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Influential role of organizational justice practices in Pakistan towards saleforce performance

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This study investigates a self-regulatory structure which focused on sympathetic activation of Procedural and Distributive Justice (PJ, DJ) practices on Saleforce Performance (SFP). Self-administered questionnaires were distributed on cross-sectional basis among 200 sales personnel of two mega electronic groups of Pakistan, tha is, Haier and Dawlance Private Limited. The research study tested the effect of PJ and DJ pertaining to SFP through structure equation modeling (SEM). The findings provided evidence on the dynamics of PJ and DJ on SFP.

Key words: Procedural justice (PJ), distributive justice (DJ), saleforce performance (SFP), structure equation modeling (SEM).

INTRODUCTION

From the past two decades, organizational justice (OJ) researchers have investigated how organizations achieve their goals by using fair OJ practices. According to Yalmiz and Tasdan (2009), OJ had three extensive dimensions which are distributive justice (DJ) transparent allocation of decision outcome, procedural justice (PJ) fair process, and interactional justice (IJ) fair interactional treatment by decision makers. Employee views regarding OJ in terms of PJ, DJ and IJ are diversification of professional job related attitudes and behaviors (Colquitt et al., 2001). Fair treatment with employees has greater influence on their performance, motivation and job commitment (Adams, 1965).

In the recent era, the most difficult task for the company managers is to retain their saleforce within the organization. Rivera (2007) reported in his study that there is high turnover ratio among salespeople from the past two years and the most difficult task is to find new salespeople and fill their job again. In addition, the complexity of salesperson's substitution means larger direct costs in lost sales and territories for longer periods of time. Researchers examine the salesperson's turnover issues from decades and indicating that this problem is still imperative (Futrell and Parsuraman, 1984; Aggarwal et al., 2004).

Organizational injustice is also one of the major issues faced by the salespeople. The major phenomenon faced by the salespeople is that if they fail to achieve their targets they will be terminated from their jobs or they might leave the organization due to pressure of management (Tyagi and Wotruba, 1998). Fairness at workplace has stronger impact on employee attitudes like job satisfaction, performance, pay satisfaction, trust and job commitment (Bakhshi et al., 2009; Lambert et al., 2007).

Most of the research works have been done on OJ and work behavior of the employees in western culture (Manzoor et al., 2012). In Asian countries, specifically in Pakistan very limited amount of research work have been done on OJ and saleforce performance (SFP) context. According to the above caption studies, it is important to explore more issues related with SFP. So, this particular study examines the potential role of OJ (PJ and DJ) on SFP especially in eastern work setting. The main objectives of this study are to find out the PJ and DJ relationship and the overall effect on SFP. In order to meet these objectives, the study focused on two electronic groups of Pakistan, that is, Haier and Dawlance Private Limited.

LITERATURE REVIEW

Organizational justice and employee performance

Organizational justice is considered as one of the core

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values that organizations desire (Reithel et al., 2007). OJ ensures that individuals, employees and groups of the organization are fairly treated within the organization (Greenberg, 1990). Organizational justice research has increased considerably over the past decade (Colquitt et al., 2005). Increase in the perception of fair treatment is closely associated with employee positive behavior (Conlon et al., 2005). Justice scholars amazingly devoted little attention towards task performance and gave great concentration towards association between justice and organizational citizenship behaviors, rule fulfillment, cooperation and esteem of authority (Moorman and Byrne, 2005). Previous studies on justice were pessimistic about task performance. Without considering the relationship between justice and task performance, it is impracticable to recognize why fair dealing can have optimistic task related results (Lind and Tyler, 1988). Locke and Latham (2004) found motivation as a strong predictor of task performance, but some scholars associate motivation largely with distributive justice (Leventhal, 1980). Some research studies exhibited that insignificant association exists among interpersonal justice and task performance (Colquitt et al., 2006) whereas some researches yielded strong relationship between task performance and interpersonal justice (Ramaswami and Singh, 2003).

