Job Satisfaction among Millennials: The Role of Procedural, Distributive, and Interactional Justice

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Abstract

The authors examined the relationship between organizational justice and job satisfaction among millennial managerial employees. Three forms of justice: the procedural, distributive and interactional were individually investigated questionnaires to predict job satisfaction among 303 employees of five bank employees. The study shows a positive association between organizational justice and job satisfaction. All the three forms of justice: procedural, distributive and interactional forms showed a significant relationship with job satisfaction. The data reveals job satisfaction among millennial junior managerial employees depends upon organizational justice.

Though the study was conducted in Mumbai Metropolitan multi-cultural environment, it may be expected that the findings may have relevance on a broader scale to other sectors and may be attempted to develop a new organizational justice model for millennial employees.

Keywords: Millennial, Organizational justice, Job satisfaction, Private banks.

1. Introduction

The workplace may see a gradual shift as over 76 percent of employees will quit their job and do something different in their life (Buckley, Viechnicki, & Baruahttp, 2014). This shift is likely to happen due to the entrant of a new generation, the 'Millennial'. Howe and Strauss (2009) proposed the term Millennials for the generation born between 1980 and 1999. They are perceived to be collaborative, adaptive to new technology and multitasking. By believing in collaboration at the workplace, Millennials expect a flat hierarchy in an organisation (Murray, 2011). According to a report published by PricewaterhouseCoopers (2008), Millennials are loyal to their current organisations, but for them, loyalty means passionate, intelligent, and enthusiasm towards work. To Millennial employees, loyalty also means that organisations assure that there are ample opportunities, offer professional development and training, and provide coaching and mentoring (Hershatter & Epstein, 2010, p. 220). Another report by PricewaterhouseCoopers (2011), states that Millennials value training and development, non-financial rewards and flexible work timings. Apart from the mentioned benefits valued from employers, they look for the reputation of the organisation and recognition of their work. Organisation's reputation in society is the key driver for Millennials engagement (Schullery, 2013). This generation cohort represents a unique challenge for the organisation in terms of motivation and retention.

These changes have not only restructured the work relationship in organisations but also have limited control and impact on employees.

In India, they represent more than half of the population. Generation Y in India is a notable, ambitious, upbeat group that takes change and has a clear idea of where they are going. Most of them have an entrepreneurial intent and posses technological skills and prefer to be virtually connected (Anderson, Baur, Griffith, & Buckley, 2017). Gen Ys expect challenging work assignments, accelerated career growth, socially responsible workplaces, flexible work environments, freedom, and collaboration and innovation from their jobs and employers. Studies show that, as workers, Generation Y values the balance between working life and more than any other generation. They prefer to amass the skills, knowledge, and credentials that will assist them in fulfilling both their personal and societal goals.

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Despite conventional wisdom, they do not appear to be any more altruistic, family-oriented, or motivated to succeed than those who have preceded them, nor are they are concerned with making money. However, their relationship with technology has changed the way they know the world, and their positive experience inside organisations and institutions during their school years has changed the way they interact with them. Coupled with this natural affinity is the Millennials expectation of a flat hierarchy and frequent access to senior leadership and teams. 91% of Millennials agreed with the statement, ''I will be loyal to the organisation I work for'' (Pricewaterhouse Coopers 2008, p. 15). But loyalty from Millennials employees means passionate, intelligent, and enthusiastic work, and assurance that there are ample opportunities, offer professional development and training, and provide coaching and mentoring (PricewaterhouseCoopers, 2008). The millennium generation adapts to the strategic goals through sheer enthusiasm and teamwork. They so cherish the value of organisation mission and attempt to achieve it through internal and external collaboration.

