

**Impact of Organizational Justice on Task Performance with Mediating role of Trust and Moderating role of Self Efficacy.**

By

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## **STATEMENT BY CANDIDATE**

This thesis includes no material which has been already accepted for the award of any other degree or diploma in any university and confirms that to the best of my knowledge the thesis includes no material previously published or written by another person, except where due reference is made in the text of the thesis.

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## Certificate

This is to certify that Mis. Balqees Noor bearing Registration No: MMS143080 has incorporated all the observations made by thesis supervisor. The title of the thesis is:

**Impact of organizational justice on task performance with mediating role of trust and moderating role of self efficacy.**

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## **DEDICATION**

*I dedicate my dissertation work to my Parents, Teachers and my Family. A special feeling of gratitude to my loving father “Noor Muhammad” this journey would not have been possible without your loving support and encouragement. Thank you for your faith in me.*

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## **Abstract**

This study examines the impact of organizational justice (procedural justice, distributive justice, interactional justice and informational justice) on task performance with mediating role of trust and moderating role of self efficacy. Data was collected through questionnaire with sample size of 250 by using five points likert scale (Strongly agree to strongly disagree). Data was collected in area of Rawalpindi and Islamabad. Analysis was performing through SPSS and by using correlation and regressions method. Result confirms that the positive relationship held between organizational justice and task performance mediator trust mediates the organizational justice and task performance and moderator Self efficacy does not moderates the relationship between trust and task performance.

**Key Words:** Organizational justice, Procedural justice, Distributive justice, Interactional justice, Informational justice.

# Chapter 1

## 1 Introduction

Fairness at workplace is amongst the critical and most important elements of employee satisfaction. A fair environment motivates employees to put their concerted efforts in performing the assigned duties. The concept of fairness at workplace is embedded in justice, which has various components. All dimension of organizational justice (procedural justice, distributive justice, interactional justice and informational justice) have positive relationship on task performance of the organization (Colquitt, et al., 2013). L. Christensen (2010) stated that the procedural justice is the positive relationship with task performance. Organizations want to improve the condition of task performance by different ways in which procedural justices minimize the conflict and boost up the task performance (Heslin & Walle, 2011). According to Bina and camera (2011) that the justice is the core point of organizations that causes the positive effect on task performance. Justice increases the progress in organizations (Holzapel, 2014). Justices is use all over the world for protection (Kopnina, 2016). Organizational justice relates positively and significantly with task performance (Colquitt et al., 2013).

Distributive justice is the allocation of resources (Ternero & Roemer, 2010). Distributive justice causes the positive effect on the environment of organization without distributive justice environment of organization become harmful (Urikdi & walter, 2011). Distributive justices create the fairness and beneficiary for organization as well as employees who have equally distribute

the task and wages (Rod& Menestrel,2010).In organizations, as distributive justice applies for their employees then they feel well and they never want to leave the job (Shahriari , 2011). On work floor, fair rule and procedures are used, its increases the task performance when employees think that organizations behave them with fair and justice in all process, they perform their task with honesty and its causes the positive effect (Hemdi & Nasurdin, 2008; Lee, Murrmann, Murrmann, & Kim, 2010). For protections of environment where no raise any conflict then need to justices in organizations justices is a component to attach the all employees with fair attitude and fair work environments (Bengtsson, 2016).

Fair environments and behaviors of other way of taking also put positive relationship with task performances so interactional justices have positive effect (Walumbwa,Cropanzano & Hartnell, 2009).Devonish and Greenidge (2010) stated that all dimensions of organizational justices like (procedural justices, distributive justices, interactional justices and informational justices) have considerable effect on task performance. All these dimensions increase the task performance, dedication of organizations relates with trust and interactions that improve the task performance of result and task performance. Interactional justice compiles with interpersonal and informational justice dimensions (Moliner et al., 2008). Dimensions of organizational justices (procedural justices, distributive justice, interactional justices and informational justices) have benefitted effect (Colquitt, 2012). Justices is a one important component to create fairness and equality (Huntjens & zahag, 2016). According to Fry,Briggle and Kincaid (2015) that distributive problem minimize the outputs. Distributive justice develops the positive effect on task performance. When employees thinking is positive about organization it causes the positive

outcomes (Kim,Ok & Lee, 2009).Supervisor distribute the information equally between employees and subordinates. It creates the fair environment in organizations informational justice made the employees honest with their tasks and duties and its cusses the positive effect on task performance (Karatepe, 2006).

## **1.1 Significance and Gap Analysis**

In literature justice have great important to build the fair behaviour and environment in organizations such behaviour causes the positive effect on task performance (Johenson,Lanaj &Barnes, 2014).Justice behaviour effect the environment of organizations in positively way (Patient, 2011) This study has significance form both practical and theoretical perspective, and have concern with the organizational justice which play vital role on the healthy business, it causes positive effect on task performance as well as causes the positive relations on the performance of organization. ). Justices vary from culture to culture and lawful civilization. Its implications are different ways accurse by enforcement or choice of subordinates (Weitzer, 2006; Pickering et al., 2008; Cherney & Chui, 2010). In organizations fairness made in procedures its help to accomplish the task (Bradford & Tyler, 2013). Justice in procedures influences the task performance (Tyler & Jackson, 2014).

The employees perform throughout the year, the performance of all tasks are not satisfy, short time task performance goes to improvements when organization have justices in their procedures, organizations are still unable to build the trust in organizations while having justices in their organizations, organizational justice is the important key to build the trust, when organizational environment have justices then the performance of employees improves.

Organizational justices have concern with trust of employees and trust of supervisor affects on the works of employees and causes the positive relationship on procedural justices, interactional justices, informational justices and distributive justice (Wong, Ngo & Wong., 2006). In literature before 25 years more work have perfume on justice but know days nobody want to go justice in organizations Gap of this study is to find the impact of organizational justice on task performance with mediating role of trust and moderating role of self efficacy.ational justice with task performance .My study investigate the organizTrust improves the behavior of employees, they understand the circumstances of the organization and the value of work, when employees understand that how to perform their task, trust causes the positive relationship on the health of organization and it minimizes the expanses of procedures, when organization does not have any type of justice, this creates conflict in the organization, organizational trust level goes to low and tasks are not achieve in time, task performance will be down. This study will be valuable for organizations to know about the problems and to solve the problems of organizational justice, it will take improvement in organization by removing the conflicts and development of justice will improve. This study will help for researcher to build those practices which can be used to build the justice in organization; this ability of organization will get better the task performance in organizations. This study will be causes the positive relation as well as on task performances.



## **1.2 Problem statement**

Organizational justice is an important condition of an ethical organizational culture. In environment, every member of the organization feels a treatment of equity and fairness. Additionally, such a favorable view of the organization is likely to build trust of employees and a bonding with the employing organization resulting in improved task performance. However, organizational justice is a multidimensional construct and it is quite difficult to achieve justice in all facts. Therefore, it is a challenge for managers to create an environment where all types of justice are prevalent and the basic issue the current study attempts to address is achieving justice in all its dimensions while collect its benefits. Problem is this to find the impact of organizational justice on task performance with mediating role of trust and moderating role of self efficacy.

Hence, the current study investigating the impact of all dimensions of organizational justices with task performance, proposing that organizational justice causes the positive effect on the trust of employee and the positive relations on task performance. All dimensions of organizational justices plays vital role in organizations, without these dimensions the environment of organizations becomes harmful that causes the negative effects on task performance (Spector & Fox, 2002).

