

Do Employees in the Public and Private sectors see Organizational Justice, Commitment, Creativity, and Life Satisfaction differently?

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The objective of this paper is to compare how employees from public and private sector organisation perceive organisational justice, organisational commitment, creative behaviour, and life satisfaction. It was hypothesized that private sector employees would have a more positive perception of organisational justice, organisational commitment, and creative problem solving than public sector employees. Furthermore, public sector employees would have better life satisfaction than private sector employees. The sample consisted of 200 managerial and supervisory personnel from the public sector and 184 employees from the private sector organization. The data has been analysed using the mean, standard deviation, and t-test. Findings did not provide considerable support for the hypothesis.

Keywords: Organizational Justice, Organizational Commitment, Creative Behaviour, Life Satisfaction, Public and Private Organization

Individuals have a general tendency to compare themselves with referent others in each and every area of their survival surface. By this comparison they gather information which directs their attitude and behaviors toward that surface. This tendency is also active in work setting where employees often judge whether the reward or outcome they receive match with their contribution to the organization, whether the procedures used by organizational representatives are consistent, unbiased, accurate, correctable and representative of worker concern and opinion and then they consider the interpersonal treatment they receive as procedures are implemented by authority figures. These judgments at workplace form the basis of organizational justice.

The study of justice perception has been an important area of research in organizational behaviour (Cohen-Charash & Spector, 2001). In the last four decades, several studies have been conducted on

organizational justice, and several reviews and meta reviews have appeared in academic literature. Research suggests that perception of organizational justice is correlated with job satisfaction (Dowden & Tellier, 2004; Hao, Hao & Wang, 2016), organizational commitment (Kwong & Leung, 2002, Bakshi, Kumar & Rani, 2009, Kim, 2009), trust (Lincoln & Kalleberg, 1990; Chen, et. al., 2015; Jiang, Gollan & Brooks, 2017), organizational citizenship behavior (Aryee et al., 2002; Colquitt, et. al., 2001), life satisfaction (Folger & Konvsky (1989) in-role and extra role performance (Tyler & Blader, 2000; Tyler & Blader, 2001), creativity (George & Zhou, 2007; Khazanchi & Masterson; 2011; Simmons, 2011), effective inter-group relations (Richter, West, Van Dick, & Dawson, 2006) and lower level of turnover intentions (Abrams, Ando, & Hinkle, 1998).

Hence there is a need to consider how the components of justice relate to various

organizational variables such as, employees' commitment, trust in management, job satisfaction, supervisor/subordinate relationships, employees' creativity and their performance in different workplace settings. The review of studies reveals that due to the importance of organizational justice and organizational commitment for efficient functioning of the organization, researches have shown much interest in the investigation into the dynamics of these concepts. This interest has been manifested in both theoretical efforts to explain the construct and empirical effort to determine the antecedents, correlates and consequences of organizational justice. Most of the studies have been carried out in business and industrial organizations, organizational mergers, educational institutions, police departments and health sector. A considerable number of studies have sought to link justice perception to a variety of organizational outcomes, including job satisfaction, organizational commitment, creative behavior, life satisfaction, high job performance, lower turnover, trust, withdrawal and organizational citizenship behavior.

The current study attempts to expand the literature by clarifying the difference between two types of organization i.e., public and private regarding their justice perception, commitment, creativity and life satisfaction. Recent empirical research has recognized that the meaning of organizational justice, organizational commitment, life satisfaction and creative behaviour differs depending on the organizational context and environment in which it is assessed (Clugston, Howell, & Dorfman, 2000; Kirkman & Shapiro, 2001; Smith, Fischer & Sale, 2001). Thus, justice perception, organizational commitment, life satisfaction and creative behaviour is likely to be different in its manifestations in different organizational set-up as well as in different cultural environments.

At times of economic growth and expansion, private sector offers more attractive employment and better opportunities for personal and professional development than the public sector organizations. As a result, private sector employees are found more extrinsically satisfied, better justice perception and more organizationally committed than the government employees. Public and private sector employees operate under different organizational and employment contexts, and these differences influence their job attitudes and behaviour. Public sector employees enter into organizational climate that is not necessarily expected to promote creativity, innovation and change, but these types of organizations operate as typical bureaucracies and tend to value and promote standardized procedures and formality. With the economic and technological advancement in the society, people place more emphasis on the quality of life than before. Nowadays, people emphasize not only work environment or quality of work-life, but also non-work-related life. Therefore, understanding employees' life satisfaction is becoming more important. Life satisfaction is an individual's cognitive assessment of the degree of overall satisfaction with his or her life. Employees who are happy and satisfied with life tend to be more pleasant to work with, more open, less stressed, more creative and more helpful.

