusiasm and happiness with one's work. When analysing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee (Aziri, 2011). Many studies have related employee's satisfaction with their jobs in general particularly with fairness, and have linked organisational justice to job satisfaction. Employees tend to have a good perception of organisational justice when they are satisfied (Karim & Rehman, 2012).

Relationship Between Organizational Justice Perception and Job Satisfaction

There are many researches showing there are significant impact of Organizational justice perception on Job satisfaction. McFarlin and Sweeney (1992) indicated that distributive justice was a more powerful predictor of job satisfaction than was procedural justice. Furthermore, Masterson, Lewis, Goldman and Taylor (2000) revealed that procedural justice was a stronger predictor of job satisfaction than interactional justice, while both had significant independent effects. Also, according to the native literature; in accordance with the researches carried out in the field of organizational justice, high levels of the perception of justice boost employees' job satisfaction. In the organizations where the perception of organizational justice is at higher levels, employees' job satisfaction rates are quite high, which indicates that employees seem to be more eager to fulfill the institutional targets.

Additionally, Oh's (2013) work has found that distributive justice and procedural justice have significant contribution in career satisfaction in South Korea public sector. The researcher also reported that interpersonal justice has no noticeable relationship with career satisfaction in the same background. Moreover, with reference to Guo (2015) whose research was focus in China, different culture and social norm would appreciate different dimension of organizational justice. For instance, Kim and Leung (as cited by Guo 2015) found that countries with higher materialism such as China and Korea would evaluate distributive justice heavier in evaluating organizational justice than countries with lower materialism such as Japan and the United States. While country with lower materialism would take interpersonal justice more seriously than countries with higher materialism.

While in Malaysia context, there was research study about procedural justice in promotion decision being done by Wan et al. (2012). Wan et al. found that Malaysia had many cases on procedure adopted in promoting managerial staff was partial and unfair. Most importantly, the procedure was operating in a black box. This caused managerial staff of the company to leave the company or having lower working morale and commitment, eventually became a loss to the company itself. While it is theoretically acceptable to conclude that organizational justice will help shape worker job satisfaction and organizational commitment, empirical findings are needed to provide support for the theorized impacts of organizational justice on the attitudes of people (Walumbwa et al, 2008).

Hypothesis Development

Based on the previous studies and literature review, there are 3 hypotheses developed from the organizational justice perception and job satisfaction among employees. The hypothesis for this study are:

H1: Distributive Justice have a significant relationship with job satisfaction

H2: Procedural Justice have a significant relationship with job satisfaction

H3: Interactional Justice have a significant relationship with job satisfaction

Conceptual Framework

Figure 1 illustrates the conceptual framework for this study that presents the effect of organizational justice consisting of distributive justice, procedural justice and interactional justice on job satisfaction.

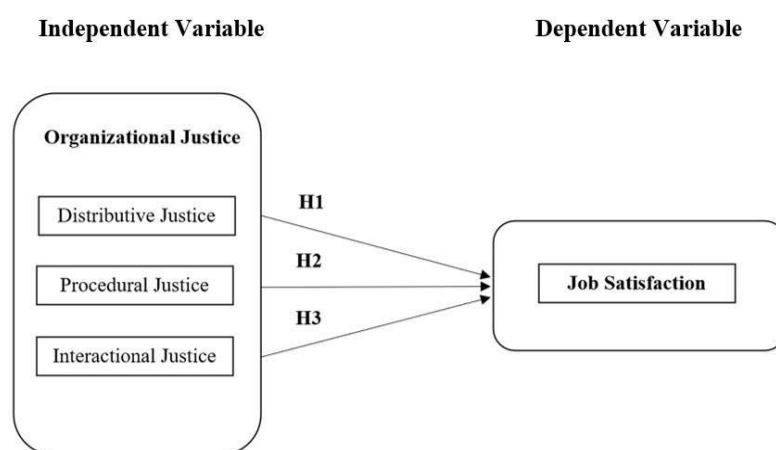


Figure 1: Conceptual Framework

Research Methodology

Research Design: A quantitative research method was used in this study involving all the related variables and to examine the relationship between distributive justice, procedural justice, interactional justice and job satisfaction. According to Aliaga and Gunderson (2002) quantitative research is defined as a method used to rationalize the phenomena through numerical data collection and analyzing using mathematical or statistical techniques. Furthermore, the study uses survey questionnaires as a research design. The design is preferred as it is convenient to measure and analyze the data obtained from the survey. In the current context, quantitative research is referring to survey research where questionnaires would be disseminated to corresponding respondents to collect feedback about the perception of fairness in the manufacturing industry of small and medium enterprises in the state of Johor, Malaysia.