### **1.3 Research Questions**

There are following research question to explore the study.

- Does organizational justice have an impact upon task performance?
- Does trust mediate between organizational justice and task performance?
- Does self-efficacy moderate between trust and task performance?

### **1.4 Research Objectives**

- To investigate the relationship between distributive justice and task performance.
- To investigate the relationship between procedural justice and task performance.
- To investigate the relationship between interactional justice and task performance.
- To investigate the relationship between informational justice and task performance.
- To determine whether trust mediates between organizational justice and task performance
- To determine whether self-efficacy moderates between trust and task performance.

## **1.5 Theory supporting the research**

In literature a lot of research offers the theories that uses in all worlds to underpin the study of organizational justice like organizational justices theory etc. This theory covers the all aspect this study.

### **1.5.1Justice Theory**

The justice model has its roots in understanding general fairness being related to workplace conduct. Mainly procedural and distributive forms of justice in this study are the most important ones in determining a workplace's overall fairness; however, informational justice has also emerged as an important dimension of justice. Procedural justice deals with the procedural fairness, which is evident in daily and periodic activities at workplace. Distributive justice relates with the distribution of resources at workplace. Many resources at workplace need to be distributed among organizational members and the satisfaction with distribution depend upon the fairness being exercised. Informational justice becomes important while procedural and distributive justice is practiced in particular and everyday organizational activities in particular.

In the history of literature, scholars of justice focused on the fairness of decision effect in organizations, take it on earlier work by (Homans, 1961). According to Adams (1965) that subordinates compare their percentage of outcomes with other subordinates outcomes which is distribute between them hen this percentage of distributions of outcomes are same then individuals feel equity if one percent of differ its create disturbance in the mind of subordinates its effect the task performance of subordinates ,this equity represent the norms of organization

while the equity take it as proper norm in organizations so theories gives the suggestion that so norm seen as fair in some situations for example according to equality basis's outputs distribute between subordinates its show the norms of organizations which are work for the welfares of subordinates groups (Deutsh,1975; Leventhal,1976) in this point of view distributive justice define as the distribute the task in appropriate way in decision making perspectives. Work is done through social psychology and law. Tibaut and Walker (1975) perform the studies on fairness of decision making process like procedural justice. The scholar predicted that legal procedures judge both the fieriness of decisions and process made by the supervisor of departments or organizations. Tibaut and Walkers (1975) stated that procedures are faire factor of conflict in control, means that have only concern on their decision outcomes. According to Leventhal (1980) concept of procedural justice in the base of resource allocations. Specially Leventhal (1980) comments on the procedures which are viewed as faire hold many rules counting as consistency, bias control, accuracy and ability to correctness.

Bies and Moag (1986) conducted that decision actions have three facets a decisions procedures and interpersonal communications in the process of procedures implemented scholar take a word of interactional justices to see the fairness in interpersonal interactions, additional they argue that interactional justice was per mote when that other relevant authorities communication processer in details with respectful way and decisions made using the perfect and truthful manner. Greenbreg (1993) stated that respect and dignity are separate rule from the process of justices.

## **Chapter 2**

### **Literature review**

#### **2.1 Procedural justice and task performance**

Fairness in all decision making process which causes the positive effect on task performance (Gumusluoglu, Ayugun and Hirst., 2011). Procedural justices is fairness in decisions its increase the task performance and put the great impact of employees performance and ultimately organizational success, this study have both procedural and distributional justice have great impact and increase the task performance of employees (Shahriari, 2011). According to Cherny and Murphy (2015) result of product of procedural justices differs from cluster and situation .procedural justice has academic attention to perform their task (Hong et al., 2010). In some conditions procedural justices have additional positive effects (Murphy,et al, 2009).

Procedural justices have more positive effect that 2005 in federal government have high rate of complaints after using the type of justices (procedural justices) rate of complaints goes down and its cause the positive effect on task performance (Rubin & Kellough, 2011).Today the environment of world become very dangerous to coup up and maintain their skills and ability to perform the task , organization maintain themselves one point is justice in organizations which included all dimensions of organizational justice. Which build the fair environment to increase the success of organization as well as task performance (Bina & camera, 2014). Day to day changing accurse in environment it become more complex to build fair environment which one thing is organizational justice in organizations to build the fair environment in organization and it

causes the positive effect on task performance (Huntjens & Zahag, 2015). Robin, (2009) stated that if factor of procedural justice skip out from organizations it causes the negative effect on employee performance. In the case of (Walas, Hidy and Ray (2010) every view point of quantitative and qualitative method both show that the procedural justice have positive effect on task performance these view points of scholars supports the hypothesis .In organizations fair rules and procedures made in this type of organizations which subordinates task role of performance change into the additional role of task performance made and attention of leave the job or attentions become less (Hemdi & Nasuridin, 2008; Lee, Murrmann, Murrmann & Kim, 2010). Procedural justice provide the positive support to subordinates to complete their task fairness in procedure effect the positive relationship on task performance (Bottom & Tankebs, 2012).

*Hypothesis 1: Procedural justice significantly and positively related to task performance.*

## **2.2 Distributive justices and task performance**

According to (Shahriari, 2011) Distributive justice minimize the turnover intention and increase the task performance of employee this is suitable for any organization to build the fair environment and increase the productivity in their task it causes the direct relation with task performance when distributive justice have increase automatically performance of employee will become high. When mixing the all point of view distributive justice is the suitable portion for

making the decision and background of any task performance (Colquitt, 2012). Kim, et al., (2009) describe that subordinates compare their outcomes reward with other subordinates outcomes reward its better way to see the justice in organization or fair environment by distribution of rewards. (Karatepe, 2011) stated that the all dimensions of organizational justices (Procedural justice, distributive justice, interactional and informational justice) have vital role in organizations to create the fairness in environment of organization. When employees get fair environment in organization to perform task and feel easy their level of turnover will become minimize never think to leave the job because they are satisfy in this organization and their level of task achievements increases (Lee et al., 2010). Distributive justice effect positively on workplaces distribution among subordinates by mean of fair goes to positive effect and give the successful outcomes (Kim, et al., 2009). Analysis of distributive justices ignore in organizations the opposite situation build in organizations conflict raise among subordinates level of achieving goal goes down and subordinates turn over attentions arise (Bickerstaff & Agymen., 2009). Distributive justice has ability to give the shape and way or give the trustees thinking that organizations distribute by fair mean subordinates think about by fairly their level of task achieving process increases (Holifiel et al., 2009). In organizations if they compensate less their subordinates many issue arise conflicts arise and attention diverts from task performance and negative output produce distributive justice put positive effect on task performance (Mitchell & Lie, 2010). It important dimensions to get the positive outcomes in organizations faired distribution of resources wages and time of supervisor distribute by fair mean it's also give the positive effect on task performance and positively relate with task

performance (Mcfarline & Sweeney, 2014). (Lerner & Clayto, 2011) stated that distributive justice search for fairness in wages and task distributions and outcomes discriminations happened or not with discriminations works resources wages, information like how to achieve work in how much time which task completed all information distribute among subordinates group with honesty and fair way any type of information not hide from workers its very high impact accurse on task performance. According to Bottoms and Tankebe (2012) stated that distributive justice is basic element which effects the task performance of subordinate agree that distributive justice positively related with task performance of organizations and its has ability to force the subordinates to accomplish the task .

