

**PROCEDURAL JUSTICE AND TEMPORAL JUSTICE EFFECT ON MOTIVATION:
JOB SATISFACTION AS A MEDIATOR AMONG FACULTIES IN THE PRIVATE
UNIVERSITIES IN SURAT CITY**

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ABSTRACT:

Justice in the organization is the main key factor which increases job satisfaction and motivation. This study mainly focuses on procedural justice and temporal justice as independent variables and its impact on the motivation of the employees as dependent variables, using the mediator job satisfaction in the private universities faculties in the surat district. The research design called descriptive had been used for the research and the structured online questionnaires were used for data collection. Software SMART - PLS was used to test the conceptual model. Results suggest that fair procedures encourage motivation, while fairness in timing does not significantly influence it. The findings indicate that procedural justice and motivation was positively significant through job satisfaction using as a mediator, as fair and transparent procedures enhance satisfaction, which in turn strengthens motivation. However, job satisfaction does not perform mediating roles between temporal justice and motivation. The structural model demonstrates acceptable reliability and validity, the motivation of the employees was predicated by fairness in the decision making process and job satisfaction. The conclusion is that maintaining fair organizational procedures is essential for improving faculty satisfaction and motivation in higher education institutions.

Keywords: Procedural Justice, Temporal Justice, Job Satisfaction, Motivation

1. Introduction

“Employee motivation is important as motivation helps to improve the performance which has a direct effect on productivity and supports the overall growth of the organization..” (Herzberg, Mausner, & Snyderman, 1959; Lindner, 1998). “ In today’s organizations, motivation and job satisfaction are very useful for achieving good performance and long-term success.” (Luthans, 2008; Joshi & mehta, 2015). This is especially true in higher education institutions, where motivated and satisfied faculty members contribute to better teaching quality, research output,

and overall institutional development. “When employees feel fairly treated by their supervisor, then they use maximum effort and enthusiasm in their work,” (Jerald Greenberg, 1990)

“An important factor that influences attitudes and behavior of the employees is organizational justice, which shows employees' perception about the fairness in the decision making process, policies and procedures.” (Jerald Greenberg, 1987). “Research shows that when employees believe that fair decisions are made by the organization, then employees become satisfied and motivated in the work.” (Colquitt et al., 2013). “Among the different types of organizational justice, procedural justice gives ideas that a fair decision making process is used in the organization. When procedures are perceived as fair, then more valued and trusted were felt by the employees which in turn job satisfaction.” (Thibaut & Walker, 1975; Leventhal, 1980).

In recent years, researchers have also focused on temporal justice, which relates to fairness in time-related matters such as workload, deadlines, working hours, and work–life balance (Goodin, 2010; Usmani & Jamal, 2013). “With increasing work pressure and extended working hours in academic institutions, issues related to time fairness have become more important. Studies suggest that when employees feel that their time is not respected, it can lead to stress, dissatisfaction, and reduced motivation” (Akram et al., 2017). “However, compared to procedural justice, temporal justice has received less attention in research, especially in the context of private universities in the Surat district”.

“Job satisfaction shows the employee’s positive attitudes towards their job.” (Locke, 1976). It related to motivation because satisfied employees put in extra efforts to complete their work (Luthans, 2008).

Although organizational justice and employee motivation have been widely examined in previous studies and very few researchers were done on the combined both traditional justice - procedural justice and modern justice - job satisfaction among faculties in the private universities. Furthermore, very little research uses the satisfaction of the employees as a mediating between justice and motivation. In view of these research gaps, the present research examines the influence of procedural justice and temporal justice on job satisfaction and employee motivation among employees in private universities. Additionally, the impact of job satisfaction on employee motivation is analyzed, along with its role. By focusing on private universities, practical insights are expected to be generated that may assist academic administrators in formulating fair policies and enhancing employee satisfaction and motivation.

2. Review of Literature:

2.1 Organizational Justice

2.1.1 Justice in the decision making process:

The justice concept in the decision making process has undergone significant development since its inception, marked by a series of theoretical contributions and empirical findings that have shaped contemporary understanding in the field of organizational behavior. The timeline illustrated in the “Procedural Justice Wave” highlights key milestones in this evolution.