Sampling Method: In this research, the data was gathered using convenience sampling method in the manufacturing sector of Small and Medium Enterprises in Johor. Convenience sampling is a technique of non-probability sampling technique which comprises of selecting random those who are relevant and easiest to obtain the sample (Saunders et al, 2016). This method is used for recruiting the participants as they are joining the studies voluntarily. The population of this study are the non-managerial employees whom are working in the manufacturing sector in SME's in Johor. The most widely used minimum sample size estimation method in PLS-SEM, in the field of IS as well as other fields, is the "10-times rule" method (Hair et al., 2011; Peng & Lai, 2012). Among the variations of this method, the most commonly seen is based on the rule that the sample size should be greater than 10 times the maximum number of inner or outer model links pointing at any latent variable in the model (Goodhue et al., 2012). As for this study, the model has 3 arrows pointing to the dependent variable, hence the minimum sample size for this study will be 30 (10 x 3 variables = 30). Therefore, a total of 90 respondents are estimated as the sample size of this study.

Research instrument: The research instrument (refer Appendix) of this study used the questionnaire that has been developed and used in the previous studies. The questionnaire consists of 3 sections namely part A regarding the personal details of the respondents, part B measures three components of organizational justice that includes distributive justice, procedural justice, interactional justice and part C is on job satisfaction. The questionnaire design applied Likert scale as a measurement tool. The interval scale is at 3 which indicates neutral, while if the score is between 1 to 2, it specifies low for the statement in the questionnaire. If the score is in the range of 4 to 5, it indicates high for the particular statement in the questionnaires.

Table 1: Classifications of the research questions and where it has been adapted

Questions	Variables	Adapted from
Q6-Q10	Distributive Justice	Niehoff and Moorman (1993)
Q11-Q15	Procedural Justice	Niehoff and Moorman (1993)
Q16-Q20	Interactional Justice	Niehoff and Moorman (1993)
Q21-Q25	Job Satisfaction	Ibrahim et al. (2014)

Data Analysis and Findings

The data analysis is generated by using the two types of analysis software which are Statistical Package for Social Science (SPSS) version 26.0 and Partial Least Squares (PLS-SEM) with SmartPLS version 3.

Demographic Profile of Respondents

The results of the overall demographic profile of respondents which have been collected from the answered questionnaires are shown in Table 2 which compromises of gender, marital status, age group, highest level of education and the working experience in the company. A total of 90 questionnaires were distributed, however only 60 completed questionnaires received were being valid for analysis with a total valid response rate of 66.6%. Therefore, the sample size for testing the hypotheses was 60.

Table 2: Demographic Profile of Respondents (N=60)

Demographic Variables	Categories	Frequency	Percentages
Gender	Male	36	60.0%
	Female	24	40.0%
Marital Status	Single	36	60.0%
	Married	24	40.0%
Age Group	30 and below	32	53.3%
	30 to 40	11	18.3%
	41 to 50	10	16.7%
	51 to 55	2	3.3%
	56 and above	5	8.3%
Highest Level of Education	SPM level and below	14	23.3%
	Diploma or equivalent	25	41.7%
	Bachelor's Degree	19	31.7%
	Master's Degree and above	2	3.3%
Working Experience in the company	Below 3 years	28	46.7%
	3 to 5 years	12	20.0%
	5 to 9 years	8	13.3%
	More than 9 years	12	20.0%

Normality tests are important to determine whether a data set is well-modeled by a normal distribution. The normality results should be between -2 to +2 which is considered as a normal result for the data (George & Mallery, 2010). Based on the result on Table 3, all the variables were considered as normally distributed because the skewness and kurtosis are range within -2 and +2.

Table 3: Normality Test Output

Variables	Skewness	Kurtosis
Distributive Justice	- 0.458	-0.414
Procedural Justice	- 0.209	-0.755
Interactional Justice	- 0.423	-0.508
Job Satisfaction	- 0.677	1.285

Reliability Test

Cronbach's Alpha is used to study the reliability analysis. According to Nunnally (1978), the closer the Cronbach's Alpha to 1.0 means the higher the internal consistency reliability. Besides from this, composite reliability (CR) has been used to test the reliability of this research. For composite reliability, it indicates whether the construct indicators are consistent with the latent construct (Hair et al., 2010). The value of each item should be at least 0.6 or above in order to obtain a relevant composite reliability findings (Awang, 2012). According to the table 4 , the Cronbach's alpha value of distributive justice was 0.918, procedural justice was 0.882, interactional justice was 0.928, and job satisfaction was 0.901. Besides, the composite reliability for distributive justice was 0.940, procedural justice was 0.915, interactional justice was 0.945 and job satisfaction was 0.927. Therefore, the result indicated that all the variables were highly reliable and acceptable in this study.