*Hypothesis 2: Distributive justice positively and significantly related with task performance.*

### **2.3 Interactional justice and task performance**

Interactional justice is the capacity in which people and supervisor interact with good manners, self respect and honors with employees (treated with good manners) or third parties come (DeConick, 2010). When supervisor treated with their employees with honors and dignity and show the positive relationships with his employees feel honors and think about their supervisor its create trusty feelings and it causes the good impact on task performance which are good for healthy environment of organization (Schyne et al., (2010). Interactional justice is supportive behavior towards the task performance, interactional justice increases the task performance and made the positive relationship among interactional justice and task performance both have direct relation one is increases other is automatically increases (Thurston & Mcnall., 2010).



Interactional justice is the societal character its create the peace and harmony in organizations as well as in every part of life this character applied build the positive relationship (Johnson, Lanaj and Barnes, 2014). Interactional justices made by interpersonal and informational justice (Moliner et al., 2008). According to Kim, Ok and Lea (2009) state that only perception of fair environment of organizations put positive effect on employee's task performance. Interactional justice strongly related with task performance (Phelan, Colquitt, Scott and Livingston, 2009). Interactional justice positively affects the attitude and behavior of subordinates to get the positive outcomes (Ambrose & Schminke, 2009). Subordinates or employees wants and it's their priority to treat with justice as compare to procedural justice in procedures is performance. According to Moorman and Byrne (2005) work environment fair employees feel relaxation and they want to remain for a long period of time when time passes away their attachment of emotions also come they are become loyal with organizations so task performance become high.

Cropanzano (2002) sated that organizations have fair rules and regulations and policies to get the favorable outcomes or output, this is only one way its accurse subordinates wants the reciprocal attitude or behavior that they perform well then organizations serves us best in the same way subordinates feel their mangers or supervisor helpful and informative insightful factor of interactional and informational justice become high so dedication factor also become high outcomes become high. In the aspect of work environment or workplace or organizations subordinates thinking about organizations that treat us by fairness (interactional way or informational way) positively causes the positive effect on task performance (Moorman & Byrne, 2005). Organizational justice like procedural justice, Distributive justice, interactional

justice and informational justice study by traditions to find out the predictability and importance to see the outcomes these variable impact on task performance significantly (Ambrose & Schimnke, 2009)

*Hypothesis 3: Interactional justice significantly and positively related with task performance.*

## **2.4 Informational justice and task performance**

Informational justice is the social aspect in which sufficient information provide employees to performing their tasks or provide explanation about their task (Walumbwa et al., 2009). Information justice explains as the adequate information provide to subordinates to keep away from negative perception about organizations (Skarlicki, Barclay and Pugh., 2008). Interactional justice consists of two dimensions interpersonal justice and informational justice when employees have more positive thinking about their organizations then they perform very honestly their task and use the resources very carefully ,never think about leaving the job when employee get proper information (Walumbwa, Cropanzano, and Hartnell., 2009).

Decision making is very important aspect managers take decision on the basis of information's if this information is not valid is going to loss so this information reach justice no one hart by the decision making of manger in the organizations, however the informational justice is positive relationship on task performance (Karatepe, 2011). Informational justice can influences the people and employees which are performing the frontline task by giving them good and fair information they retain more and feel pleasure to performing the task, informational justice have significantly positive relationship on task performance (Shahriari, 2011). In history distributive

justice, procedural justice and informational justice provide the fairness its outcome of behaviors and attitude of supervisor (Ambrose & Schminke, 2009). Informational justice proceed good judgment more than procedural ,distributive justice these are all reveal the equality between group of subordinate those engage with task performance in organizations (Scott et al., 2009). Estimate of informational justice its predict that informational justice gives the satisfaction to subordinates on workplace or organizations where they serve their time and efforts to perform the task (Loi,Yang and Diefendorff., 2009). Informational justice significantly related with task performance (Scot et al., 2007). Informational justice rule with trust employees behave with honesty their perceptions build as justice present in organizations (Zapta, Olsen and Martins, 2013). Informational justice and interactional justice both dimensions have power to decrease the negative perception about supervisor informational and interactional justice effect positively. Scott et al., (2007) subordinates interact with supervisor to gain the information about their task on daily basis's here informational justice used as compare to other dimension of justice having more significant. Andrew, Kacmar ,Blakely and Bucklew, (2008) informational justice effect the task performance of subordinates when subordinates gats the information on time and properly causes the positive effect on task performance .Informational justice more effective when manger or supervisor give the information to made the batter perception about organizational justice its relates with good outcomes and good well of organizations in this way task perform very well and on the time received (Skarlicki, Barclay and Pugh,2008)

***Hypothesis 4: Informational justice significantly and positively related with task performance***

## **2.5 Mediating role of trust**

Trust is the loyal, reliable, behavior and attitude of people in organization as well as social exchanges, trust increase the task performance in organizations and causes the positive impact (Phelan et al., 2008). Trusty environment in organizations increase the task performance due to self efficacy of employees and minimize the level of the unfairness employees behave with each others in politely way, care them in which are on duty they avail their task and perform them in the absences of employees due to any reason the other employee perform their task its only accurse in friendly and fair environment. (Rey chen et al.,2014). Trusts have direct relationship with task performance supervisor show the trust on their employees they feel honor that their supervisor trust n them these feelings increase the task performance and involvement of employees as well (Hauer et al., 2013).

(Seppala et al., 2011) stated that organizations show the trust on their employees they perform task effectively. Task performance connected with trust when organizations built the trusty environment employees feel workplace as home so trust mediate the relationship between organizational justices and task performances, trust works as catalyst, trust cusses the positive effect on task performance its increase the level of task performance (Hancock, et al., 2011). Trust gives the fairness in task performance (Franzen,et.al., 2010).Word trust has own ability to attract the people and have motivational power to convince the employees and motivate those who engage with their task they perform they task honestly so trust mediate the effect of task performance (Cate et al., 2011). Trust in team or group of subordinates which are works in organizations an important mediator for task performance trust improve the task performance as

well as improve the good well of organizations (Mathieu et al., 2008). Trust holding organizations have golden chance to groom their reputations or sells trust minimize the biasness and maximizes the task performance also gives the reputation protocol to organizations (Raychan,Guo,Bao & Cho, 2014).Supervisor allow the trust on their subordinates its increase the contribution, experience and expertise to perform task and construct the competences for features it's also increase the responsibility of task performance on work place (Hauer et al., 2016). (Ginsbrug et al., 2010) discover that the trust given by the supervisor influences the task performance as well as the mind set of subordinates for achieving the task. Trust between subordinate and supervisor mediates the relationship of task performance trust is additional factor to enhance the task performance (Sterknbrug et al., 2010). Positive attitude or positive behavior like trust impose the positive effect on task performance also show enthusiasm the subordinates to perform the task very well so the trust mediates the organizational justice and task performance (Sutkin et al., 2008). (Brower et al., 2009) exhibited that trust has competences to increase the development in the form of task performance every field of work in organizations trust automatically increase that task performance.