Procedural and distributive justice

According to Adams' (1965) theory, employees are being judged on their own inputs like time and effort and are compared with their own outputs like pay and status, as to be treated justifiably or unjustifiably. Referring to cognition theory Folger (1977) argues that outcome (DJ) and procedure (PJ) correlate in a way to create a sense of overall justice or injustice within the organization. Relationship between justice perceptions and motivation is so far investigated by very few empirical studies. As stated earlier, justice perceived would eventually lead into the motivation of the sale force if their own inputs, that is, time and efforts, are rated justifiably. Findings from these limited studies along with the advancement in conceptual development strengthen the proposition that motivation and justice have been overlooked both in sales and non-sales research (Locke and Latham, 2004). More specifically, motivation has long been viewed as a central role in performance (Barrick et al., 2002).

According to the study of Ambrose and Kulik (1999), there is a gap of empirical knowledge explaining how motivation can be directly related to performance. Given that much research from non-sales literature has already documented the impact of justice on job performance and pay satisfaction (Haq et al., 2008), it is evident from the research that there is direct impact of justice perceptions on sales peoples' motivation, and an indirect impact of justice perceptions on sales peoples' performance and pay satisfaction via motivation. The traces of these relationships can be found in Adams' (1965) equity theory and Porter and Lawler's (1968) work motivation model. The relationships, according to equity theory can be described as: outcomes which are unfair (for example, pay and status) and which motivates the employees to rectify the unfair situation if they are not happy with these outcomes; however behavioral reaction could be taken into account to reduce their inputs or performance level (Farmer et al., 2003).

It has been clearly stated by a number of significant studies that there is positive effect of justice perceptions on pay satisfaction (DeConinck and Stilwell, 2004). On the other hand there are few studies which yet indicate the importance of justice in predicting employee's motivation and job performance (Zeffane and Zarooni, 2008). According to Tyagi's (1990) study, specifically in sale research study of insurance salespeople, it was found that the perception of money unfairness had a strong unpleasant effect on extrinsic motivation, and similarly the recognition of unfairness had a significant negative effect on intrinsic motivation of salespeople. According to Dubinsky and Levy (1989), fairness perception of pay administration has positive effect on retail salespeople's motivation. However, none of the study included performance in its investigation.

Conceptual framework

The conceptual framework of this study is PSD model (Figure 1). Based on the preceding literature discussion, the following hypotheses are proposed:

H_1: PJ has significant positive effect on SFP.
H_2: DJ has significant positive effect on SFP.
H_3: PJ has significant positive effect on DJ.

METHODOLOGY

Participants

Participants for this study consist of country sales manager, regional sales managers, area sales managers, sales supervisors and administration staff members of Haier and Dawlance Private Limited Company, Pakistan. Data were collected from the four branches of both companies located in different geographical areas of Pakistan. Haier (Peshawar branch, Lahore head office) and Dawlance (Wah branch, Karachi head office) were incorporated for data collection. Total population consisted of 154 staff members which took part in this survey study.