Table 4: Cronbach's Alpha Reliability Test

Variables	Number of Items	Cronbach's Alpha	Composite Reliability
Distributive Justice	5	0.918	0.940
Procedural Justice	5	0.882	0.915
Interactional Justice	5	0.928	0.945
Job Satisfaction	5	0.901	0.927

Convergent Validity

Based on Table 5, the results of the indicator which is the average variance extracted (AVE) is presented to examine the accuracy of convergent validity. From the results, AVE for distributive justice is 0.758, procedural justice is 0.683, interactional justice is 0.775 and job satisfaction is 0.718. It shows that all the AVEs of the constructs are between 0.683 to 0.775 which represents the acceptable value as the value of variance for AVE must be higher than 0.5 to ensure the result of construct validity is valid to be used (Awang, 2012). The range of each item loading results for distributive justice is between 0.751 to 0.915, procedural justice is between 0.772 to 0.888, interactional justice is between 0.852 to 0.929 as well as job satisfaction is between 0.787 to 0.895. As a result, each item loading will be considered as a positive relationship when the results are greater than 0.5 (Hair, Black, Babin, & Anderson, 2010).

Table 5: Results for Measurement Model for Convergent Validity

Construct	Items	Loadings	AVE	CR
Distributive Justice	DISJ1	0.751	0.758	0.940
	DISJ2	0.910		
	DISJ3	0.859		
	DISJ4	0.907		
	DISJ5	0.915		
Procedural Justice	PROJ1	0.817	0.683	0.915
	PROJ2	0.888		
	PROJ3	0.781		
	PROJ4	0.772		
	PROJ5	0.867		
Interactional Justice	INTJ1	0.929	0.775	0.945
	INTJ2	0.888		
	INTJ3	0.877		
	INTJ4	0.852		
	INTJ5	0.854		
Job Satisfaction	JSAT1	0.838	0.718	0.927
	JSAT2	0.787		
	JSAT3	0.895		
	JSAT4	0.831		
	JSAT5	0.883		

Discriminant Validity

Table 6 reveals the Fornell-Larcker Criterion for discriminant validity of each constructs. Based on the table, it shows that the variance for each construct is slightly higher when it shared between other constructs. Therefore, it means that the results of the Fornell-Larcker Criterion to analyze the discriminant validity is acceptable due to each items value must be slightly higher than its construct which indicates that the variance shared among its construct must be greater than when it shared between other constructs (Compeau, Higgins, & Huff, 1999).

Table 6: Discriminant Validity – Fornell-Larcker Criterion

Construct	Distributive Justice	Interactional Justice	Job Satisfaction	Procedural Justice
Distributive Justice	0.871			
Interactional Justice	0.501	0.880		
Job Satisfaction	0.610	0.544	0.848	
Procedural Justice	0.642	0.780	0.588	0.826

Path Coefficient and Hypotheses Testing

Based on Figure 2 and Table 7, the R Square value is 0.456 suggesting that 45.6% of the variance in the job satisfaction could be explained by the three dimensions of the factors, namely, distributive justice, procedural justice and interactional justice. From the results tabulated, distributive justice ($t > 1.645$, $p < 0.05$) have positive impact to job satisfaction. In contrast, procedural justice ($t < 1.645$, $p > 0.05$) and interactional justice ($t < 1.645$, $p > 0.05$) shows that these two dimensions have no positive relationship towards job satisfaction. Therefore, only H1 in this research is supported whereas, H2 and H3 are not supported.

The result also demonstrated more than half of the R Square value is retrieved from distributive justice alone. Hence, the result demonstrated distributive justice was the only component that had the most significant impact on the job satisfaction of employees working in the small and medium enterprises in Johor manufacturing sector compared to other components, namely, procedural justice and interactional justice.