***Hypothesis5: Trust mediates the relationship between organizational justice and task Performance.***

## **2.6 Moderating role of self efficacy**

Self efficacy is defined about his capabilities and beliefs to perform the task in difficult environment and facing the day to day challenges and demands the factor of self efficacy motivates subordinates to perform the task (Gist, 2014).Self efficacy is the ability to learn and

gets the skills to perform well to achieve task (Komarraju & Nadler, 2013). If person have low level of self efficacy it cause the depression and anxiety on workplace its causes the negative effect on task performance so self efficacy is important for any task (Blalock, et al, 2017). Self efficacy is ability to do something it's have a power to achieve the task self efficacy act like bridge between task and achievement (Karwowski, Lebuda, Wisniewska and Gralewski, 2013). According to (Tims, Bakkers and Derks, 2014) when employees feel self efficacy they hold their task and perform well with enjoying behavior and attitude, they never feel like the burden while its perform with pleasure, when employees feel attachment with their task it increase the task performances and use the resources with care and not wasting behavior also minimize the cost, self-efficacy have moderating effect on task performance. Self efficacy have positive relationship with task performance (Xanthopoulou et al., 2009). Employees have self efficacy and have confidents about their task they perform very well and enhance the task performance (Vouge & Parker, 2008).

Self efficacy idea persuades that how people feel, think and perform their task to enhance their task performances. Its give the inner power to perform their task as well as gives the sense about their work this power increase the task performance positively without wasting time and resources for any purposes the time is very short and resource s are very low to save time and resources have only one way to use them with planning and self efficacy. (Zulkosky ,Msn,Rn,CCRN , 2017). Stronger the perception of self-efficacy, the more employees shows coping effort. Performance accomplishment provides the most influential efficacy information.

Perception of self-efficacy moderates the relationship between trust and employees' task performance.

*Hypothesis 6: Self efficacy moderates the relationship between trust and task performance.*

## **2.7 Research hypotheses**

*Hypothesis 1 Procedural justice significantly and positively related to task performance.*

*Hypothesis 2 Distributive justice significantly and positively related with task performance*

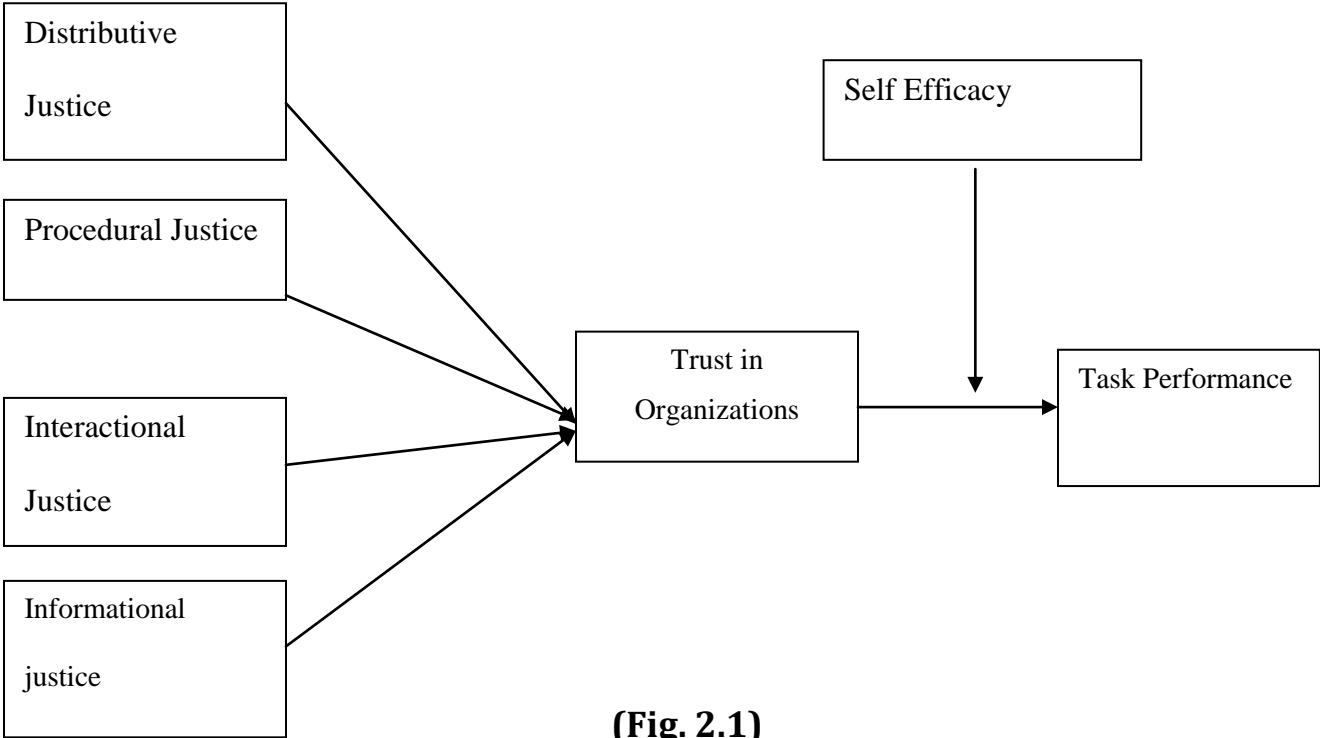
*Hypothesis 3 Interactional justice significantly and positively related with task performance*

*Hypothesis 4 Informational justices significantly and positively related with task performance*

*Hypothesis 5 Trust mediated the relationship between procedural justice and task performance.*

*Hypothesis 6 Self efficacy moderate the relationship between trust and task performance*

**2.2 Research Model**





## **Chapter 3**

### **Research Methodology**

This chapter explains the design of research population, sampling technique, instrumentations, responded demographics and reliabilities of variables.

#### **3.1 Design of study**

The Quantitative research method was used for this study and tests the research questions and hypothesis. For the purpose of measuring and analyzing the result the (SPSS) was used. The objectives of these quantitative methods are to observe that whether the predictive generalizations of this research questions are true? Questionnaire was used for data collection method in this research study mainly, because it was helpful to ask a variety of the questions at the same time. In the light of respondent point of view. It was provide the guideline to answer asked the questions & compiled together and then this information relates to the combination of questions.

#### **3.2 Population and sample**

This is a cross-sectional study and also involves the different groups of people, age, gender, and educational background, and this data was collected in one time by distributing questionnaires among the employees and employer from Rawalpindi and Islamabad. A large number of people in cities of Islamabad and Rawalpindi which are working in organizations. So, these people were considered as the unit of analysis for this research. Data was collect through questionnaire from employees and employer. This would be helpful to understand the fairness in organizations.

Population for this research study is employees and employer in different organizations which are situated in twin cities of Rawalpindi and Islamabad and those peoples which ages are between 26-50 years. The sample size selected for this study from different organizations was 250 Islamabad and Rawalpindi. 250 questionnaires distributed in different organization accurate data remains on 187 questionnaires. It is not possible for the researcher to get the response from all employees of twin cities (Rawalpindi and Islamabad) population is very large.

### **3.3 Technique of sampling**

Convenient sampling technique used for this study for the ease of researcher. This type of study was exhausted in social sciences' did the selective data selection on the basis of subject availability. Because of the limited time or shortage of time as well as scarce resources in this way saves the time, resources and energy and put the little effort to getting the data .So, the data which are collected through questionnaire from the population its show the whole population of organizations in Pakistan. The data was collected in the form of questionnaire from employees and employers of different organization in the area of Rawalpindi and Islamabad (Pakistan).