However, there is dearth of studies in the Indian context where these variables have been explored together especially in public and private sector organization. This study seeks to enhance understanding in this area by exploring the difference between the organizational justice, organizational commitment, creative behaviour and life satisfaction perceived by managerial employees from public and private sector organizations.

On the basis of available research literature, the present study aims to examine and compare the employees from a public and private sector organization regarding their perception of organizational justice, organizational commitment, creative behavior and life satisfaction. In the light of the general findings of studies, it was hypothesized that Private sector employees would have better perception of organizational justice, organizational commitment, creative behavior and life satisfaction as compared to public sector employees.

Method

Sample

The study's sample included 384 employees from both public and private organization. Two organization were identified and selected for this purpose. NTPC has been selected for the public sector organization, while J.P. Cement Pvt. Limited has been chosen for the private sector organization. There have been 200 subjects taken from public organizations and 184 subjects taken from private sector organizations. The selected employee's designations are supervisor and manager. The participants were drawn from many departments within each organization, such as administration, welfare, and corporate social responsibility, among others. Their ages ranged from 25 to 55. Both organizations are situated in Sonbhadra District in Uttar Pradesh, India. The sample distribution and detail demographic characteristics of studied sample are given in table 1 and 2.

Table 1. Sample Distribution

Private Organization (N=184)			Public Organization (N=200)	
N	Manager	Supervisor	Manager	Supervisor
108	76	148	52	

Table 2. Demographic characteristics of the studied sample (N=384)

SN	Demographic Variables	Number		Percentage	
		Public (200)	Private (184)	Public (200)	Private (184)
1	<i>Age (in years)</i>				
	25-40	140	142	70	77.0
	41-55	60	42	30	22.8
2	<i>Marital Status</i>				
	Married	153	133	76.5	72.3
	Unmarried	47	52	23.5	27.7
3	<i>Education</i>				
	Postgraduate and above	137	146	63	79.3
	Graduate	63	38	36	20.7
4	<i>Job Tenure</i>				
	Up to 10 years	52	108	26	58.7
	11 to 20	127	60	63	32.6
	21 to 30	21	16	10.5	8.7
5	<i>Designation</i>				
	Managers	148	108	62.5	58.7
	Supervisors	52	76	37.5	39.8
6	<i>Salary in INR (per month)</i>				
	20,000 to 40,000	179	154	89.5	83.7
	40,000 to above	21	30	10.5	16.3

Tools

Organizational Justice Scale (OJS) The OJS developed by Collquitt (2001). Response options are delivered on a Likert scale with possible responses ranging from 1 (strongly disagree) to 5 (strongly agree), with higher scores indicating a higher level of perceived organizational justice. The reliability of OJQ is 0.94. The scale explores three dimensions: procedural justice (seven items), distributive justice (four items), and interactional justice (nine items).

Organizational Commitment Scale (OCS): The OCS developed by Allen and Mayer (1991). This scale consists of 18 items are measured three dimensions: affective commitment (six items), continuance commitment (six items), and normative commitment (six items). All items were selected on the basis of factor loading. Possible responses were arrayed on a five-point Likert Scale comprising 1 (strongly disagree) to 5 (strongly agree). The reliability of this scale is 0.87.

Creative Behavior Questionnaire (CBQ): This scale was developed by Mishra and Singh (2010). This scale comprises of 13 items in which 12 items are true keyed items and 1 is false keyed item. Item are to be rated on five-point rating scale namely, never, seldom, occasionally, often, and very often. High score indicates high creativity in managers. The reliability of this scale is .73.

Life Satisfaction Scale: This scale was developed by Singh and Joseph (2003) in English and Hindi. It consists 35 items related on five-point scale. It contains positive dimensions of life satisfaction labeling pleasure in everyday activities, considering life meaningful, holding a positive self-image, having a happy and optimistic outlook and feeling success in achieving goal. The reliability of this scale is .95.