“In 1975, Thibaut and Walker were given the idea about justice in the decision making process within the legal system.” They proposed that individuals evaluate justice not only based on outcomes in addition to the fairness of the methods applied in reaching the outcomes. Their work underscored the importance of process control and decision control, which later became fundamental dimensions of procedural fairness.

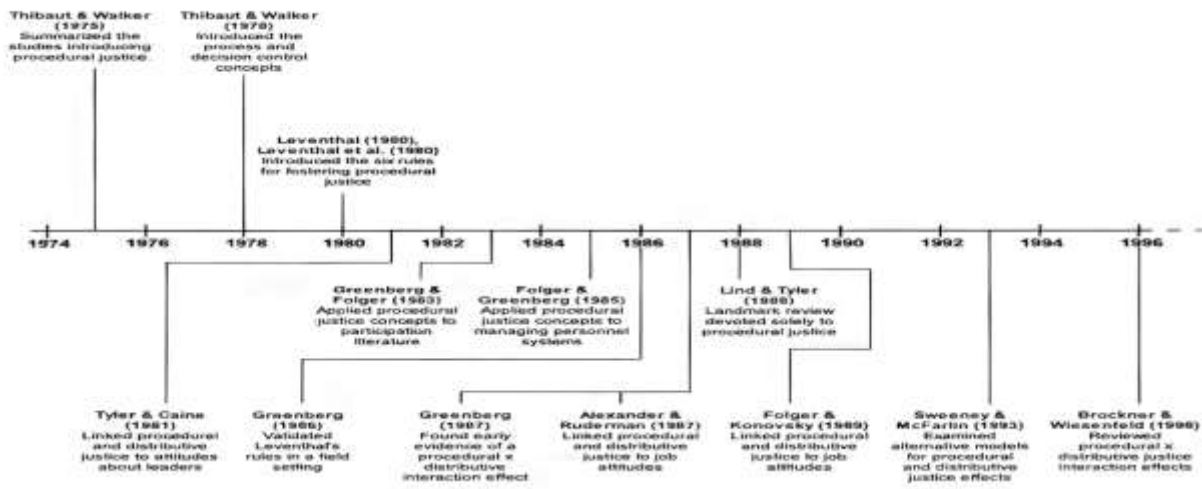
“Leventhal (1980) had given the six rules of the decision making process like consistency in work, perfectness, unbiasedness, correctness, ethical and representativeness. which have become fundamental in assessing procedural fairness in management research.”

“Later, Jerald Greenberg (1986, 1990) gave the organizational justice idea and gave the result that creating positive employee attitudes and perceptions were created with the help of procedural justice.” His work was instrumental in integrating procedural justice into human resource practices and workplace dynamics.

Later, researchers such as Folger and Cropanzano (1998) “The field was further developed through Fairness Theory, which was used as a framework to understand how fairness-related events are mentally processed by individuals. They distinguished between fair procedures and interpersonal treatment, paving the way for the development of more interactional justice as a different dimension.”

“Sweeney and McFarlin (1993) showed that fairness in the decision making process is important because of important commitment, motivation and trust outcomes. “

Figure 1 Procedural Justice Wave



2.1.2 Temporal Justice:

“Temporal justice, introduced by Goodin (2010), refers to the equitable distribution of time and individuals’ control over its use, described as temporal autonomy. Although everyone has the same 24 hours in a day, differences in constraints influence how freely individuals are able to utilize their time.”

“Usmani and Jamal (2013) extended this concept into the workplace, presenting temporal justice as a distinct dimension of organizational justice.” Unlike distributive justice, which focuses on outcomes, temporal justice emphasizes fairness in time allocation for work tasks. It recognizes time as a resource that must be justly distributed among employees, regardless of their personal circumstances.

Employees often face challenges when organizational demands reduce their discretionary time—the time available after fulfilling bodily, financial, and household obligations—leading to stress, dissatisfaction, and reduced performance. Temporal justice distinguishes between voluntary overtime and involuntary time constraints, stressing the importance of autonomy in managing work hours.

Though initiatives like flexible work arrangements exist, they often fail to ensure fairness if workloads remain excessive.

2.2 Procedural Justice & Job Satisfaction

“Procedures became fair, clear and transparent, it helps to increase employee satisfaction.” Folger and Konovsky (1989) . On the other side, McFarlin and Sweeney (1992) found that “Job satisfaction was improved by procedural justice.” “All these findings, Colquitt et al. (2001)

finalized that job satisfaction mainly impacts how fair the decision making process is given in the organization.”