### **3.4 Instrumentation**

To measure the independent variable dimensions of organizational justices

#### **3.4.1 Distributive Justice**

Organizational justice is the main independent variable of this study. One of its dimensions is distributive justice that was measured while using 5 items scale developed by Niehoff & Moorman, (1993). This Questionnaire was again used by Rastagar & Pourebrahimi, (2013). They have obtained response from 5 point Likert scales strongly agree to strongly disagree. Having there reliability of 0.868 has been used.

#### **3.4.2 Procedural Justice**

Procedural justice is another dimension of main independent variable. Procedural justice was measure through using 6 items scale, developed by Niehoff & Moorman, (1993). This questionnaire was applied by Mukherjee & Bhattacharya, (2013) and Rastagar & Pourebrahimi, (2013). They have analyzed responses using 5 point liker scale from “Strongly disagree to strongly agree.” And reliability scale score for the scale was found to be 0.793.

#### **3.4.3 Interactional justices**

Third dimension of independent variable is Interactional Justice. This dimension was measured by using 9 items scale developed by Niehoff & Moorman (1993), used by Mukherjee & Bhattacharya, (2013) and Rastagar & Pourebrahimi, (2013) using 5 points likert scale “Strongly disagree to strongly agree” having the reliability of 0.794 has been used.

#### **3.4.4 Informational justice**

Four dimension of independent variable is informational justice. This dimension was measured by 5 item scale by Colquitt, Jason A and Jessica B. Rodell (2011), by using 5 point Likert scale.

Strongly disagree to strongly agree. This scale having the reliability score 0 .795 has been used.

#### **3.4.5 Task Performance**

To measure the dependent variable( Task Performance) scale adopted by Williams, L.J., & Anderson S.E., (1991) by using the likert scale having reliability 0 .785 has been used. The scale consists of total 9 items which are used to collect the data.

#### **3.4.6 Trust**

The mediating variable of this study is organizational trust and was measured through using 7 items scale developed by Robinson, (1996). Mukherjee & Bhattacharya (2013) used this instrument. Obtained response by using 5 point likert scales ranging from “Strongly agree to strongly disagree”. Having reliability 0.774 has been used.

#### **3.4.7 Self efficacy**

The moderating variable of this study is self efficacy and was measured through 3 item scale by develop by (Oreg, Shaul (2003), by using 5 point likert scales ranging from “Strongly agree to strongly disagree”. Having the reliability 0.746 has used.

**Table 3.1**

**Instrumentations**

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Variable	Sources	Items
Organizational justice		
<b>Distributive justices</b>	Niehoff & Moorman, (1993),	5 Items
<b>Procedural justices</b>	Niehoff & Moorman, (1993).	6Items
<b>Interactional justices</b>	Niehoff & Moorman (1993),	9 Items
<b>Informational justices</b>	Colquitt, Jason A., and Jessica B. Rodell (2011),	5 Items
<b>v. Task performance</b>	Williams, L.J., & Anderson S.E., (1991)	9 Items
<b>vi. Trust</b>	Robinson, (1996)	7 Items
<b>vii. Self efficacy</b>	Oreg ,Shaul(2003)	3Items

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### **3.5 Data collection Technique and Time Frame**

In this study the best and easy way of survey used to collect the data. Its most widely used technique as compare to other technique in research study is convenient sampling technique. Consider the helpful to assemble the data. In this study collect the data from different organizations of Islamabad and Rawalpindi through questionnaire. 250 responded select for data collection.

### **3.6 Data Analysis Tool**

Data was calculated by questionnaire SPSS software was used to analysis the data. Correlation and regression process used to observe the data correlation and regression explains the variables to what extend related with variables.

### **3.7 Analytical techniques and tool used**

Regression analysis, Descriptive test, Reliabilities and correlations analysis perform by SPSS software for statistics calculations.

### 3.8 Sample characteristics

**Table 3.2**  
**Responded demographics**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative percent</b>
Male	119	63.6	63.6
Female	68	36.4	100.0
<b>Age</b>			
26 years to 33 years	43	23.0	23.0
34 years to 41years	51	27.0	50.3
42 years to 49 years	38	20.3	70.6
50 years and above	55	29.4	100.0
<b>Experience</b>			
5 years to 10 years	25	13.4	13.
11 years to 16 years	57	30.5	43.9
23 years to 28 years	39	29.9	64.7
29 years to 35	44	23.5	88.2
36 and above	22	11.8	100.0
<b>Qualification</b>			
Metric	13	7.0	7.0
Inter	21	11.2	18.2
Bachelor	62	33.2	51.3
Master	18	27.3	78.6
MS/M. Phil	22	9.6	88.2

P.h.D

18

11.8

100.0

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Frequency analysis show that majority of responded was male when we see the gender total number of male 119 out of 187(63%) and female 68 out of 187 ( 36.4%).its show the gender discrimination present. 50 years and above of 55 years majority responded reported in mentions statistics in above section from total sample of 187 responded (29.4%) this percentage is higher than other age group. Second age group is lay between 34 to 41 years which got percentage of (27.3%) & 43 under the age of 26 years to 33 year group (23.0%) are reported

Survey of the study also collected about qualifications of the respondents (33.2%) However in additional qualification group 18 respondents (27.3%) belong to Masters Section, 22 respondents have finished MS/M Phil that mechanism out to be 9.6% of the section. While 18 of the respondents to compose 11.8 of the sum sample size consists of P.h.D respondents. Experience term which high proportion consists of 11- 16 years group that is a total of 57 respondents making it 30.5% of the total sample. However, 44 respondents are reported in 29-35 years making it 23.5% of sample. 23-28 respondents (29.9%) and 5-10 respondents (13.4%) 36 and above years 22 responded are reported (11.8%).



### 3.9 Reliabilities

**Table 3.3**  
**Scale Reliabilities**

<b>Variable</b>	<b>Cronbach,s Alpha</b>	<b>No. of Items</b>
<b>Organizational Justice</b>		
Distributive justice	0 .868	5
<b>Procedural justice</b>	0 .793	6
Interactional justice	0.794	9
Informational justice	0.795	5
<b>Task Performance</b>		
<b>Trust</b>	0 .774	7
<b>Self Efficacy</b>	0.746	3

One of the most common tests is reliability test that confirm the validity of scale. Value of Cranbach,s Alpha ranges from 0 to 1. However, high value is indicating greater reliability of the scale. So the reliabilities of scales which are used in this study is power to measure the

correlations among variables. 0.7 value of Alpha consider the reliable. For measuring the different variables lower value of Alpha shows the lower reliability

Table 3.3 provide information of Cronbach,s Alpha coefficient used to collect data for this study. Through this table internal consistency of scales used are visible. The highest Alpha value has used to measure organizational justice is 0.868. It show high reliability of scale. All the scale used for survey shows a high reliability values.

## Chapter 4

### Results

#### 4.1 Descriptive Statistic

Provide the sample review of observations which are explain in following sections.