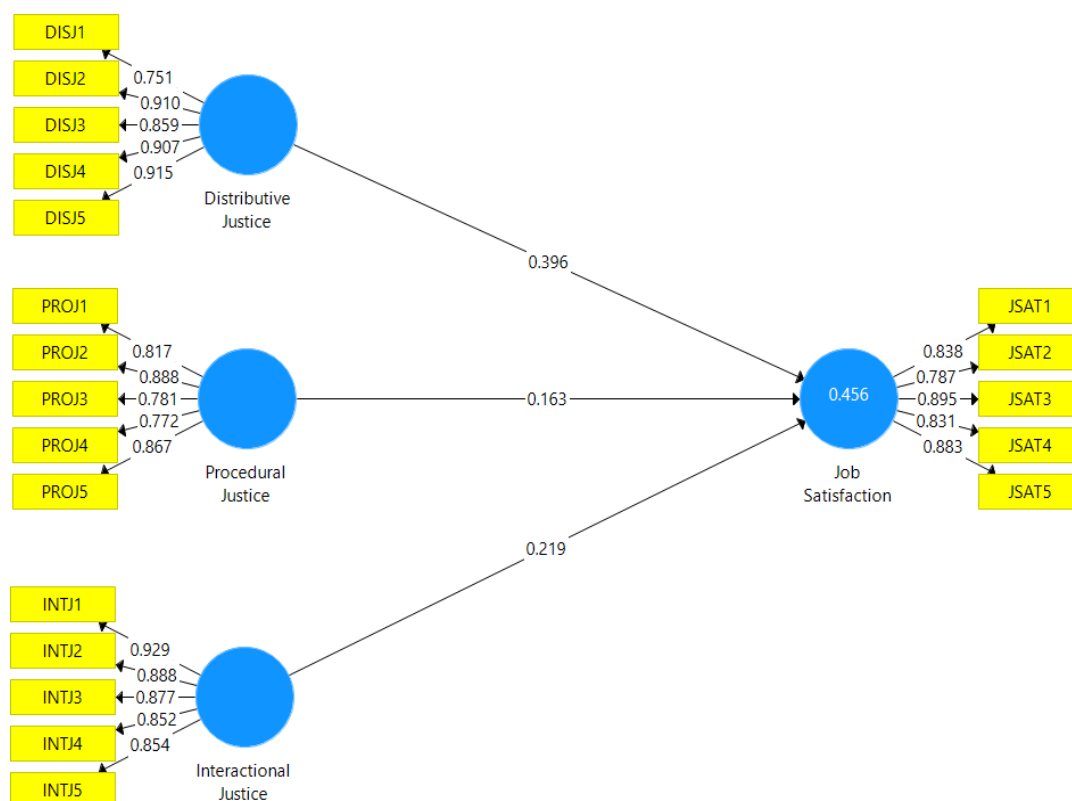


Figure 2: Structural Framework

Table 7: Path Coefficient and Hypothesis Testing

Hypotheses	Relationship	Std. Beta	T-value	P-value	Decision	R Square
H1	Distributive Justice -> Job Satisfaction	0.396	2.508	0.006	Supported	
H2	Procedural Justice -> Job Satisfaction	0.163	0.803	0.211	Not Supported	0.456
H3	Interactional Justice -> Job Satisfaction	0.219	1.237	0.108	Not Supported	

Discussion

The Relationship between Organizational Justice Perception and Job Satisfaction

The findings revealed that distributive justice has a significant positive relationship on job satisfaction which the Beta value of $\beta = 0.396$, $p < 0.05$, $t > 1.645$ are showed. Ajala (2017) findings state that there is significant correlation between distributive justice and job satisfaction implying employees' belief that fairness in distribution will lead to greater individual outcomes since fair distribution means favorable distribution. Most employees are to perform their job better if they perceived and know that their satisfactory work will be rewarded commensurately, and the management of the company would appreciate their work with special recognition such as incentive and etc. This result is consistent with the research by DeConinck and Stilwell (2004) and indicates that, the greater the perception that the rewards received are fair, the greater the satisfaction with these rewards. On the basis of the findings from previous studies, it can be argued that employees in the small and medium enterprises in Johor manufacturing sector are concern over equal distribution of resources such as pay, rewards, promotion etc. This finding supports the Adams' theory of equity asserting that the perceptions of an unfair distribution of work rewards can create tension in an individual and this individual can be motivated to resolve the tension (Adams, 1965).