Inequitable, discriminatory and random practices in organisation may have negative effect among Millennials, which may lead to minimize their commitment levels, reduce their motivation to work and may display intent to leave. As the buisness becomes more complex and competition more intense, organisations cannot afford to loose employees (high attrition) and sabotage their reputation (employer brand) or elicit a desire for reprisal and resentment among employees among the millennails. At this point, business managers should not make discrimination among their employees, distribute organisational benefits fairly, and make them feel that they are very valuable for the organisation

As mentioned above Millennials have constructed a different tie towards their organisations. Their preferences to have dialogue behaviour, active engagement, fairness and justice have led to organisations to rethink about their practices (Anderson, Baur, Griffith, & Buckley, 2017; Balda and Mora, 2011). Millennials, distinct from other cohorts, as a social group remains a challenge as well as an opportunity for the present day organisations. The retention of this particluar groups remains a challenge and in this context this article attempts to examine the role of organisational justice in managing the job satisfaction of Millennials.

Among these, organisational justice has potentially explained various organisational outcomes (Greenberg, 1990). It is empirically established that positive perception of organisational justice have led to higher performance, commitment and trust, loyalty, organisational citizenship behaviour and customer satisfaction (Ali and Jan, 2012).

These studies where performed on different generational cohorts (apart from Millennials) in a western context. Do organisational justice matters for Millennials in predicting job satisfaction in Indian context still remains unexplored. We attempt to minimize this gap through our study among millennial employees employed in Indian private banks.

This study was conducted with private bank employees between the age group of 22 to 25 years. The aim of the study was to show how private bank Millennial junior level employees perceive various facets of organisational justice and its effect on job satisfaction.

The theoretical part of the study mentioned the literature on organisational justice and job satisfaction. In the empirical section, we attempt to examine the individual relationship between procedural, distributive and interactional forms of justice and job satisfaction through survey research with Millennials working with private large banks in Mumbai region. The findings are analyzed and later interpreted. As part of the conclusion, the results of the survey are described and recommendations are made.

This paper contributes to the literature by extending knowledge on Millennial job satisfaction through the application of organisational justice.

2. Literature Review

In this section, literature review focused on the dimensions of organisational justice and their impact on various criterion are discussed. At a later stage Millennials who form the largest group of employees at the junior and middle position, their distinctive characteristics and features are also shared. Lastly, job satisfaction as a criterion is discussed.

2.1 Organisational Justice Theory

An organisation may build its reputation through the concept of organisational justice. Organisations may leverage organisational justice as it may change employees perspective towards its work, as it may

minimize any detrimental effects like stress, burnout and turnover (Herda and Lavelle, 2012; Parker et al., 2011). Organisational justice may be reflected through performance appraisals, promotions, work assignments, work arrangements, and mentoring, can impact an employee's perception of firm treatment or justice (Herda, 2012).

Studies have accepted that three types of organisational justice exits: distributive, procedural and interaction justice (Colquitt, 2001; Cropanzano, Bowen & Gilliland, 2000; Konovsky, 2000).

Distributive justice is represented as fairness in outcomes an employee receives (Folger & Greenberg, 1985). It is understood as fairness in raises, recognition and bonuses provided to an employee (DeConinck and Johnson, 2009). An organisation promotes distributive justice when outcomes are synchronized with implicit norms of equality and equity for allocation of rewards or resources (Colquilt, 2001; Kickul, Newman, Parker, 2001).

The underlying assumption of this type of justice comes from Adam's theory of inequity as it predicts the psychological aspects of an employee (DeConinck and Johnson, 2009). Psychological aspects like the affective, cognitive and behavioural response towards any organisational outcome. When a particular outcome is perceived to be unfair, it would affect the employee's emotions (e.g. she/he may experience anger, happiness, pride, or guilt), cognitions (e.g. cognitively distorted inputs and outcomes of herself/himself or of the others), and ultimately their behaviour (e.g. performance, withdrawal, or identification) (Greenberg, 2004, p. 322). Empirical evidence suggests a positive relationship between distributive justice predicting low turnover (Parker et al., 2011), high commitment (Ali and Jan, 2012), pay satisfaction (MeFarlin & Sweeney, 1992), personal satisfaction (Lind & Tyler, 1988) and organisational citizenship behaviour (Skarlicki and Folger, 1997). Most of the studies explicitly state that higher the distributive justice higher the benefits.