#### 4.2 Descriptive Statistics (minimum, maximum and standard deviations)

**Table 4.1**  
**(Descriptive Statistics (Minimum, Maximum, Mean and Standard Deviation))**

<b>Variables</b>	<b>Sample</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>SD</b>
Distributive justice	187	1.0	4.20	2.88	1.05
Procedural justice	187	1.0	4.67	3.3	0.97
Informational justice	187	1.0	4.56	3.14	0.90
Interactional justice	187	1.0	4.40	3.14	0.87
Self efficacy	187	1.0	4.67	3.51	1.05
Trust	187	1.0	4.86	3.2	1.08
Task performance	187	1.0	4.67	3.4	0.87

In this study table 4.1 shows the descriptive statistics of variable. The given table represents the value of, minimum, maximum and average of variable and as well represents the mean and standard deviation. The first column of table show the detail of variables, the second column indicates the sample size of study, Third and fourth column of table indicate the minimum, maximum mean value of data. The data has been taken as whole values instead of fraction. Maximum value of gender is 2 in which 1 for male and 2 for female the mean value of gender is 1.36 with standard deviation of 0.482. The mean value of distributive justice is 2.88 with standard deviation of 1.08. Where the interactional justice having the mean value 3.14 and standard deviation 0.904. While procedural justice have mean value 3.3 and standard deviation 0.97. Informational justice observe the value of mean is 3.14 with standard deviation 0.87, mean value of self efficacy 3.51 with standard deviation 1.05 and task performance mean value 3.2 and standard deviation 0.87. Trust got the mean value of 3.4 and standard deviation 1.08.

### **4.3 Correlation analysis**

Correlation is to predict the association of two variables or to scrutinize the two variable moves in same direction or opposite directions. It's different from regression analysis it does not consider to fundamental linkage for variable under the study. The relationship is analyzing that he the variable move in same or opposite directions not including the zero correlations. Correlation method used in this study in which broadly used coefficient for assessing correlations between relationship. Correlation used to measure the relationship between variables positive value indicate the positive relationship and negative value indicate the negative relationship if the 0 value exists its mean no correlation exist between variables.

**Table 4.2****Correlation Analysis**

Variables	Mean	SD	1	2	3	4	5	6	7
1 Distributive justice	2.88	1.05	1						
2 Procedural justice	3.3	0.97	.728**	1					
3 Interactional justice	3.14	0.90	.523**	.538**	1				
4 Informational justice	3.14	0.87	.654**	.690**	.789**	1			
5 Self Efficacy	3.51	1.05	.529**	.514**	.875**	.856**	1		
6 Trust	3.2	1.08	.701**	.629**	.747**	.789**	.820**	1	
7 Task performance	3.4	0.87	.711**	.662**	.752**	.811**	.836**	.832**	1

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

The results as indicated by table shows the correlation among the different variables under study.

The study have independent variable that is organizational justice (distributive justice, procedural justice, interactional justice and informational justice) is considerably associated with the dependent variable of the study where r is equal to distributive justice (  $r = .728$ ) with p value of 0.01 procedural justice ( $r = .523$ ) with p value 0.01, interactional justice ( $r = .654$ ) with p value 0.01, informational justice have(  $r = .529$ ) p value 0.01. Table show the significant effect of organizational justice with task performance.

## 4.2 Regression Analysis

Its mostly use to calculate the relation between variable .Correlations show the strong associations among x and y variables .Regression analysis describe the calculations about x and y.It's also used to represent the conclusion regarding to variable dependence of each other.

**Table 4.3**  
**Regression Analysis**

<b>Independent variable</b>	<b>Dependent variable</b>	<b>Beta</b>	<b>t</b>	<b>R square</b>	<b>Sig</b>	<b>F</b>
Distributive justice	Task performance	0.7205	7.14	.4909	0.0000	178.4
Procedural justice	Task performance	0.1966	4.81	.7245	0.0000	241.88
Interactional justice	Task performance	0.2815	4.85	.7314	0.0000	250.55
Informational justice	Task performance	0.3768	6.8	.7555	0.0000	284.3

Regression analysis show the beta value of distributive justice is ( $\beta=.7205$ ) t value is (7.14) p value is significant (0.0000) and F value is (178.4).Procedural justice have beta value is ( $\beta=.1966$ ) t value is (4.81) p value is significant (0.0000) and F value is (241.88) .Interactional justice have beta value ( $\beta=.2815$ ) t value is (4.85) and F value is (250.55) and p value is significant (0.0000). In last regression analysis show the informational justice result in which beta value is ( $\beta=.3768$ ) t value is (6.8) F value is (284.3) P value is (0.0000).

**Table 4.4**

<b>Mediation analysis of Distributive justice</b>				
<b>Mediation analysis Effect</b>	<b>Effect Size</b>	<b>S.E</b>	<b>LL95%CI</b>	<b>UL95%CI</b>
<b>Total Effect</b>	0.563	.041	0.482	.645
<b>Direct Effect</b>	.194	.038	0.119	.270
<b>Indirect Effect</b>	.369	.0484	0.280	.4697

***Hypothesis 1: Distributive justice positively and significantly related with task performance.***

This table show the mediation analysis of distributive justice where the total effect is 0.563 it show the positive relationship between Distributive justice and task performances' is 0.041 LLCI is 0.482 and ULC is 0.645 .direct effect is 0.194 S.E 0.038 LLCI is 0.119 direct effect show the positive and significant relationship between distributive justice and task performance while the ULCI is 0.270 indirect effect is .369 S.E =0.484 LLCI IS .280 and ULC is 0.4697.

**Table 4.5**

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**Mediation analysis of procedural justice**

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<b>Mediation analysis Effect</b>	<b>Effect Size</b>	<b>S.E</b>	<b>LL95%CI</b>	<b>UL95%CI</b>
<b>Total Effect</b>	.5874	.0500	.488	.686
<b>Direct Effect</b>	.2235	.0382	.148	.298
<b>Indirect Effect</b>	.3640	.447	.279	.4570

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*Hypothesis 2: Procedural justice positively and significantly related with task performance*

Table 4.5 show the mediation analysis of procedural justice with task performance where the total effect is 0.587 it show the positive relationship between procedural justice and task performances S.E is 0.488 LLCI is 0.488 and ULC is 0.6856 .direct effect is 0.2235 S.E 0.0382 LLCI is 0.148 direct effect show the positive and strong relationship between procedural justice and task performance while the ULCI is 0.298 indirect effect is 0.364 S.E =0.447 LLCI is 0.279 and ULC is 0.4570.

**Table 4.5**

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**Mediation analysis of interactional justice**

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<b>Mediation analysis Effect</b>	<b>Effect Size</b>	<b>S.E</b>	<b>LL95%CI</b>	<b>UL95%CI</b>
<b>Total Effect</b>	0.7481	0.047	0.654	.842
<b>Direct Effect</b>	0.299	0.048	0.204	.395
<b>Indirect Effect</b>	0.448	0.055	0.350	.569

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***Hypothesis 3: Interactional justice positively and significantly related with task performance***

Table 4.6 show the mediation analysis of interactional justice where the total effect is 0.7481 it show the positive relationship between interactional justice and task performance, value of S.E is 0.047 LLCI is 0.654 and ULC is 0.854 .direct effect is .194 S.E 0.038 LLCI is0 .299 while the ULCI is 0.395 indirect effect is0 .448 S.E =0.055 LLCI IS 0.354 and ULC is 0.569.