Measures

The instrument used to gather the data was a questionnaire. The questionnaire consists of 2 parts with sections "A" and "B". Section "A" consists of items seeking
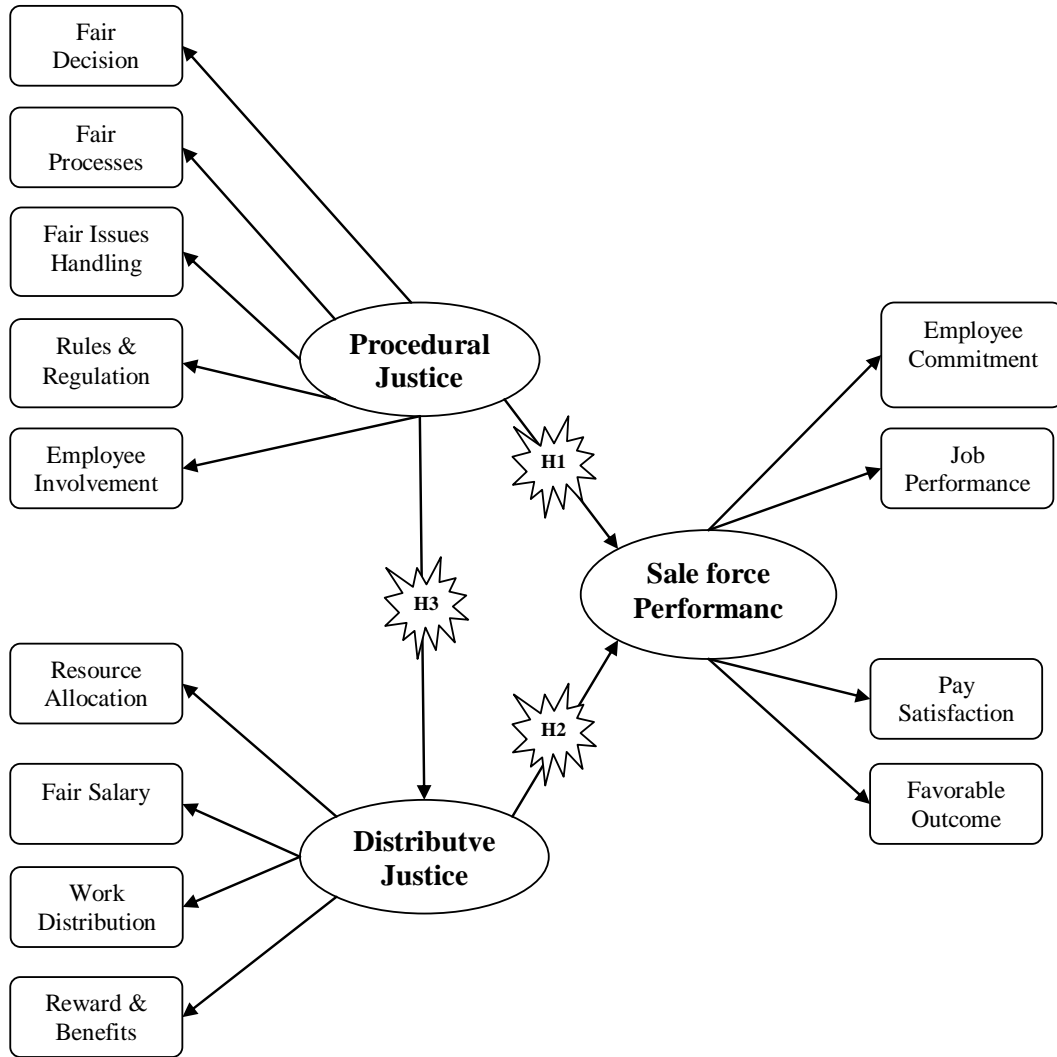
Figure 1. Conceptual framework PSD model.

demographic data such as age, gender and management level with no score attached to it. Section "B" consists of the items, which collect information about the PJ, DJ and its effects on SFP. However, it is measured on a five point Likert scale ranging from (1=strongly disagree to 5=strongly agree).

Procedural justice

To evaluate the PJ, the study used 10-items that was developed by previous scholars (Niehoff and Moormon, 1993) and then customized and refined by Blader and Tyler (2003). All items were rated on a scale ranging from 1, "strongly disagree," to 5, "strongly agree." The scale reliability α was 0.84.

Distributive justice

To asses DJ, the study used 11-items that was developed

by Price and Mueller (1986) and then refined by (Blader and Tyler, 2003). All items were rated on a scale ranging from 1, "strongly disagree," to 5, "strongly agree." The scale reliability α was 0.85.