Procedural justice is described as an impartial approach to the decision-making process to acheive organisational outcomes (Crenshaw et al., 2013; Herda and Lavelle, 2012). It centers on the fairness of the means or procedures used to achieve specific ends (Greenberg, 1987; Jorblom, 1990; Folger & Greenberg, 1985). For instance, as suggested by (Leventhal, Karuza & Fry, 1980), company formal procedures.

If a company's procedure demonstrates consistency, accuracy and ethicality employees perceive it to be just and fair (Leventhal et al., 1980). It emphasizes on the process on how to distribute the benefits, rather than the actual distribution of organisational benefits.

The perception of procedural justice may be generated through how employee grievances are handled, how discussions are taken place, performance is evaluated and benefits are distributed (George & Jones, 2011). To sustain the perception of procedural justice, transparency must be maintained through various communication techniques and involvement of employees by the enacting authority at all levels (De Cremer et al. 2008; Lipponen, Olkkonen, and Moilanen, 2004).

The positive effects of procedural justice have been empirically established. Higher the perceptions of procedural justice lower the turnover intentions (Bal et.al., 2011). Organisational commitment levels among employees may be improved through procedural justice (Ali and Jan, 2012). Strong relationships have also been found between procedural justice and job satisfaction (Hall and Smith, 2009). Employee proactivity (Crawshaw et al. 2012), identification with the organisation (Blader and Tyler 2009; Tyler and Blader 2003); employee cooperative behaviour (Konovsky, 2000), task performance (Aryee et al. 2004), organisational commitment (Folger and Konovsky; 1989) and organisational citizenship behaviour (Moorman, 1991) may be enhanced through positive perceptions of procedural justice. Research have also argued that procedural justice interacts with distributive justice for achieving OCB (Lind & Earley, 1990).

The third is interactional justice, which emphasizes on the quality of interpersonal treatment received by an employee during the enactment of company procedures (Bies, 1986). Interactional justice is fostered when a supervisor enacts social sensitivity, empathy, respect, and dignity. It includes how people communicate in an organisation, for example, between managers and subordinates (Johnson and Lopes, 2008). In particular it refers to the inclusion of respect, trust, care, honesty and politeness in communication between manager and subordinate. Though the initiator of interactional justice is the manager, it may also be explained in relation to employees' cognitive, emotional, and behavioural reaction to management or to supervisors (Marks and Mirvis, 2001). Colquitt (2001) argued that

interactional justice could be split into interpersonal and informational justice.

Organisational justice is concerned with the way in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables (Moorman, 1991). Examination of the three forms of justice thus becomes a worthwhile task to form an overall judgment of justice by millennials in an organisation (Cropanzo, Bowen & Gililand, 2001; Greenberg, 2001). Absence of distributive, procedural and interactional forms of justice, employees are more likely to pursue litigation against the company (Goldman, 2003). It may be argued that the three forms of justice are distinctly perceived and they uniquely predict different types of outcomes (Folger & Konovsky, 1989; Lind & Tyler, 1988). For instance, distributive justice predicts personal satisfaction among employees in comparison with procedural justice (Lind & Tyler, 1988). A similar finding by MeFarlin & Sweeney (1992) state that distributive justice is a strong predictor of personal outcomes than procedural justice… distributive justice was found to be an important predictor of pay satisfaction. Procedural justice accounted for more variance in predicting organisational commitment and trust in supervisors, management evaluation and perceived conflict than distributive justice (Folger & Konovskj, 1989). From mentioned studies it may be argued that each form of justice predicts different outcomes at different levels. Procedural justice predicts outcomes at organisational level, distributive justice as a personal level and interactional justice at dyadic level.