**Table 4.6**

<b>Mediation analysis of informational justice</b>				
<b>Mediation analysis Effect</b>	<b>Effect Size</b>	<b>S.E</b>	<b>LL95%CI</b>	<b>UL95%CI</b>
<b>Total Effect</b>	.792	.047	.713	.871
<b>Direct Effect</b>	.395	.047	.305	.491
<b>Indirect Effect</b>	.395	.044	.305	.4915

***Hypothesis 4: Informational justice positively and significantly related with task performance***

Table 4.7 show the mediation analysis of informational justice where the total effect is 0.792 it show the positive relationship between informational and task performances' value of S.E is .047 value of LLCI is .713 and value of ULC is .871 direct effect is 0.395 S.E 0.047 value of LLCI is .0.305 while the value of ULCI is 0.4915 indirect effect is .395 S.E =0.044 LLCI IS .280 and ULC is 0.4697.

**Table 4.8**  
**Moderation analysis**

	$\beta$	SE	T value	p
<b>Constant</b>	0 .1697	0 .3434	0.4942	0 .6217
<b>Self efficacy</b>	0.3616	0 .1186	0 .0477	0 .0026
<b>Task performance</b>	0 .5424	0 .1713	3.0471	0 .0018
<b>SE x Trust</b>	0 .0262	0 .0418	0 .6269	0.5315

Table 4.8 shows the moderation analysis test run by using the bootstrapping method. Bootstrap 5000 sample used for analysis. Table 4.8 reports the result of moderation taking the self Efficacy as moderator between trust and task performance. Result shows that low self efficacy exist between employees which are working in organizations. Hypothesis 6 is rejected due to low self efficacy held between employees in organizations when trust increase its not affect the self efficacy of employees trust also increase the task performance but self efficacy comes with trainings ,workshops and reward systems.

**Table 4.9**

**Accepted/ Rejected Hypothesis**

<b>Hypothesis</b>	<b>Statements</b>	<b>Results</b>
<i>Hypothesis1:</i>	<i>Procedural justice significantly and positively related to task performance.</i>	<i>Accepted</i>
<i>Hypothesis2:</i>	<i>Distributive justice significantly and positively related with task performance</i>	<i>Accepted</i>
<i>Hypothesis3:</i>	<i>Interactional justice significantly and positively related with task performance</i>	<i>Accepted</i>
<i>Hypothesis4:</i>	<i>Informational justices significantly and positively related with task performance</i>	<i>Accepted</i>
<i>Hypothesis5:</i>	<i>Trust mediated the relationship between procedural justice and task performance.</i>	<i>Accepted</i>
<i>Hypothesis 6:</i>	<i>self efficacy moderates the relationship between trust and task performance.</i>	<i>Rejected</i>

## Chapter 5

### Conclusions, Discussions and Recommendations

#### 5.1 Discussion

Observations of study is to predict the association among organizational justice by means of task performance with exploring the mediating role of trust and moderating role of self efficacy the result of this study describe that the positive relationship held between organizational justice and task performance. There is 6 hypothesis generated among variables. Result of this study indicated that 5 hypothesis (H1, H2, H3, H4, H5) are accepted while hypothesis 6 are rejected. Results show that positive relationship held between organizational justice and task performance first hypothesis is procedural justices is significantly and positively related with task performance, is accepted by analysis procedural justice is justice in decision making process. Job decision making process done by unbiased manners, supervisor gets the all information about job of employees when going to takes decisions. Justices is the most important elements in organizations its gets the positive outcomes positive response of customers suppliers and many group involve in organizations due to justice they are loyal with organizations ,their thinking about organizations become good and they are engage with organizations .

Second hypothesis is distributive justice is significantly and positively related with task performance is accepted by result because the distributive justice is important to increase the task performance in organizations distributive justice is justice in resource allocations wages and out puts. Third hypothesis is interactional justice is positively and significantly related with task

performance result also prove that the interactional justice in organizations is most important to increase the task performance interactional justice is justice in interactions with subordinates in organizations supervisor interact with subordinates with honors, dignity and self respect, good attraction of supervisor causes the positive effect on task performance when decision made about my job the supervisor treats with kindness supervisor sensitive about my job. Fourth hypothesis is informational justices is positively and significantly related with task performance, informational justices is justice to providing the information to subordinates to perform the task result also indicated that necessary information provide the subordinates to perform their task at timely manners explain decision making process supervisor communication in details about task performance. Fifth hypothesis is trust mediates the organizational justice and task performance also accepted by results when in organizations justice implement in organizations trust of employee's increases the task performance of employees automatically increases. When trust of employees increases self efficacy also increases sixth hypothesis of this study is self efficacy moderates the relationship between trust and task performance self efficacy is to perform the task in difficult situations employees feel that I achieve the most of task which are set for myself. Hypothesis six was rejected by result. Correlation and regression analysis also examines the positive relationship with all dimensions of organizational justice and task performance.

Correlations comes high in the case of dimensions of organizational justice because many scholars expect that strong correlations held between dimensions of organizational justices (Cohen, Charash & spector, 2001; Colquitt et al.,2001,Hauenstein ,McGonigle & Flinder 2001).Environments of world changing day to day competitions in organizations become high to

walk on world changing environment and high competitions task performance is important to meet the term and conditions of changing world when in organizations implement the all dimensions of organizational justice its causes the positive effect in organizations Procedural justice is justice in decision making process when faire decision made in organizations every subordinate gets equal level of thinking its causes the positive effect on task performance.

This study represent the justice in organizations that justice causes the positive impact on task performance justice also develop the trusty feeling in employees perform their task with enthusiasms, honesty and care the organizational justice causes the positive effect on organizational environment justice also decrees the conflict in organization and create the friendly environment in organizations subordinates feel that supervisor treat with other subordinates like supervisor give more attention on his work and ignore his /him mistakes this attitude causes the bed impression on other subordinates this way of attitude causes the conflict between organizations and made the bed impact on task performance so the organizational justice have factor to resolve the all problems in organizations. This study indicated that (H1, H2, H3, H4 and H5) hypothesis are accepted and show the positive relationship with task performance H6 are rejected the word self efficacy is ability to do work but only to do work is not enough this ability boost by appreciations reward systems, training and workshops increase the ability and boost the working ability to do work.

Distributive justices have positive and significant relationship with task performance because all resources schedule of work is fair, pay level is fair, work of load is considerable job responsibilities are fair, informational and interaction of supervisor distribute between all

subordinates with honesty or by justice its causes the positive effect on task performance. Procedural justice positively related with task performance and interactional justice and informational justice also positively related with task performance. In this study the mediating role of trust and moderating role of self efficacy also causes the positive impact on task performance self efficacy is used as moderator it's a ability to do work in difficult environment it's like a motivational force subordinates works with honesty and hardly so the task performance of organizations increases. This study indicated that organizational justice causes positive impact on task performance. Due to organizational justice productivity of organizations are also increases.

## **5.2 Conclusion**

Analyses of this study show that the organizational justices have strong effect on task performance of employees. In organizations justice increases the task performance as well as became the environment of organizations fair. This study indicated that every step start with justice then no worries made between subordinates and organizations task performance of employees' .So there is need to focuses on the organizations in justice and trust between employees and supervisor. Organizational justice causes the positive effects on subordinate's mind they feel relax and give the more attention on task, in organizations need to justice in procedure for improvement of organizations also.

### **5.3 Recommendations**

This study discuss the analysis of organizational justice and task performance also examine the mediating role of trust and moderating role of self efficacy .In Pakistan its very much need to focused on the justice in organizations. Organizational justice have positive effect on task performance, organizational justice increase the trust and boost the self efficacy .Self efficacy is the ability to do work in any difficult situations and achieve the task its causes the positive effect on organizations and also boom the equity of organizations change accurse due to justice without justice never come the positive effect on good well of organizations.