Sale force performance

To assess SFP, 10-items were taken from the study of Kovach (1987). All items were rated on a scale series from 1, "strongly disagree," to 5, "strongly agree". However, the scale reliability α was 0.94.

RESULTS

Here, descriptive statistics of demographic variables was measured and then reliability statistics, confirmatory factor analysis (CFA) through structure equation modeling (SEM), correlation and regression analysis were calculated.

Table 1. Descriptive analysis and frequency distribution of gender, age and management level.

	Gender	Male	Female	Total	Frequency (%)	Mean	SD
Age	20-28	60	2	62	40	1.72	0.715
	29-39	63	4	67	43	1.04	0.194
	40 and above	25	0	25	17	2.90	0.339
	Total	148	6	154			
	Management Level	**Male**	**Female**	**Total**	**Frequency (%)**	**Mean**	**SD**
Title	Country sales manager	2	0	2	0.01		
	Regional sales manager	5	0	5	0.03		
	Area sales manager	9	0	9	0.05		
	Business manager	8	0	8	0.05		
	Sr. sales executive	15	0	15	0.09	2.85	0.361
	Jr. Sales executive	92	0	92	59		
	Customer services	20	0	20	12		
	Administration	0	3	3	0.02		
	Total	151	3	154			

Table 1 depicts descriptive analysis. The age was categorized from 20 years to 40 years and above. Total number of males represents 148 and that of females represents 6 of the total sample of 154.

Sekaran (2003) stated that to remove an item from the questionnaire, Cronbach's α must range from 0.790 to 0.826. So, reliability values exhibit that the questionnaire items are fit.

Pearson correlation was used to find out the correlation among PJ, DJ and SFP. The result of the correlation among the above captioned variables demonstrates that there exists positive and significant relationship at (r = 0.761*, p ≤ 0.01), (r = 0.630*, p ≤ 0.01) and (r = 0.605*, p ≤ 0.01) level respectively.

The study used LISREL software (8.80) to examine the model through SEM. CFAs analyses were conducted on measurement model to assess the uniqueness of the three devotee variables (that is, PJ, DJ and SFP). To test the model fitness, 7 fit indexes (that is, X^2/d.f, GFI, AGFI, NNFI, CFI, RMSR and RMSEA) were employed. The hypothesized three-factor model (model 1 in Table 3) with unique but related factors for the three variables was compared with a series of alternative models. In models 2 through 4, two, three and four latent variables were loaded on a common factor, and the other variables loaded on their own respective factors. According to Usluel et al. (2008), the recommended values of 7 fit indexes are (X^2/df≤ 3.00, GFI≥0.90, AGFI≥0.80, NNFI≥ 0.90, CFI≥0.90, RMSR≤ 0.10, and RMSEA≤0.06 or ≤0.08). As seen in Table 4, all goodness-of-fit statistics are in the acceptable ranges. The hypothesized three factor model shows satisfactory fit (X^2/df=3.0, GFI=0.92, AGFI=0.85, NNFI=0.93, CFI=0.94, RMR=0.03 and RMSEA=0.08) and it significantly has a better fit than all of the alternative models. Table 2 exhibits the results of model fit comparisons. The hypothesized three factor

model shows satisfactory fit (X^2/df=3.0, GFI=0.92, AGFI=0.85, NNFI=0.93, CFI=0.94, RMR=0.03, and RMSEA=0.08) and it significantly has better fit than all of the alternative models. Further, in the three-factor model, all correspondence had significant loadings on their own factors. Given these CFA results, we continued to examine these variables as distinct constructs. The model testing found that PJ and DJ have direct impacts on the SFP of Haier, Pakistan. As seen in Table 4, all goodness-of-fit statistics are in the acceptable ranges.

