

Impact Of Organizational Justice On Job Satisfaction In Health Sector: Moderating Role Of Personality

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ABSTRACT

Relationship between organizational justice (OJ) i.e distributive justice (DJ) and procedural justice (PJ) and Job Satisfaction (job satisfaction) has been examined with moderating role of personality aspects (agreeableness and neuroticism). DJ scale (Neihoff & Moorman, 1993), PJ scale (Sweeny & McFarlin, 1997), job satisfaction scale (Hackman & Oldham, 1973), ten item personality inventory (Gosling, 2003) were used to measure variables of the model in this study. Data was collected from a sample of 237 healthcare givers including doctors, nurses and paramedics from two selected hospitals in Islamabad; one from public and the other from private sector. Results revealed a significant positive relationship between organizational justice and job satisfaction. Agreeableness strengthened the relationship of organizational justice with job satisfaction whereas neuroticism weakened this relationship. There is a significant difference between private and public sector hospitals. The significance and limitations and future scope of the study are discussed.

Keywords: *Distributive Justice, Procedural Justice, Agreeableness, Neuroticism, Job Satisfaction.*

INTRODUCTION

Organizations work effectively and efficiently when the work force is happy with the job and work environment (Yaghoubi, Mashinchi, Ahmad, Hadi, & Hamid, 2011; Chegini, Z., Janati, A., Asghari-Jafarabadi, M., & Khosravizadeh, O. 2019¹; Widjajani, S., Rahmawati, F., & Yulianti, E. (2021)). Lacking of employee satisfaction by the management process may root grave concerns in the health sector; satisfaction of the employees is the most significant key constituent in organizations (Kazmi, 2011). Job Satisfaction (job satisfaction) is influenced by Organizational Justice (OJ). For a successful organization, personnel's determination and endeavor is the key factor (Rad & Mosadegh, 2006).

Medical profession is greatly liked and fascinated by the Pakistani society. The health care givers are getting less satisfied by their jobs irrespective of this fascination by local

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mass (Chegini, Janati, Asghari-Jafarabadi, & Khosravizadeh, 2019; Yasir & Jan, 2022). When the doctors are dissatisfied and stressed the quality of health services greatly worsens (Sultana, Riaz, Hayat, & Sabir, 2009). Job satisfaction has a number of antecedents like cooperative management, financial incentives, job security and comfortable relation and understanding with the colleagues among doctors of America whereas other than these factors access to specialized technology and chances to grow and excel in education were found significant contributors of job satisfaction among German doctors (Janus, et. al., 2007). It is required to provide favorable environment to healthcare givers including monetary and professional incentives for improving their performance and work satisfaction (Janus et. al., 2007).

The present study is done on the health sector where varying complaints of corruption, mismanagement and ill practices is noticeable in public sector whereas private sector render comparatively better services to their customers but is more expensive (Murtza, Gill, Aslam, & Noor, 2021). Doctors are complaining poor development plans and policies regarding promotion and salary and getting more dissatisfied at work soon in recent five years the senior and young doctors are on strikes and protests (Khan, Nawaz, Aleem, & Hamed, 2012). These strikes and disruption of the health care has led to approximately 500 casualties of patients in the past year (Khan, et al., 2012). Doctors' dissatisfaction indirectly worsens the conditions of the direct customers of health; so the health care givers positive personality traits help them overcome the workplace stressors and improve their satisfaction and make them more willing and contributive in removing pain, ailments and suffering from the society (Chegini et al., 2019).

This study aims to focus on the personality traits that play a very important role in strengthening and diminishing satisfaction among doctors despite of established role of organizational justice and job satisfaction. The data of the current study is gathered from a public and private hospital of Islamabad. Due to scarcity of data there are less known elements that focus on the importance of personality traits as a significant moderator variable in relationship between organizational justice and job satisfaction in Pakistani culture. The study also aims at examining the differences between public and private sector hospitals on job satisfaction and OJ. This study will help to examine satisfaction level of doctors, nurses and paramedics. The study will tend to see personality factors that help in reducing stressors and dissatisfaction among health sector.