Procedure

The present study was designed to compare employees from public and private sector with regard to their perception of organizational justice, organizational commitment, creative behaviour, and life satisfaction. Two organizations have been identified and selected for this purpose: one public and one private. Each questionnaire was administered in accordance with the directions in the respective manuals. Each participant had received a set of structured questionnaires along with a consent letter, requesting his or her participation. Managers

at each organization's Human Resources Department were approached, and permission was obtained to administer the measures to employees who agreed to participate in the study. Initially, about 450 questionnaires were distributed to the target population, with 384 deemed complete. The participants were from two types of organizations (public and private) and two job levels (managerial and supervisor), namely 124 managers and 60 supervisors from the private sector and 125 managers and 75 supervisors from the public sector.

Results

The aim of the present study was to uncover the differences between public and private sector employees with regard to their justice perception, organizational commitment, creative behavior and life satisfaction. The data was analysed using the mean, standard deviation, and t- test. On the dimensions of organisational justice, organisational commitment, creative behaviour, and life satisfaction, a comparison of public and private sector personnel was attempted.

Table 3 compares the mean scores of employees of public and private organization on the scale of organizational justice and with its dimensions i.e., procedural justice, distributive justice and interactional justice, organizational commitment and its dimensions i.e., affective commitment, continuance commitment and normative commitment, creative behavior and life satisfaction. Personnel from public and private organizations differ significantly on the scale of organizational justice ($t=3.55$, $p<.01$), distributive justice ($t=2.82$, $p<.01$), and interactional justice ($t=3.59$, $p<.01$). Employees from public organization scored higher on the scale of organizational justice ($M=81.02$), distributive justice ($M=16.41$) and interactional justice ($M=36.21$) as compared to employees from private organization who

scored lower on organizational justice (M=79.22), distributive justice (M=15.90) and interactional justice (M=35.26). On the scale of procedural justice these two groups did

not differ significantly while subjects from public organization were scored little higher (M=28.40) as compared to subjects from private organization who scored lower (M=28.05) on this scale.

Table 3: Mean, S.D. and t-value on the Scales of Organizational Justice, Organizational Commitment, Creative Behaviour and Life Satisfaction of employees of Public (N= 200) and Private (N= 184) Organization.

Variables	Public Organization (N=200)		Private Organization (N=184)		t-value
	Mean	S.D.	Mean	S.D.	
Organizational Justice	81.02	4.43	79.22	5.45	3.553***
Procedural Justice	28.40	2.25	28.05	2.36	1.466
Distributive Justice	16.41	1.70	15.90	1.79	2.823**
Interactional Justice	36.21	2.32	35.26	2.83	3.599***
Organizational Commitment	74.00	4.13	72.48	5.91	2.918**
Affective Commitment	25.00	1.81	24.56	1.97	2.245**
Continuance Commitment	24.29	1.92	23.51	2.61	3.348**
Normative Commitment	24.71	1.87	24.41	2.58	1.296
Creative Behavior	50.03	2.80	50.73	4.12	1.969*
Life Satisfaction	133.45	10.73	138.55	8.79	5.012***

Significant at *p<0.05 **p<0.01

Further analysis indicated that subjects from public and private organization differed significantly on the scale of organizational commitment (t=2.91, p<.01), affective commitment (t=2.24, p<.01) and continuance commitment (t=3.34, p<.01). Employees from Public organization scored higher on the scale of organizational commitment (M=74.00), affective commitment (M=25.00) and continuance commitment (M=24.29) as compared to employees from private organization who scored lower on organizational commitment (M=72.48),

affective commitment (M=24.56) and continuance commitment (M=23.51). No significant differences were noted for normative commitment. Mean score of employees in public organization is (M=24.71) slightly higher as compared to employees from private organization (M=24.41).

Employees from Public and private organizations differed significantly on the scale of creative behavior (t=1.96, p<.05) and life satisfaction (t=5.01, p<.01). Subjects from private organization scored higher on

the scale of creative behavior (M=50.73) as compared to subjects from public organizations who scored lower (M=50.03) on this scale. In the same way employees from private organization scored higher on the scale of life satisfaction (M=138.55) as compared to employees from public organization who scored lower (M=133.45) on this scale. Thus, findings indicated that employees from public organization have better justice perception, are more committed as compared to employees from private organization, whereas employees from private organization exhibit more creative behavior and more life satisfaction as compared to employees from public organization.