### **5.4 Implications**

This study has several practical implications in organizations where justice implement the environment of organizations become faire and nobody think to stuck off the organizations and turnover rate will become low and employees perform their task with honesty and fairly and employees think about organizations like their home and trust also reduce the effect of conflict. Organizational justice causes the positive effect on reputation of organizations.

### **5.5 Limitations and Feature Directions**

In the face of significance of this study and its results, the study have some limitations .First of all convenient method technique used to collect the data from responded, 250 questionnaire used to collect the data its very low to get the proper picture of justice in organizations, Secondly cross sectional study conducted. Thirdly insufficient time and scares resources this study is unable to see the implementation of justice in organizations before and after to examine the



study, result of this study indicated that change comes in organizational environment due to justice. This study is conducted in Pakistani context thus provide the foundation and include literature for researcher in feature, researcher can perform deeply works on this issue like stress, burnout with justice particularly in Pakistan.

## Chapter 6

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## Questionnaire

**Dear Respondent,**

My name is Balqees Noor. As a MS research scholar at Capital University of science and technology, Islamabad, I am collecting data for my research paper. Title: **impact of organizational justice on task performance: with mediating role of trust and moderating role of self-efficacy.** It will take your 15-20 minutes to answer the questions and to providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire.

Thanks a lot for your help and support!

Sincerely,

Balqees Noor MS (HRM) Research Scholar

Faculty of Management and Social Sciences

Capital University of science and technology, Islamabad

The following statements are concerned about your concerns about organizational justice, **trust in employees ,self-efficacy in employees and impact on task performance** within the



organization. For each item of the statements below, please indicate the extent of your agreement & disagreement by ticking the appropriate number.

1= strongly Disagree 2= Disagree 3= neither Agree/nor Disagree 4= Agree 5= strongly Agree

	<b>Distributive justice</b>					
1	My work schedule is fair	1	2	3	4	5
2	I think that my level of pay is fair	1	2	3	4	5
3	I consider my work load to be quite fair	1	2	3	4	5
4	overall, the rewards I receive here are quite fair	1	2	3	4	5
55	I feel that my job responsibilities are fair	1	2	3	4	5
	<b>Procedural Justice</b>					
1	Job decisions are made by the general manager in an unbiased manner.	1	2	3	4	5
2	My general manager makes sure that all employee concerns are heard before job decisions are made.	1	2	3	4	5
3	To make job decisions, my general manger collects accurate and complete information.	1	2	3	4	5
4	My general manager clarifies decisions and provides additional information requested by employees.	1	2	3	4	5
5	All job decisions are applied consistently across all affected employees	1	2	3	4	5

6	Employees are allowed to challenge or appeal job decisions made by the general manager.	1	2	3	4	5
	Interactional Justice					
1	When decisions are made about my job, the general manager treats me with kindness and consideration.	1	2	3	4	5
2	When decisions are made about my job, the general manager treats me with respect and dignity.	1	2	3	4	5
3	When decisions are made about my job, the general manager is sensitive to my personal needs.	1	2	3	4	5
4	When decisions are made about my job, the general manager deals with me in a truthful manner.	1	2	3	4	5
5	When decisions are made about my job, the general manager shows concern for my rights as an employee.	1	2	3	4	5
6	Concerning decisions made about my job, The general manager discusses the implications of the decisions with me.	1	2	3	4	5
7	The general manager offers adequate justification for decisions made about my job.	1	2	3	4	5
8	When making decisions about my job, The general manager offers explanations that make sense to me	1	2	3	4	5
9	My general manager explains very clearly any decision made about my job	1	2	3	4	5
	Informational justice.					
1	Has your supervisor been candid when communicating with you?	1	2	3	4	5
2	Has your supervisor explained decision-making procedures thoroughly?	1	2	3	4	5

3	Were your supervisor's explanations regarding procedures reasonable?	1	2	3	4	5
4	Has your supervisor communicated details in a timely manner?	1	2	3	4	5
5	Has your supervisor tailored communications to meet individuals' needs?	1	2	3	4	5
	Trust in organization					
1	I believe my employer has high integrity.	1	2	3	4	5
2	I can expect my employer to treat me in a consistent and predictable fashion.	1	2	3	4	5
3	My employer is not always honest and truthful	1	2	3	4	5
4	In general, I believe my employer's motives and intentions are good.	1	2	3	4	5
5	I don't think my employer treats me fairly	1	2	3	4	5
6	My employer is open and <i>frank</i> with me. (Upfront)	1	2	3	4	5
7	I am not sure I fully trust my employer	1	2	3	4	5
	Self efficacy					
1	I will be able to achieve most of the goals that I have set for myself.	1	2	3	4	5
2	When facing difficult tasks, I am certain that I will accomplish them.	1	2	3	4	5
3	I feel, I have the cap ability to fulfill the assigned responsibilities successfully	1	2	3	4	5

Section 02.

1	2
Male	Female

1	2	3	4
26-33	34-41	42-49	50 and above

Qualification

1	2	3	4	5	6	7
Metric	Inter	Bachelor	Master	MS/M.Phil	PhD	Post PhD

1	2	3	4	5	6
5 -10	11 – 16	17 – 22	23 – 28	29 – 35	36 and above

## Questionnaire

Dear Respondent,

My name is Balqees Noor. As a MS Research scholar at Capital University of science and technology, Islamabad, I am collecting data for my research paper. Title: **impact of organizational justice on task performance: with mediating role of trust and moderating role of self-efficacy.** It will take your 15-20 minutes to answer the questions and to providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire.

Thanks a lot for your help and support!

Sincerely,

Balqees Noor MS (HRM) Research Scholar

Faculty of Management and Social Sciences

Capital University of science and technology, Islamabad

Section:1

The following statements are concerned about your concerns about organizational justice, **trust in employees** ,**self-efficacy in employees and impact on task performance** within the organization. For each item of the statements below, please indicate the extent of your agreement &disagreement by ticking the appropriate number.

1= strongly Disagree 2= Disagree 3= neither Agree/nor Disagree4= Agree 5= strongly Agree

<b>Supervisor-Reported Task Performance</b>						
1	This subordinate adequately complete assigned duties	1	2	3	4	5
2	This subordinate Fulfills responsibilities specified in job description	1	2	3	4	5
3	This subordinate Meets formal performance requirement of job	1	2	3	4	5
4	This subordinate Assists supervisor with his/her work (when not asked)	1	2	3	4	5
5	This subordinate Takes time to listen coworkers' problems and worries	1	2	3	4	5
6	This subordinate Goes out of the way to help new employees	1	2	3	4	5
7	This subordinate Passes along information to coworkers	1	2	3	4	5
8	This subordinate Attendance at work is above the norm	1	2	3	4	5
9	This subordinate Gives advance notice when unable to come to work	1	2	3	4	5

Section:2

Gender	1	2
	Male	Female

Age	1	2	3	4
	26-33	34-41	42-49	50 and above

Qualification	1	2	3	4	5	6	7
	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD	Post PhD

Experience	1	2	3	4	5	6
	5 - 10	11 - 16	17 - 22	23 - 28	29 - 35	36 and above