Colquitt, Scott, Judge and Shaw (2006) state that organizational justice is not a novel concept but in the last three decades researchers are specifically addressing and showing interest in factors underlying and preceding OJ. Research on organizational justice explains work place behavioral outcomes (Greenberg, 1990). Organizational justice explains the fair treatment at job (Ekingen, 2021; Jufrizen & Kandhita, 2021; Sunaris, Wahyoedi, & Tecoalu, 2022). It is a multidimensional construct broadly divided into two categories that is distributive justice and procedural justice (Muchinsky, 1997). Allocation of the organizational outcomes to the employees with fairness and equality implies distributive justice (Scarpello, Vida, & Jones, 1996); organizational outcomes received by the employees equally from the place where they work such as pay, rewards, benefits and compensation (Jilili & Aini, 2022; Laith, Alaa, & Abd, 2019). Distributive justice highlights the Organizational outcomes are highlighted by distributive justice whereas procedural justice focuses on the mechanism and as an organizational process of fairness and equity (Cropanzano & Greenberg, 1997; Konovsky, Folger, & Cropanzano, 1987). The work place rewards, compensation, and benefits are distributed on varying comparisons among coworkers such as need and contribution of the employee (Alsalem & Alhaiyani, 2007). Procedural justice is determined by the decision making process of an organization indicating stability in terms promotions and excellence by the

employees as work place outcomes (Hegtvedt & Markovsky, 1995). Employees' perception of fairness in distribution of rewards and keep them satisfied and motivated in such a work environment (Adams, 1963). The means of fairness and equity are look forth by procedural justice whereas the ends are focused by distributive justice. In an organization fair rules and procedures lead to the distribution of organizational resources fairly. Studies clearly show interlink of procedural justice and distributive justice; patterns of organizational procedures like, fair management at the work place, equal handling (Bies & Moag, 1986; Lind & Tyler, 1988), unbiased attitude with the employees (Tyler & Lind, 1992), and honest and credible higher authority (Tyler & Bies, 1990) significantly improve perception of employees that they are fairly treated. Research on organizational justice widely emphasizes that fair treatment from the employee perspective inclines to form positivity in attitudes, and willingness to accept decisions that are made by the authorities in the organization, and eventually leading to contentment (Bingham, 1997; Tyler & Lind, 1992).

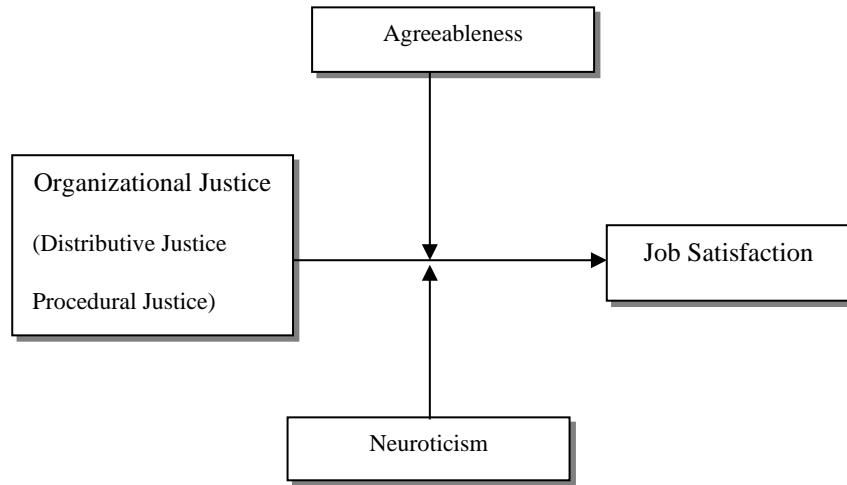
Previous literature shows supporting evidence that organizational justice leads to job satisfaction. The literature from the last four decades show extensive work done on job satisfaction as being a prime goal in improving work place productivity (Laith et al., 2019). job satisfaction is a multidimensional, multifaceted and a global construct (Lund, 2003). job satisfaction is defined as a purpose of the supposed association involving what one desires from one's work and what one comprehend it as contribution (Locke, 1969). job satisfaction is important in attracting and motivating skilled employees with no turnover intentions; it is an attitude shown by the employees to work and work place. It is the basic response of employees that can be determined by comparing the actual outcomes versus the desired outcomes (Mosadeghrad, Ferlie, & Rosenberg 2008). job satisfaction has aspects encompassing monetary incentives, rewards, work conditions, organizational procedures, management, coworkers, and promotions. The employees high at job satisfaction are more innovative at work activities and their performance is accurate than their coworkers (Sunaris et al., 2022).