There is enough evidence to show the relationship between justice and job satisfaction, studies regarding the perceptions of Indian Millennials towards organisational justice and its effect on their job satisfaction in banking sector is still scarce. This study attempts to minimize this gap. Similarly, as argued before Millennials share different characteristics than the previous generational cohort. The elements, like payment, promotion, benefits, supervision, coworkers, job conditions, the nature of the work itself, communication and job security, which generates job satisfaction among Generation X may or not may not be applicable to Millennials. As argued by Mowday, Porter and Steen, (1982), job satisfaction is an important attitudinal variable, which reflects how people feel about their duties and job. Whether

organisational justice encourages a positive attitude among Millennials working in Indian private banks and promotes job satisfaction is yet to be examined. Fig. 1 represents the relationship between organisational justice and job satisfaction.

It is in this context, this article attempts to unveil the relationship between organisational justice and job satisfaction among Millennials.

3. Hypothesis

H1: Distributive justice will have statistically positive relationship on job satisfaction for Millennials working in banking sector.

H2: Procedural will have statistically positive relationship on job satisfaction for Millennials working in banking sector.

H3: Interactional justice will have statistically positive relationship on job satisfaction for Millennials working in banking sector.

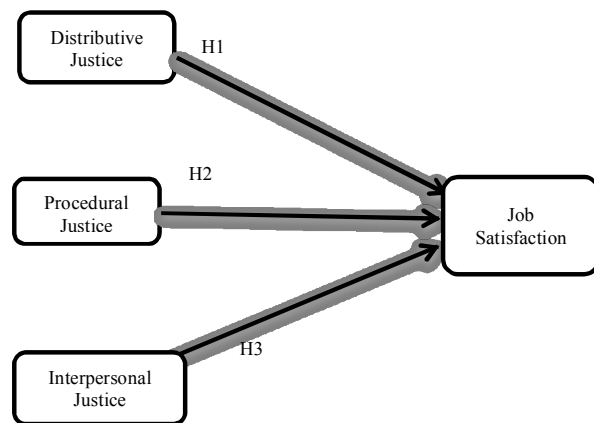**Figure 1: Model depicting the relationship**

Figure. 1

4. Methodology

4.1 Data Source and Sample

The present study is based upon the responses received from junior level managers working in four different private banks of Mumbai region. At the initial stage the researchers meet the respective heads of the private banks and discussed about the objectives, scope and implications of the study. All the respondents were informed about the study and an assurance of confidentiality about their responses was provided. In total 450 questionnaires were distributed, out of which

147 questionnaires were unusable as respondents either refused or filled an incomplete questionnaire.

In total 303 questionnaires were usable for this study. The mean age of the respondents was 29 years (SD= 5). Of the respondents, 83 per cent were males and 17 per cent were females. The average organisational tenure of respondents was 6 years.

4.2 Measures

The study adopts established scales, which have used and published by various scholars.

Organisational Justice

The organisational justice scale developed by Colquitt (2001) was used in the study. As the literature suggests organisational justice is a composite term of procedural, distributive, interpersonal and interactional justice. (Interactional justice is combined with interpersonal justice). The scale consisted of procedural (7 items), distributive (4 items) and interpersonal justice (9 items). All these items used a 5-point Likert scale with anchors of 1= very satisfied and 5 = very dissatisfaction. Sample items for scales are: procedural: 'have you been able to express your views and feelings during those procedures'; distributive: 'Does your (outcome) reflect the effort you have put into your work'; and interpersonal: 'Has (he/she) treated you in a polite manner' and 'Has (he/she) been candid in (his/her) communications with you'.

Job satisfaction

Job satisfaction was measured through Minnesota Satisfaction Questionnaire (MSQ) short form. The questionnaire included 20 items referring to various aspects of job. The respondents were asked questions like: 'being able to keep busy all the time', 'the chance to work alone on the job', and 'the chance to do different things from time to time'. These items used a 5-point Likert scale ranging from 'very satisfied' (1) to 'very dissatisfied' (5).