The results showed that there is no significant relationship between procedural justice and job satisfaction which the Beta value of $\beta = 0.163$, $p > 0.05$, $t < 1.645$ are showed. Akram et al., (2015) findings state that the employees do not have voice empower in decision making, decisions are made at upper level and move downward as an orders. A possible explanation for this inconsistency could be the influence of culture. Hofstede (1980) identifies Malaysia as one of the countries with the highest level of power distance. Individuals from cultures with high power distance such as Malaysia (Hofstede, 1984; Lalwani and Forcum, 2016) usually accept the inequality of power, perceive differences between superiors and subordinates, are reluctant to disagree with superiors and believe that superiors are entitled to privileges (Hofstede and Bond, 1988). This implies that lower ranked employees do not expect equality in treatment with the higher level supervisors, and that lower ranked employees may easily accept the decisions of their leaders, without question. Hence, this might possibly be a factor on why this research findings show no support for hypothesis 2, that procedural justice has a significant relationship with job satisfaction because the process and procedure of the allocation are not important for the employees in the small and medium enterprises in Johor manufacturing sector.

The most intriguing findings of this study is that there is no significant relationship between interactional justice and job satisfaction which the Beta value of $\beta = 0.219$, $p > 0.05$, $t < 1.645$ are showed. The results of this study are consistent with the results of previous studies in which Lotfi & Pour (2012) did not find an association between interactional justice and job satisfaction. This may be so because the small and medium enterprises specifically in the manufacturing industry can be regarded as an environment where most employees have the autonomy in performing their job tasks without constantly relating to their superiors. There may be a lack of an interpersonal relationship between the employees and with their superiors. Thus, employees in this study may not have a close interaction with the superiors since they perform more operational tasks which requires less supervision. For this reason, they do not see the need for that fairness in the superior-employee relationship to predict their satisfaction. Hence, this is what might be accounting for interactional justice's non-significance in predicting job satisfaction.

Justification on Dimension that Contributes the Most on Job Satisfaction

The results demonstrated that more than half of the R Square value is retrieved from distributive justice alone and it means that distributive justice has a significant impact on the job satisfaction among employees working in the small and medium enterprises in Johor manufacturing sector. Hence in this study, distributive justice has the highest influence on job satisfaction. According to Colquitt et al., (2001) distributive justice is an important source of motivation because employees work harder when they believe they are fairly rewarded for their performance. Past researchers found that employees desired to quit by looking for evidence proving the rewards are unfairly distributed (Dailey & Kirk, 1992).

Distributive justice is considered important because unfair distribution of outcome can cause dire consequences such as disputes, distrust, disrespect and other social problems between employees and the manager (Suliman, 2007). High loyalty could be seen on the employees if they could not acquire the same benefits in another organization (Lee et.al, 2007). Akram et al., (2015) argued if employees find the level of existence of distributive justice in the organization then employee feels more satisfied in term of pay, rewards etc. Likewise the researchers' result proved that employees were more satisfied when they perceived their outcomes and rewards to be rational as compared to those employees who consider their reward and outcomes as unfair. Therefore, all employees should be treated with equality and equity by satisfying their needs so that the employees will put more effort on working and it will help organization achieve its goal.

Managerial Implication

This study recommend that management of small and medium enterprises in Johor manufacturing sector should focus on the improvement of organizational justice and make more emphasis on distributive justice to be present in their organizations because human relations are one of the most important factor that lies behind in the success of any organization. The management should pay more attention to distributive factors in terms of the benefits received by employees as it must be able to reflect the effort given by employees in their work. In other words, the management should compensate their employees accordingly.

Most importantly, managers should strictly abide by the provisions of equity theory because it emphasizes the relevance of a compensation system that is perceived as fair by the workers. In addition to these, it is necessary for the management to get exposure on up-to-date compensation system courses to increase their understanding about the rule for allocating the type, level and/or amount of pay in their organization. This will decrease their misconceptions and misjudgments about the systems, therefore lead to their supports in the organizational functions (Ismail et al., 2009).

For complementary results, the enforcement of a proper performance related reward system with proper evaluation measures must be put in place (Hamukwaya et al., 2014). Distributive justice or perception of fairness of distribution of outcomes affects employee satisfaction with the performance appraisal ratings and satisfaction with the supervisor who facilitate the appraisal process (Sudin, 2011). Thus, a fair performance appraisal system that demonstrates fairness through every aspect of its operation should be adopted. If the management seriously considers and positively adopts these suggestions, this may strongly invoke employees' feelings of acceptance and appreciations about their perception of fairness in the workplace.