Personality influences behaviors and attitudes in varying ways (Epstein & O'Brien, 1985). Personality with reference to trait theorists like Allport (1931) view that personality plays important role in forming and shaping up behavior whereas situationists are of the view that situations determine behavior (Epstein & O'Brien, 1985). Human personality is made up of five personality traits or dimensions i.e., extraversion, conscientiousness, openness to experience, neuroticism or emotional stability, and agreeableness that are independent of each other in characteristics (Jilili & Aini, 2022; Warman, Maarif, Sukamawati, Affandi, & Mangundjaya, 2022). The big five dimensions are pool of characteristics that can coexist. This study is focusing on agreeableness and neuroticism among the five personality dimensions. The study is also intended to see agreeableness and neuroticism as influencing the relationship between organizational justice and job satisfaction. Neuroticism is the negative affective processing of a person. Neurotics are anxious, get easily disturbed, distressed, depressed, annoyed, irritable, and insecure, tend to be emotional, insecure and get easily embarrassed (Barrick & Mount, 1991; Chou, 2008; Kumar et al., 2009). Agreeableness is the selection and adaptation of norms for right behavior from a number of sources. Agreeable individuals are flexible, easily adjustable, pleasant in temperament, supportive, tolerant, generous, trusting, warm hearted, and cooperative (Costa & McCrae, 1992; Kumar et al., 2009).

The association between personality characteristics and career success (Judge, Higgins, Thoresen, & Barrack, 1999), leadership (Judge, Bono, Ilies, & Gerhardt, 2002), and job satisfaction (Judge, Heller, & Mount, 2002), and different organizational outcomes have been

studied in the past researches (Sembiring, Nimran, Astuti, & Utami, 2020). It is not deniable that getting justice persistently in an organization leads to strong feelings of job satisfaction among employees (Colquitt et al., 2001). The two components of organizational justice are highly correlated and it cannot be clearly said that either procedural or DJ is cause or effect as DJ refers to equality in actual distribution of benefits and rewards in the organization whereas PJ is fair rules and procedures through which organization distributes outcomes (Hegtvedt & Markovsky, 1995) so, diversified models make clear interrelated impacts of both components of organizational justice i.e., DJ and procedural on employee satisfaction at work place. Personal outcome model tells that job satisfaction as a consequence of DJ (McFarlin & Sweeney, 1992); Group-value model asserts that job satisfaction is a consequence of PJ. Although DJ and PJ are highly related yet literature clearly differentiate both components of justice (Tyler, 1994). Organizations observe the principle of equity particularly when outcomes like ability, effort, and experience match the input that is the fair treatment by the organization (Adams, 1963).

Conceptual Framework of the Study and Hypotheses



organizational justice and job satisfaction

Perceived organizational justice is closely related to various organizational aspects like job satisfaction (Haryono, Ambarwati, & Saad, 2019; Jufrizen & Kandhita, 2021; Laith et al., 2019), trust (Lincoln & Kalleberg, 1990), organizational commitment (Kwong & Leung, 2002), and legitimacy (Lines, 2007). Job satisfaction and perception of distribution of justice about the procedures distributing justice vary from situation to situation so, researchers say that PJ is important on casting effect on distributional justice (Lind & Tyler, 1988).

Hypothesis 1: organizational justice is positively related to job satisfaction.

Personality Traits, organizational justice and job satisfaction

Researches show that there is correlation between job satisfaction and personality traits (Judge, Locke, & Durham, 1997; Locke, 1976; Smith, 1955).

Agreeableness and Neuroticism Moderating organizational justice and job satisfaction

Personality traits moderate the relationship between perceived organizational justice and organizational justice and job satisfaction. Neuroticism is emotional balance and stability, Molleman and colleagues (2004) revealed people low at neuroticism are high at decision making and whereas high neurotics are less cooperative and fail to coordinate (Altuntaş, Harmanci Seren, Alaçam, & Baykal, 2022; Ekingen, 2021). Neuroticism can potentially weaken the relationship between perceived organizational justice and job satisfaction (Aggarwal, Nobi, Mittal, & Rastogi, 2021). Agreeableness shows the individuals are more social and cooperative (Chou, 2008; Eswaran et al., 2011), friendly, helpful, flexible, straight, easy to do and talk with (Costa & McCrae, 1992; Graziano et al., 1997; Eswaran et al., 2011) so, agreeableness is proposed to be a potential moderator in the relationship between perceptual variables like perceived organizational justice and job satisfaction. (Colbert et al., 2004).