Discussion

The aim of the present study was to find out the difference between public and private sector employees with regard to their justice perception, organizational commitment, creative behavior and life satisfaction. The data have been analysed in terms of the mean, standard deviation, and t- test. A comparison of public and private sector employees was attempted on the scale of organizational justice, organizational commitment, creativity and life satisfaction.

Results did not offer considerable support to the hypothesis which predicted that private sector employees would have better perception of organizational justice, organizational commitment, creative behavior and life satisfaction as compared to public sector employees. Employees of a public organization perceive their organization to be fairer overall than employees of a private firm, and employees of a public organization have a better assessment of distributive and interactional justice than employees of a private organization. On procedural justice dimension public and private employees have more or less similar perception. Whereas it was hypothesized that private employees

would have better justice perception as compared to public sector employees. Finding of the present study did not support the hypothesis as far as justice and commitment are concerned. This could be seen in the context that public organization is fairer in its procedures and distribution of resources like pay, promotion, rewards allocation, and benefits are given properly to the employees than the private firm. One notable finding is that public organization treats their employees with greater respect and civility, trust, and provide adequate information timely than private organization.

Findings could be explained in terms of organizational context that is public and private. Employees of public organization have better justice perception as compared to private sector employees because usually public organizations are more open and honest in their rules, regulations and policies. It is same for every employee not varied for different personnel. Recent empirical research has recognized that the meaning of organizational justice differs depending on the organizational context and environment in which it is assessed. Previous researches suggested that organizational justice is expected to be different in its nature and meaning in different organizational settings as well as in different cultural environments (Karl & Cynthia, 1998; Clugston, Howell, & Dorfman, 2000; Kirkman & Shapiro, 2001; Naff & Crum, 1999; Smith, Fischer & Sale, 2001; Kelman, 2007).

A comparison of employees from public and private organizations was also conducted to determine the level of commitment among them. Employees of public organization was found to be more committed than employees of private company. Furthermore, public sector employees were found to be more committed to affective and continuous dimension of commitment than private sector employees and have almost the same level of normative commitment. Findings contradict

the hypothesis which says that private sector employees would have higher commitment level than private sector.

Findings could be interpreted in the light of different explanations established by the researchers. One explanation could be that employees of public organization have better perception of organizational justice and this could help in development of higher level of organizational commitment as compared to private sector. Previous findings shows that justly treated employees are more committed to their employers (Cohen-Charash & Spector, 2001; Cropanzano, et. al., 2007). A great deal of research indicated that organizational commitment was, in part, shaped by perceptions of just treatment by managers and organizations (e.g., Colquitt 2001; Crow et al. 2012; Fulford 2005; Lind & Tyler 1988; Malik & Naeem 2011; Turgut et al. 2012). Finding of the study is consistent with the previous findings which reported higher commitment among public sector employees (Misra, Ansari & Khan, 2009; Shahnawaz et al., 2006; Purang, 2008; Bakhshi & Kumar, 2009).

Present study observed that perception of normative commitment is seen similarly in both the organizations. The basic idea behind it is as a sense of responsibility to continue employment with a specific organization (Meyer & Allen 1997). This means that employees of both organizations want to continue their career in their respective organizations because of socio-cultural factors. Normative commitment develops as a function of socialization experiences, such as societal or familial experience (Weiner, 1982).

To know about the level of creativity and life satisfaction of employees working in the public and private sectors t-test was attempted. Findings revealed that personnel in the public and private sectors differed considerably on the extent of creative

behaviour. Those in the private sector demonstrated more innovative behaviour than employees in the public sector. This part of our conclusion is consistent with the hypothesis, which expected that employees in the private sector would exhibit more creative behaviour than those in the public sector.

Employee creativity is in high demand since it is a vital component in ensuring the organization's productivity and efficiency to remain competitive. Creativity is commonly regarded as a catalyst for innovation, progress, and society advancement. Organizational creativity can be interpreted as the creation of a valuable, useful new product, service, idea, procedure or process by individuals working together in a complex system (Woodman et al., 1993). The employees of private organization exhibited more creativity as compared to public sector employees. Though the employees of public organization have better justice perception, more committed but in spite of these favourable attitudes they are not able to display their creative potentialities. Whereas employees of private organization who have lower justice perception and less committed but they are able to channelize their creative potentials. This could be seen through the lens of organizational context, experience and in cultural context.