Limitation of study

Although the research has served its objectives, there are still some unavoidable limitations. The first limitation is bounded by geographical restrictions in which the data obtained from the questionnaire in this research has been distributed to manufacturing companies of small and medium enterprises in Johor. The study is focusing on one state and one particular industry which limits the generalizability of the study results. Thus, the results may not represent the overall manufacturing companies of small and medium enterprises in Malaysia.

Besides that, the sample size is also considered small which might not represent a whole group of employees working in the small and medium enterprises in Johor manufacturing sector. The respondents for this research were taken into serious consideration as they are non-managerial employees working in the small and medium enterprises in Johor manufacturing sector. Therefore, it was a big challenge to gather the data needed as there were low response rate in data collection, showing disparity in the questionnaire distributed and received. The 90 questionnaires were passed to manufacturing sector of SME's in Johor, however, the amount of valid response rate perceived was 66.6%. This is due to busy and hectic schedule of the employees, resulting in them having no time to complete the question.

Recommendations for Further Research

As this study was done in only one state in Malaysia, future study is recommended to expand the geographical coverage to whole Malaysia so that the acceptability of the model can be tested. The possibility of a different result will be obtained if other researchers replicate this research. Therefore, the results of this study need to be examined at other sectors such as healthcare, education, banking and etc so that more significant result will be able to obtain due to the comparison between different sectors tend to be analyzed. Next, demographic should be accounted for the organizational justice to job satisfaction model in the future study. Other than that, there is very little researcher that focus on the other two dimensions of justice which are temporal justice and spatial justice. For further research, more empirical research focused on temporal justice and spatial justices are needed.

Besides job satisfaction, researchers and practitioners need more empirical evidence regarding relationship between the new dimensions of justice with other outcomes such as employee turnover rate, organizational commitment, and supervisor satisfactory to have more comprehensive empirical literature for the subject. Also, it is also advisable to increase the sampling size to have more accurate research finding. On the other hand, future research should consider examining the organizational justice subject from the viewpoint of a supervisor or business owner in Malaysia. This would definitely enrich the literature and knowledge of organizational justice specifically in Malaysia context.

Conclusion

Based on the findings, the study showed that the job satisfaction of employees in small and medium enterprises in Johor manufacturing sector is significantly influenced by distributive justice. On the other hand, procedural justice and interactional justice are not resulted to have a positive impact to job satisfaction. Besides, distributive justice is the component that contributes most to the overall job satisfaction of employees. Human resource is the pivot of the survival of every organization. If employees of organizations are managed well, organizations stand the chance of reaping the good benefits that accompany it. If distributive justice has strong positive impact on job satisfaction in the small and medium enterprises in Johor manufacturing sector, then the board and management of the sector must put pragmatic measures in place to ensure a high positive employee perception of distributive justice as findings from the study suggests. This would produce a highly motivated and satisfied workforce.

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Appendix: Questionnaires

Please ask yourself: How fair do you feel your current work situation is as compared to your coworkers? Please indicate the degree of your agreement or disagreement with each statement.					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<i>Distributive Justice</i>					
6. My work schedule is fair. (refer to working time.)	1	2	3	4	5
7. I believe my level of pay is fair.	1	2	3	4	5
8. I consider my workload to be quite fair.	1	2	3	4	5
9. Overall, the rewards I receive here are quite fair.	1	2	3	4	5
10. I feel that my job responsibilities are fair.	1	2	3	4	5
<i>Procedural Justice</i>					
11. Job decisions are made by my superior in an unbiased manner.	1	2	3	4	5
12. My superior makes sure that all employee concerns are heard before job decision made.	1	2	3	4	5
13. My superior clarifies decisions and provides additional information when requested by employees.	1	2	3	4	5
14. All the job decisions taken are applied consistently across all affected employees.	1	2	3	4	5
15. Employees are allowed to challenge or appeal job decisions made by the superior or manager.	1	2	3	4	5
<i>Interactional Justice</i>					
16. My superior considers my viewpoint.	1	2	3	4	5
17. My superior provides me with timely feedback about the decision and its implications.	1	2	3	4	5
18. My superior treats me with kindness and consideration.	1	2	3	4	5
19. My superior shows concern for my rights as an employee.	1	2	3	4	5
20. My superior took steps to deal with me in truthful manner.	1	2	3	4	5
<i>Job Satisfaction</i>					
21. I am happy with my career.	1	2	3	4	5
22. I am treated well in this organization.	1	2	3	4	5
23. I can work here for a long period.	1	2	3	4	5
24. I can see my future in this company.	1	2	3	4	5
25. Overall, I am satisfied working here.	1	2	3	4	5