McCrae, Costa & Piedmont (1993) found that agreeable individuals are highly motivated to achieve comfort in interpersonal relationship so they find job security and satisfaction while cooperating and conforming by the colleagues and supervisors. So the literature connects agreeableness to job satisfaction and concludes that agreeableness lets one remain pleasant and satisfying in forming relationships (Organ & Lingl, 1995).

Hypothesis 2: There is a positive relationship between agreeableness and job satisfaction.

Hypothesis 3: There is a positive relationship between agreeableness and OJ.

Hypothesis 4: Agreeableness strengthens the relationship between organizational justice and job satisfaction.

Neuroticism leads to remain afraid of getting into new situations and neurotics tend to fear that they are dependent and helpless (Wiggins, 1996). They are also high on insecurity, emotionally unstable, restless, self-conscious (McCrae, Costa & Piedmont, 1993; Goldberg, 1992). It is the negative aspect of personality and as compare to other people high neurotics are prone to experience more negative events in their lives (Magnus, Diener, Fujita, & Pavot, 1993). These negative events at work place significantly contribute to low levels of satisfaction.

Hypothesis 5: Neuroticism and organizational justice are negatively related.

Hypothesis 6: There is a negative relationship between neuroticism and job satisfaction.

Hypothesis 7: Neuroticism diminishes the relationship between organizational justice and job satisfaction.

METHOD

Sample

In the current study cross sectional data is collected through purposive convenient sampling. The data was self-administered, and instructions and guidance for filling out the questionnaires were given before distributing the questionnaires. 237 respondents have been a part of this quantitative investigation. Only willing participants were given the questionnaires, and they

were given the right to discontinue at any time. Initially the questionnaires were distributed among three hundred healthcare workers including doctors, nurses, and paramedical staff. The response rate came out to be 79%. The data is collected from hospitals of Islamabad, Hospital-A, a private hospital (N=118) and Hospital-B, a public hospital (N=119). The sample characteristics and distribution are given below in table 1.

Table 1. Sample Characteristics

Categories	Total Sample (N=237)	AL-SHIFA (N=118)	PIMS (N=119)
<i>F</i>		<i>f</i>	<i>F</i>
Gender (N=234)			
Males (108)		43	65
Females (123)		70	53
Missing (3)			
Marital Status (231)			
Married		33	75
Single		78	45
Missing (6)			
Health Caregivers (237)			
Doctors		51	44
Nurses		34	45
Paramedics		32	28
Missing (0)			

Note: Hospital-A is Private sector hospital; hospital-B is public sector hospital.

Measures

Distributive Justice scale is developed by Neihoff and Moorman (1993). It has five items. The scale is rated on five point Likert scale where 1 is strongly disagree and 5 is strongly agree. The alpha reliability of the scale came out to be .90 in a previous study (Moorman et al., 1993), .76 is the alpha reliability of the current study.

Sweeny and McFarlin (1997) developed the PJ scale. The scale has 13 items that measure the perception of fair procedures in an organization. It is a five point Likert scale. The alpha reliability of a past study is .90 (Neihoff & Moorman, 1993), whereas the alpha coefficient of the current study is .73.

Job satisfaction Scale. Hackman and Oldham (1974) developed the Job Satisfaction Scale. The scale measures the responses on five point Likert scale where 1 is strongly disagree and 5 is strongly agree. Item 2 and 5 are negative and need to be reverse coded. The alpha reliability in a past study came out to be .73 (Hackman & Oldham, 1974) and the reliability of the current study is .67.

Ten-Item Personality Inventory (TIPI). There are a number of instruments and batteries measuring personality dimensions, among them the widely used and acceptable is the detailed 240 item instrument the (NEO PI R) measuring the big five personality dimensions developed by Costa and McCrae (1992). The scale is very lengthy and takes too long to be administered and the respondents find it laborious. Shortened big five personality scales are also available,

in the present study the personality characteristics are measured through ten item personality inventory (TIPI) developed by Samuel D. Gosling (2003). It is a five point Likert scale where 1 is strongly disagree and 5 is strongly agree. Item number 1 and 6 measure extraversion, item number 2 and 7 measure agreeableness, item number 3 and 8 measure conscientiousness, item number 4 and 9 measure neuroticism, and item number 5 and 10 measure openness. Item no 2,4,6,8, and 10 are reversely coded. The reliability of agreeableness is .77 and neuroticism is .68.