2.3 Temporal Justice & Job Satisfaction

Usmani and Jamal (2013) found that when employees think that the justice in the time was given by the organization then employees feel higher job satisfaction. Similarly, Akram et al. (2017) studied that fairly time distribution and proper work schedules positively influence level of satisfaction. These studies suggest that job satisfaction is improved by temporal justice.

2.4 Procedural Justice & Employee Motivation

“Employee motivation was significantly related to procedural justice in previous studies which showed that when decision-making processes are fair, ethical and clear, it gives the motivation of the employees to perform work effectively.” (Brockner et al., 1995). “In the same way, procedural justice influences employee motivation which shows that the trust became more strengthened in the management.”(Andi Wardana et al., 2023).

2.5 Temporal Justice & Employee Motivation

Fairly distribution of the both work and personal time of the employees influence on the motivation of the employees. Goodin (2010) focuses that motivation depends on the fairness in the time. Studies by Tayyaba and Usmani (2022) showed that excessive workloads and unfair time demands reduce employee motivation, while fair scheduling improves it. Thus, temporal justice is a useful factor for motivating employees.

2.6 Procedural Justice & Motivation: Job Satisfaction as a mediator

In several studies we found that job satisfaction used as the variable of the middle between the fairness in the process and motivation. Rahman et al. (2015) found that fair procedures increase job satisfaction and it directly increases the motivation. Similarly, Fitriani et al. (2025) reported that procedural justice indirectly affects motivation through job satisfaction. This indicates that employees become motivated because fair procedures first make them satisfied with their jobs.

2.7 Temporal Justice & Motivation: Job Satisfaction as a mediator

Research also indicates that motivation increases through the relationship between justice in time and motivation. “ Fair management of time plays an important role in improving the satisfaction and motivation of the employees.” Usmani and Jamal (2013). Tayyaba and Usmani (2022) further suggested that satisfaction in work–life balance increases the employee's motivation at work. However, limited studies have examined this mediation in academic settings.

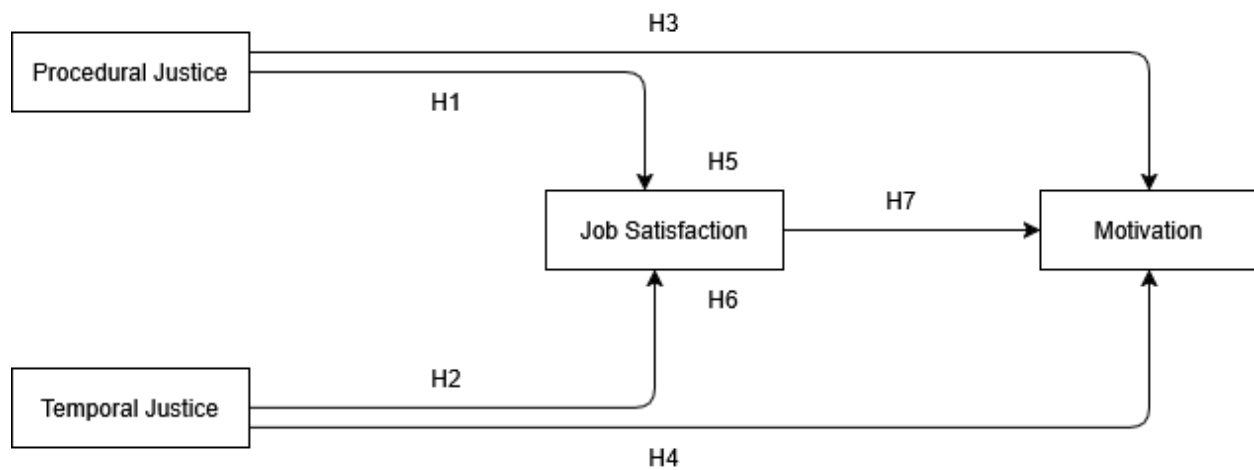
2.8 Job Satisfaction & Employee Motivation

Locke (1976) stated that “Employees were more motivated and committed in their work by their positive attitude in their work.” Herzberg et al. (1959) also suggested that “Satisfaction with job conditions encourages higher motivation.” “Recent studies confirm that faculties who are satisfied in their work show greater enthusiasm and effort in their work.”(Luthans, 2008).