Structural model analysis

Multiple regression analysis was conducted to predict the impact of predictors (PJ and DJ) on response variables SFP (Table 5). Two predictors were entered simultaneously into the analysis: PJ and DJ which accounted for 74% of the variance in SFP. Figure 2 exemplifies the significant structural relationships among the study variables. Hypotheses 1 and 2 postulated that the PJ and DJ have a positive effect on SFP. The direct path of PJ, DJ and SFP were significant since the regression coefficients are (β=0.79, t=12.77, p<0.05) and (β=0.10, t=1.99, p<0.05) respectively. Therefore both hypotheses were supported, which indicated that PJ and DJ significantly have a positive direct effect on SFP. The third hypothesis is also accepted because the direct path of PJ and DJ was significant since the regression coefficient is (β=0.65, t=7.70, p< 0.05). Overall, the regression model was valid and fit. The consequence exhibited is that the fair organizational justice of PJ and DJ has strong direct impact on the SFP of Haier and Dawlance, Pakistan.

DISCUSSION

Progressively, researchers become more familiar with the

Table 2. Reliability statistics.

Composite measure	Items	Mean	SD	α
Procedural justice	Fair decision process	3.92	0.588	
	Fair judgment process	3.83	0.472	
	Fair Issue handling	3.62	0.559	0.841
	Fair rules and regulation	4.07	0.511	
	Employee involvement	4.05	0.582	
Distributive justice	Fair resource allocation	4.06	0.612	
	Fair salary	4.09	0.593	
	Fair work distribution	3.01	0.683	0.852
	Fair rewards and benefits	4.02	0.757	
Sale force performance	Employee commitment	3.02	0.511	
	Job performance	3.14	0.582	
	Pay satisfaction	3.42	0.593	0.942
	Favorable outcome	4.02	0.683	

Table 3. Inter item-correlations among dependent and Independent variables.

	Mean	SD	1	2	3	4	5
1. Age	1.72	0.716					
2. Gender	1.03	0.163	-0.013				
3. Procedural justice	3.50	1.36	0.115	-0.061			
4. Distributive justice	3.49	1.27	0.080	-0.064	0.630*		
5. Sale force performance	3.37	1.41	0.137	-0.046	0.761*	0.605*	1

*$p \leq 0.01$ (2-tailed).

Table 4. Model fit result for confirmatory factor analysis.

Models	X^2/df	GFI	AGFI	NNFI	CFI	RMR	RMSEA
Model1:Hypothesized three factor model	3.0	0.92	0.85	0.93	0.94	0.03	0.08
Model2:Two factor model (PJ & SFP)	2.6	0.94	0.90	0.95	0.96	0.02	0.09
Model3:Two factor model(DJ & SFP)	3.0	0.95	0.89	0.94	0.95	0.03	0.08
Model4:Two factor model (PJ &DJ)	2.3	0.91	0.90	0.92	0.97	0.02	0.06

n =111. All substitute models were evaluated with the hypothesized three-factor model. All X^2/df were significant at p≤.001. Abbreviations: GFI = goodness-of-fit index; AGFI = adjusted goodness-of-fit index; NNFI = non-normed fit index; CFI = comparative fit index; RMSR = root mean square residual; RMSEA = root mean square error of approximation.

Table 5. Multiple regression model for PJ, DJ and SFP.

Variables	B	SE (B)	β	t	Sig.	R^2
Step 1						0.747*
(Constant)	0.264	0.201		1.31	0.191	
PJ * SFP	0.780	0.061	0.796	12.7	0.000	
DJ * SFP	0.111	0.057	0.107	1.94	0.050	
Step 2						0.605*
PJ * DJ	0.786	0.068	0.065	7.70	0.000	
Final model: F = 159.802, R = .86	R^2= .74	Adj R^2 = .74				