RESULTS

OJ, job satisfaction and Personality Traits

The findings of the current study are obtained by correlation analysis of the study variables, by regression analysis of the components of organizational justice on job satisfaction and by moderation analysis of personality traits (agreeableness and neuroticism) in relation between perceived justice at organization and job satisfaction.

Table 2. Personality Traits (Neuroticism and Agreeableness), OJ and JS (Correlation, Alpha-reliability, Mean and Standard Deviation) among Hospital Staff

S #.	Variables	1	2	3	4	5
1	JS	-				
2	Distributive Justice	.47**	-			
3	PJ	.40**	.46**	-		
4	Neuroticism	-.16*	-.13**	-.19**	-	
5	Agreeableness	.19**	.26**	.25**	-.16*	-
	α	.63	.76	.57	.62	.67
	M	17.22	15.94	42.77	5.25	7.36
	SD	2.78	3.24	5.86	1.37	1.23

* $p < .05$, ** $p < .01$

Table 2 shows that the dimensions of organizational justice i.e., PJ and DJ are also positively related with job satisfaction hence supporting hypothesis no. 1 organizational justice is positively related to job satisfaction. It is evidence to hypothesis no. 2 that there is a positive relationship between agreeableness and job satisfaction and supporting hypotheses 3 there is a positive relationship between agreeableness and OJ, hypothesis no. 5 neuroticism and organizational justice are negatively related, and hypothesis 6 there is a negative relationship between neuroticism and job satisfaction.

The findings of the current study are in line with the previous findings Bakhshi, Kumar and Rani (2009) revealed organizational justice and job satisfaction are positively related (Jufrizen & Kandhita, 2021; Singh, 2015). Awmleh and Fernandes (2006) found DJ correlates with job satisfaction. Agreeableness is to get along satisfaction at work (Organ & Lingl, 1995) whereas high neuroticism leads to lower job satisfaction (Molleman, 2008).

Organizational Justice Predicting Job Satisfaction

The prediction of role of perceived organizational justice on outcome variable job satisfaction is seen by simple linear regression. The below table no. 3 shows the variance caused by both the components of organizational justice i.e., DJ and PJ on job satisfaction.

Table 3. Regression of Distributive Justice, PJ on JS

	OJ	R ²	ΔR ²	B	S.E	B	t	P
1	PJ	.16	.16	.19	.03	.40	6.81	.00
2	DJ	.22	.22	.41	.05	.47	8.28	.00

*p<.05, **p<.01

Table 3 tells that PJ plays 16 % role in causing variance on job satisfaction and PJ accounts 22% variance in causing job satisfaction at significant level.

Moderating effect of Personality (Agreeableness and Neuroticism) on organizational justice and job satisfaction

Personality factor agreeableness exacerbates the relationship between organizational justice and job satisfaction whereas neuroticism as a personality factor diminishes the relationship.

Figure 1. Agreeableness Moderating organizational justice and job satisfaction

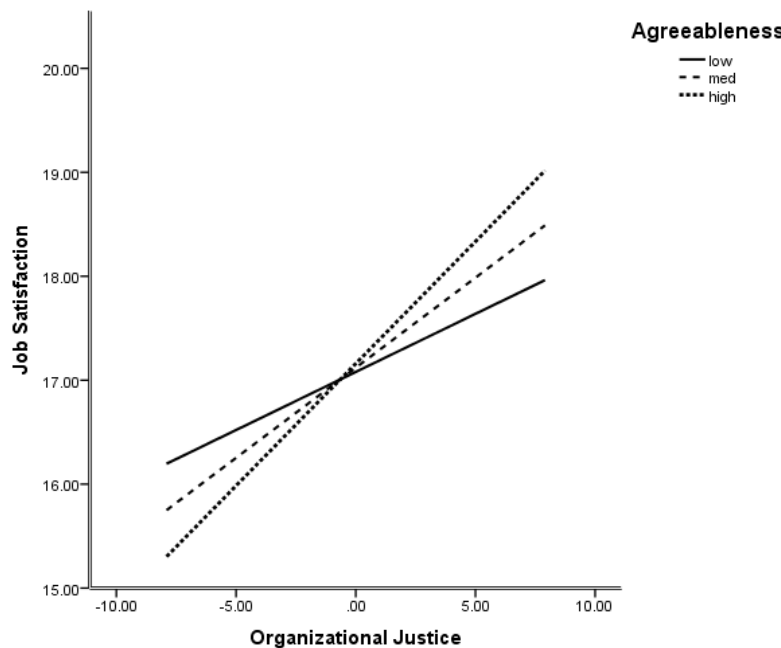


Table 4. Moderating effect of Agreeableness in relation between OJ and JS

JS		
Predictors	R ²	β
Step 1	.008	
Control Variables		
Step 2	.24**	
OJ		.003**
Agreeableness		.04**
Step 3	.27**	
OJ × Agreeableness		.01*
ΔR ²	.03**	
N	237	

