



FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY
STUDIES

A STUDY OF THE RELATIONSHIP BETWEEN JOB
SATISFACTION AND ORGANIZATIONAL JUSTICE

AWG. ZEBULBAHARI B. AWG. TUSOF
2003275504

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THE ABSTRACT

On September 2003, just 45% of employees agree that their organization's pay policy is fair. In addition, 27% feel that base pay does not fairly represent their contributions compared to other employees. (Society for Human Resource Management (SHRM)) The study examines the relationship between the job satisfaction and organizational justice, the level of both employees feeling toward work and workplace fairness, and determines what is the main predictor of job satisfaction. Closed ended questionnaire were distributed and followed by semi-structured interview to several administration employees in faculties in UiTM. As a result, the current level of organizational justice was average and employees were satisfied with their current job. Here, there is a positive relationship between both job satisfaction and organizational justice. Surprisingly, procedural justice was found as the predictor of job satisfaction among other elements of organizational justice