B indicates unstandardized regression coefficient. β indicates standardized regression coefficient. *p ≤0.01 Predictors (PJ, DJ) Dependent Variable (SFP).
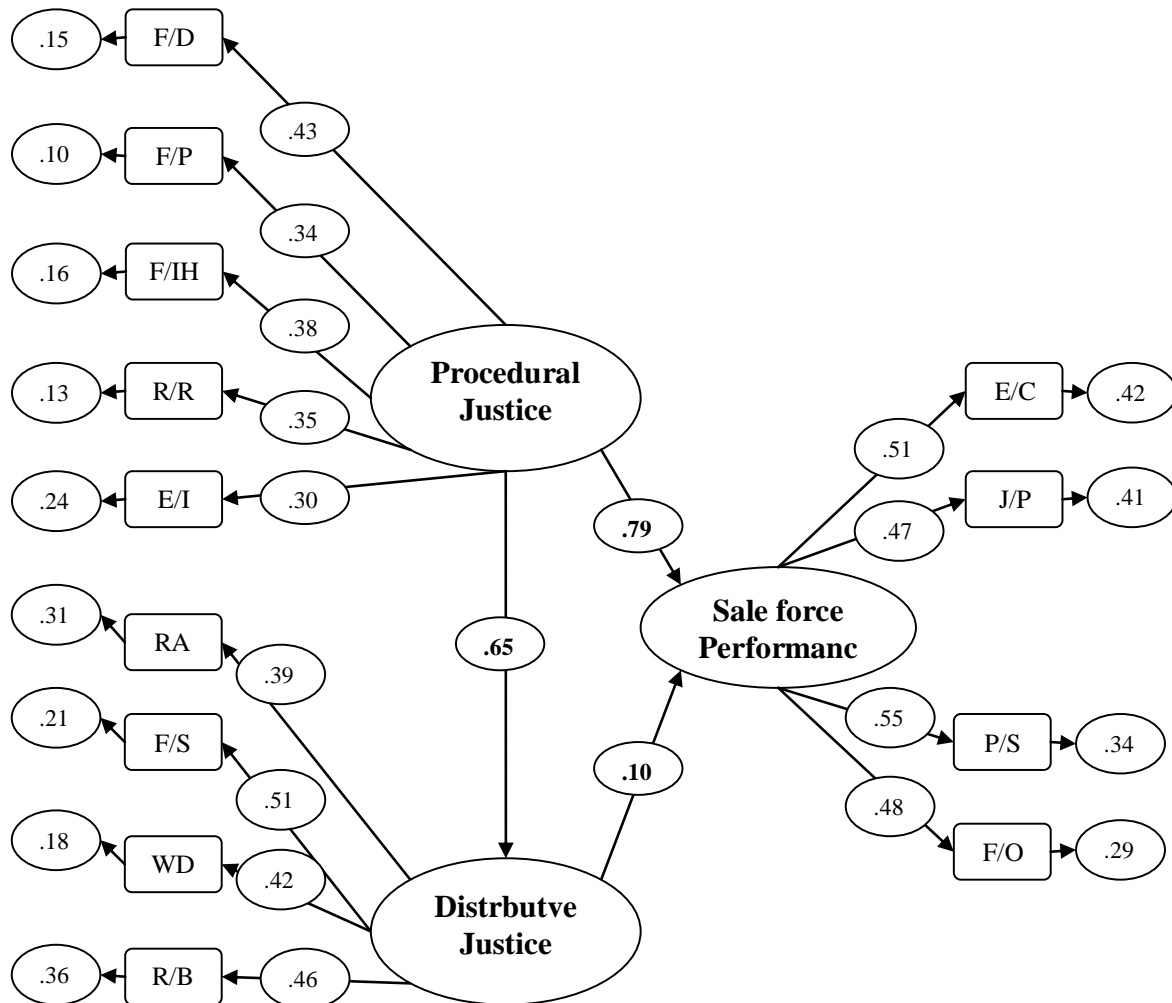
Figure 2. Structural model analysis. Chi-Square=174.62, df =57, P-value=0.00000, RMSEA=0.080.