* $p < .05$, ** $p < .01$

According to table 4 insignificant effect of control variables gender and age is found, in relation between organizational justice and job satisfaction in step 1. In step 2 significant effect is found which is the main effect accounting 24% variance in job satisfaction. The interaction term in step 3 is also significant that shows a reasonable increment in variance in job satisfaction ($\Delta R^2 = .03$). It proves the hypothesis no. 4. Graph No. 1 indicates positive linear interaction between organizational justice and job satisfaction on all three i.e., low, medium, and high levels of agreeableness. It further shows that that with increase in agreeableness the relationship between organizational justice and job satisfaction is strengthened (Ekingen, 2021; Haryono et al., 2019; Jilili & Aini, 2022). People high at agreeableness are not rigid and stubborn at their opinions, they cooperate and remain helpful and altruistic (Costa and McCrae, 1992; Graziano et al., 1997; Eswaran et al., 2011) thereof proposed agreeableness potentially moderates relationship between organizational justice(perceptual variables) and job satisfaction. (Colbert et al., 2004). Agreeableness is related to the satisfaction because agreeable individuals have greater motivation to achieve interpersonal intimacy, which should lead to greater levels of well-being (McCrae & Costa, 1991; Aggarwal, A., Nobi, K., Mittal, A., & Rastogi, S. (2021).

Figure 2. Neuroticism Moderating organizational justice and job satisfaction

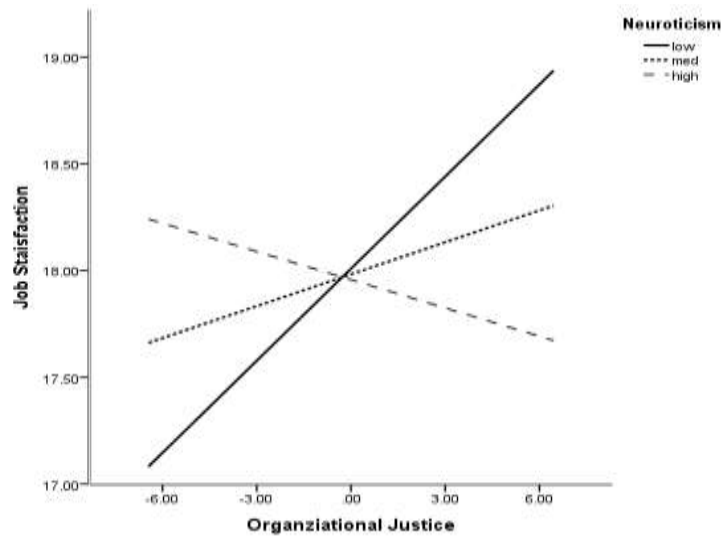


Table 5. Moderating effect of Neuroticism in relation between OJ and JS

JS		R ²	β
Predictors			
Step 1	Control Variables	.003	
Step 2	OJ	.16**	.09**
	Neuroticism		.04**
Step 3	OJ × Neuroticism	.11**	.01**
ΔR ²		.05**	
n		240	

p*<.05, *p*<.01

Table 5 shows the main effect causes 16% variance in job satisfaction is carried out by the main effect and this relationship is significantly diminished and weakened by the interaction of neuroticism with organizational justice ($\Delta R^2 = .05^{**}$). Figure 2 indicates the positive relationship between organizational justice and job satisfaction on medium and low levels of neuroticism, but as neuroticism is increasing the strength of relationship between organizational justice and job satisfaction is diminishing. High levels of neuroticism is further altering the positive relationship and significantly reducing job satisfaction. A person's emotional stability explains neuroticism. People low at neuroticism are more empowered at work place and they are good at making decisions and choosing objectives at work so they are more satisfied (Molleman, et. al, 2004). People high at neuroticism are less cooperative and show low coordination behaviors so eventually complaining more and getting low at job satisfaction (Chou, 2008). Neuroticism moderates relationship between perception of organizational justice and job satisfaction as the employees high at job satisfaction are low at neuroticism thus strengthening the findings of the study (Karapinar, Camgoz, & Ergeneli, 2013).