One interpretation of less creativity among the employees of public sector might be the impact of organizational culture. Employees of public organizations are expected to follow a company's internal policies, and laws and regulations rigidly. The focus is here on the high degree of integration and efficiency. On the other hand, private organizations are known for their flexibility, openness and for lesser rules and regulations. Employees in the private sector have ample flexibility to carry out their duties. This might be the reason for their employees' greater creativity. Another reason may be that generally in

public organizations employees have lesser control over the manner in which they carry out their work, and environments are not very encouraging for employees, who wants to generate newer methods of doing their work. Control over one's own job appears to result in providing an enriched experience on the job, which may in turn motivate employees to innovate.

Thus, on the basis of findings we could suggest that creativity from the employees is the need of hour. So, public and private both organizations should take appropriate efforts to foster a creative environment. Some studies have suggested giving rewards (Weiss, 2001), setting clear visions and goals (Shalley, 1995; Weiss, 2001), providing information and helpful feedback (Zhou, 2003), giving encouragement (Deci & Ryan, 1987), stimulating a risk-taking environment (Woodman et al., 1993; Mumford & Gustafson, 1988), evaluating progress in terms of work rather than the outcomes (Mumford, 2000; Shalley, 1995), and restricting constraints (Nohria & Gulati, 1997; Drazin et al., 1999).

To be acquainted with the level of life satisfaction of employees of public and private organization t-test were attempted. Findings indicated that employees who belong to private organization have better life satisfaction as compared to those employees who worked in public organization. Finding supports the hypothesis which predicted that private sector employees would have greater life satisfaction as compared to public sector employees.

Finding of the present study observed that employees of private organization have better life satisfaction as compared to public sector employees. Findings could be interpreted differently. The demographic data reveals that employees of private sector are comparatively young and at the young age they have achieved a good job, promising

career, impressive designation, handsome salary and other facilities. The quality of work life is also better in private sector as compared to public sector in some chosen parameters like, employee's participation in management, success in achieving goals, loan facilities, fringe benefits, attractive packages, extent of authority, less formalization etc. The performance was found better in private organization because the seniors motivate them in the form of awards and constant verbal encouragement. These could be the reason for better life satisfaction of private employees.

Life satisfaction is the perceived sum of happiness linked with several aspects of one's life, with work being a key one (Erdogan et al., 2012). As an important aspect of most people's lives, work influences a person's identity and self-worth. Based upon the spillover theory, experiences at work can spill over and impact the overall quality of life (Steiner & Truxillo, 1989). If people feel positive about what occurs at work, these positive feelings can spill over and improve their life satisfaction. If they perceive work in a negative light, this can also spill over and reduce their overall life satisfaction (Demerouti, Bakkar, & Schaufeli, 2005).

Hence, present study suggests that perceived fairness work as a social support system within the organization which helps to develop vigorous and cognitively satisfied employees who deals positively with day-to-day challenges and, generate a particular thought-action repertoire that expends activity, occupational wellbeing and psychological wellbeing, leading to life satisfaction.

Thus, the comparison of employees of public and private organization reveals that public sector employees have better perception of organizational justice and more committed, as compared to private sector employees. On the other hand, private sector

employees showed more creative behaviour and better life satisfaction as compared to public sector employees. The study clearly shows that there are differences between public and private organization in terms of their structure, policies, rules and regulations, rigidity, pay structure, promotional opportunities and a plethora of other variables that influence employees' perception of justice, commitment, creative behaviour and their life satisfaction. Thus, on the basis of present result it is possible to conclude that organizational justice is an essential component and predictor of organization's success. Therefore, private organization should concentrate on how to promote justice inside their organization.

The notion of the present study was that public and private organizations differ on organizational justice, organizational commitment, creative behaviour and life satisfaction. The study undoubtedly indicates that there is difference in public and private organization in terms of their structure, policies, rules and regulations, rigidity, pay structure, promotional opportunities and so many other variables which affects the employees' perception of justice commitment, creative behaviour and their life satisfaction. Thus, on the basis of present result it could be proved that organizational justice is an essential component and predictor of organization's success. Therefore, private organization should focus on how to promote justice in their organization.

Limitations

This study was not without limitations. As the sample consisted of only 384 respondents belonging to the limited geographical location, therefore, the outcomes of the study cannot be generalized. Other regions and different organizations could be examined for a more representative sample. This survey was confined to only two organization, that is, thermal power corporation and other one

is cement factory, thereby the results of present research cannot be generalized to other sector organizations.

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