importance of OJ practices within the organization. Yet, little concentration has been given towards the impact of OJ practices on SFP in eastern work setting. Drawing on the conservation of researchers (Kovach, 1987; Price and Mueller, 1986; Niehoff and Moormon, 1993), this study investigated the impact of PJ and DJ on SFP. In this research study, the hypothesized three-factor model which consists of PJ, DJ and SFP variables was compared with a series of alternative models. CFA result demonstrates that all the goodness of fit statistics (that is, X^2/df, GFI, AGFI, NNFI, CFI, RMR and RMSEA) are in acceptable ranges. The model testing result shows that PJ and DJ have direct impacts on the SFP and PJ indirectly influences DJ. PJ and DJ accounted for 74% of the variance in SFP with the regression coefficient of (β=0.79, t=12.77, p<0.05) and (β=0.10, t=1.99, p<0.05) respectively. PJ accounted for 72% of variance in DJ with the regression coefficient of (β=0.65, t=7.70, p< 0.05). The result of the study demonstrates that fair organizational justice practices (PJ and DJ) have strong direct impact on the SFP of Haier and Dawlance Private Limited, Pakistan.

THEORETICAL CONTRIBUTIONS

This study makes 2 important contributions to the OJ literature. Firstly, previous researches on OJ practices in Pakistan did not focus on SFP vividly. So, this particular research study enhances the literature of OJ practices and its influence on SFP in eastern research setting especially in Pakistan. Secondly, the results of this study may also have direct implications on the recently developed job demands-resources of employee reactions.

PRACTICAL IMPLICATIONS FOR MANAGERS

The result of this research study draws three important implications for the managers. First, the managers become aware of the importance of OJ practices and its

influence on SFP within the organization. Second, those managers who wish to enhance their SFP should have to give high level of inducement to the SF of the organization. In addition, this research study recommended provision of both tangible and intangible rewards to SF for enhancement of their performance. Third, this study suggested that managers can enhance SFP by directly influencing two predictors: PJ and DJ. Managers must have to consider the developing interventions which directly persuade a broad range of employee positive behavior regarding his/her job performance for the development of organizations (Huy, 2002).

RECOMMENDATIONS

Government should have to adopt and implement fair OJ practices in both public and private sector organizations of Pakistan. Through fair OJ practices (PJ and DJ), employees perform better and the overall organizational productivity and effectiveness can be enhanced. It is significant to build up such an atmosphere where employees are well satisfied and motivated. This research study strongly suggests that OJ practices (PJ and DJ) must exist within the organizational atmosphere. In this way, employees will become more motivated and perform better.

LIMITATIONS AND FUTURE RESEARCH SUGGESTIONS

This particular research study was based on the sample embedded in only two electronic groups of Pakistan due to which this research study was partially generalized. Firstly, more generalizable finding would likely result from examining the key hypotheses in multiple samples from different organizations and cultures. Secondly, other studies used multiple data source including employee, supervisor and managers, whereas, in this study, employees were the major data source for the mainstream constructs. So, this acknowledges the fact that the possibility of common source may have biased some of our results. Thus, it is recommended that future research should incorporate sufficient measurement periods to separate the times at which antecedents, mediators, and outcomes are assessed using multiple data sources. It is important to examine various contextual factors at different levels of analysis and explore more factors including IJ (Informational and Interpersonal Justice) that activates between OJ practices and SFP.

Conclusion

The three factor SEM model (PJ, DJ and SFP) demonstrates strong and significant relationship among the variables. However, PJ was found to be the most significant having strong relationship with SFP. Fair OJ practices (PJ, DJ) was found to be of significant importance if properly implemented within the organization. Moreover, OJ practices (PJ, DJ) were found to have a positive impact on SFP which brings benefits in terms of higher productivity, better organizational performance, increased employee motivation and competitive advantage. Findings of this study also exhibit that the fair OJ practices (PJ, DJ) within the organization are very much beneficial and they have direct effect on SFP. This might reduce the propensity of employee turnover and increase job commitment.

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