Table 6. Mean Scores, Standard Deviation and t-values of Public and Private Sector on OJ and JS.

Variables	Al-Shifa (N= 118)		PIMS (N= 119)		T	P
	M	SD	M	SD		
1. OJ	61.01	7.20	56.35	7.88	4.83	.60
a. DJ	16.87	2.41	15.01	3.67	4.65	.00
b. PJ	44.19	5.68	41.35	5.71	3.86	.41
2. JS	17.80	2.04	16.65	3.27	3.24	.00

* $p < .05$, ** $p < .01$

Table-6 shows that the health care givers at hospital-A, a private hospital are significantly scoring high on DJ, job satisfaction and agreeableness and significantly low on neuroticism than the health care givers at hospital-B which is a public sector hospital. The work load in public hospitals is more than the private hospitals. The public sector is less evolved in hygiene, technology, infrastructure, and maintenance than the private sector thus overall contributing towards perception of less fair treatment at work place and reduced satisfaction.

It is perceptible that public sector is not clear in its efforts and seems a bit unclear in its plan as compare to sound clarity observed from private sector (Kumar & Gupta, 2008).

DISCUSSION

Organizational justice accounts perceiving work place fair and favorable to work. When employees feel high levels of justice they become more satisfied with their jobs and eventually be more dedicated and enhance work place productivity. The health care givers have to constantly work on minimizing and reducing physical ailments, injuries, and sufferings. The hospitals are a place generally full of stressors and thus can affect the affectivity and performance of the hospital staff. So, in such an environment and organization various factors account for the wellbeing, efficiency, and productivity of the doctors such as their perception of PJ and DJ given by the organization and specifically personality traits. The organization that give no attention to the PJ, fears implicated and some severe effects such as nonconformity with system and actions, damaging organizational results of conclusions, and in some cases, lesser contentment. (Lind & Tyler, 1988). Personality traits are relatively stable and are strongly moderate organizational justice and job satisfaction.

Job satisfaction is to like the work facets such as supervision and job nature. From an employee's point of view, job satisfaction is an attractive result but it is different for management or organizational value perspective, job satisfaction is imperative due to its impact on absence, proceeds, and unimaginatively "citizenship" conducts such as assisting co-worker, serving clients, and being more accommodating (Kumar, & Singh, 2011). When employees perceive they are fairly treated at work place they are possible to be more pleased with their job environment and work whereas individuality character considerably control the relationship between organizational justice and job satisfaction. Personality trait sociability tends to show likeability and desirability in organizational settings whereas neuroticism tends to make a person restless, anxious, and non-cooperative. Despite organizational justice is one

of the contributors towards job satisfaction but this relationship is directly affected by agreeableness and neuroticism.

Agreeable individuals are high on job satisfaction. Agreeableness amplifies the relationship between organizational justice and job satisfaction thus positing agreeableness as a positive trait that improves overall job satisfaction and makes the employees perceive work environment fair and produce favorable outcomes at work. Neuroticism is a personality trait that puts the employees doubting fairness at work and makes them more vulnerable to work place stressors and eventually getting more dissatisfied.

Limitations

Quantitative studies numerically explain the problems that in actual scenario are more depth and revealing in Hospitals. The data on both predictor and outcome variable is collected from the same subjects thus leading to biased information causing common method variance. The study has focused on only two dimensions of the personality and ignoring three dimensions that can be recommended by the future researchers to present a diversified model. The data is collected from only two hospitals of Islamabad thus limiting the generalizability of the study.

Conclusion

This study validated and strengthens the framework that organizational justice influences job satisfaction. It is evident from the analysis that the organizations can have more satisfied employees by practicing distributive and procedural treatment with the employees. The study further explored the moderating effect of personality on organizational justice and job satisfaction. The findings revealed that if the employees have agreeable personality they are more satisfied with their job, contrary to the employees with neuroticism. The study also examined the moderating role of agreeableness and neuroticism in relationship between organizational justice and job satisfaction. It was seen that agreeableness amplified the relation between perception of organizational justice and job satisfaction whereas neuroticism weakened the existing relationship between organizational justice and job satisfaction. Moreover it was seen that the private sector was more satisfied than the public sector on job satisfaction and perception of OJ.

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