4.3 Common Method Variance

Harman's single-factor test was utilized to investigate potential CMV among the study variables (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The underlying assumption of Harman's single-factor test is that if a substantial amount of CMV is present, one general factor will account for the majority (>50%) of the covariance among the variables. The results of this test showed that multiple factors were extracted and the first factor accounted for only 32 per cent of the total variance. As no dominant general factor was found in factor analysis, the concern for CMV could be partially mitigated.

5. Analysis

5.1 Descriptive statistics

Table 1 presents the mean, standard deviation and correlation for the variables of the study. Procedural justice ($r = 0.88***$, $p <0.001$), distributive justice ($r = 0.52$, $p <0.001$) and interactional justice ($r = 0.82$, $p <0.001$) were positively correlated with job satisfaction.

Table 1: Mean, Standard deviation and Correlation

		Mean	SD	1	2	3	4	5	6
1	Age	29.4	5.3						
2	Gender	0.2	0.4	-0.02					
3	Tenure	6.4	5.4	0.999***	-0.01				
4	Procedural justice	2.4	0.6	-0.06	0.02	-0.06	(0.78)		
5	Distributive justice	2.1	0.7	0.02	0.06	0.02	0.521***	(0.79)	
6	Interpersonal justice	2.3	0.6	-0.06	-0.02	-0.06	0.772***	0.436***	(0.86)
7	Job satisfaction	2.3	0.5	-0.09	0.02	-0.09	0.883***	0.529***	0.826***
* p < .05, ** p < .01, *** p < .001									

5.2 Direct Effect

From the study we found that all forms of organisational justice is positively related to job satisfaction. Relationship between procedural justice and job satisfaction ($\beta = 0.88$, $p < 0.001$); distributive justice and job satisfaction ($\beta = 0.52$, $p < 0.001$); and interpersonal justice and job satisfaction ($\beta = 0.82$, $p < 0.001$) was found strongly related.

6. Conclusion

We contribute to organisational justice by incorporating the perspectives of Millennials in private banks. Organisational justice has positive influence towards job satisfaction, which means positive perceptions of organisational justice by Millennial higher the job satisfaction. Procedural and interpersonal justice shows higher variance than distributive justice in predicting job satisfaction. Our research is particularly important in the light of the fact that procedural and interpersonal justice may substitute each other in prediction of job satisfaction. Overall it may be suggested that organisational justice is antecedent to job satisfaction.

7. Managerial Implications

The conceptual model proposed in this study has several important implications for organisations and specifically the human resource management of millennial employees. Since organisational justice is essentially connected to positive organisational outcomes in terms of increased employee job satisfaction, firms must manage employee perception toward organisational justice so as to sustain high level of satisfaction and commitment to work and workplace. The findings of this study indicate that organisations must focus on cultivating and nurturing organisational justice in order to foster a positive organisational climate and create satisfied millennial workforce. Existence of millennial employee's job satisfaction can be a potential source of competitive advantage to the organisation. Just and fair treatment of employees has a positive influence on employee satisfaction levels. Building millennial employee perception on justice can be effected through more open and transparent communication, informing and involving employees in making decisions, establishing and practicing pay equity, and eliminating perceptions of injustice among the millennial employees. These practices of fair treatment can engender trust in organisation (Whitener,

1998). Organisations can also conduct millennial employee satisfaction surveys related their perception of organisational justice. In this way, organisations will be able to make sense of the prevailing environment of justice and trust.

8. Limitations and Future Research Directions

The study makes important theoretical contribution; nonetheless it is not without certain limitations. The data was collected only from private sector banks in Mumbai, therefore, we cannot be sure of the generalizability of results to banks in public sector or cooperatives. Future studies might utilize the conceptual model in diverse geographical and occupational settings so as to enhance external validity. This study opens up some avenues for future research. Future studies can extend the argument to investigate the relation between employee engagement and organisational justice. Further studies can be carried out in another dimension of gender perception and job temporality toward justice.

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