3. Research Method

3.1 Conceptual framework

Figure 2 Proposed Research Model



3.2 Objectives of the research:

1. To study the influence of dimensions of justices like procedural justice and temporal justice on the employee motivation among faculties in private universities in Surat city.
2. To study the middle variable job satisfaction effect on the independent variables procedural justice and temporal justice on the dependent variable motivation among faculties in private universities in Surat city.
3. To check reliability, validity and path coefficients using SMART PLS measurement model and structural model among faculties in private universities in Surat city.

3.3 Methods:

The population of the study consisted of faculty members from private universities in the Surat region. Sample size was 100 and target audience was the faculty members of the private universities. A convenient sampling method was used for research. A descriptive research design was used and SMART - PLS was used to test the conceptual model.

3.4 Questionnaire Design:

The questionnaire items were derived from validated indicators corresponding to each construct. Procedural justice uses 7 indicators developed by Colquitt, J. A. (2001). The Temporal Justice scale was developed by Usmani and Jamal (2013). Job satisfaction was measured using four indicators derived from Locke's (1976) value theory, as operationalized by Fatimah (2022) using 4 indicators, namely compensation, working conditions, quality of supervisors/superiors, and interpersonal relations. Employee motivation was measured based on Alderfer's (1969) ERG theory, as adapted by Manalu (2021). All the items of construction were measured using a 5 point likert scale.

3.5 Hypothesis:

Hypothesis 1: Procedural justice has a significant association with job satisfaction.

Hypothesis 2: Temporal justice is positively and significantly associated with job satisfaction.

Hypothesis 3: Procedural justice shows a significant positive influence on employee motivation.

Hypothesis 4: Temporal justice has a significant positive impact on employee motivation.

Hypothesis 5: Job satisfaction mediates the relationship between procedural justice and employee motivation.

Hypothesis 6: Job satisfaction mediates the relationship between temporal justice and employee motivation.

Hypothesis 7: Job satisfaction is positively linked to employee motivation.

4. RESULT & DISCUSSION

4.1 Descriptive Profile of the Sample

Table 1. Demographics summary:

Identity	Category	Total	Percentage
Gender	Male	27	27
	Female	73	73
Age	Below 30	34	34

	30-39	36	36
	40-49	24	24
	50-59	6	6
	60 and above	0	0
Qualifications	Master	71	71
	Phd	29	29
Total Experience in teaching	Less than 1 year	18	18
	1 - 3 years	26	26
	4 - 6 years	27	27
	More than 7 years	29	29

Based on table 1 shows that 27% were male faculties and 73% were female faculties. This result showed that the majority of the participants in the research were female faculties. In the sample 70% are under 40, and absolutely no one (0%) is 60 or older. They are extremely well-educated, with 71% holding a Master's degree and 29% a PhD. Most of the staff (54%) have relatively low experience (six years or less), which fits with the fact that they are mostly people early in their careers.

4.2. Measurement Model for SEM-PLS

4.2.1 Internal Consistency Reliability

Table 2. Construct wise value of Cronbach's alpha and CR

	Cronbach's alpha	Composite reliability
JS	0.807	0.813
M	0.740	0.754
PJ	0.855	0.859

TJ	0.752	0.585
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Interpretation:

Table 2 represents the construct’s reliability based on the result of Internal Consistency Coefficient and Construct Reliability. Procedural Justice, Job Satisfaction, and Motivation meet the acceptable value above 0.70 shows acceptable reliability. As stated by Joseph F. Hair “value is 0.70 or more than that so we can say that data are reliable.” However, although Temporal Justice has an acceptable Cronbach’s alpha (0.752), its CR (0.585) is below the required level, indicating weak internal consistency. Therefore, the Temporal Justice construct should be interpreted with caution.

4.2.2 Testing of Convergent Validity

“Convergent validity tells how closely the items of a construct are connected to each other. In PLS-SEM, factor loadings and the Average Variance Extracted (AVE) is used for measuring convergent validity.” (Hair et al., 2019, Joshi & Joshi, 2020).

Table 3. Factor loading and AVE

	JS	M	PJ	TJ	AVE
JS 1	0.795				0.633
JS 2	0.748				
JS 3	0.823				
JS 4	0.815				
M 2		0.740			0.557
M 3		0.801			
M 4		0.766			
M 5		0.671			
PJ 1			0.727		0.580

PJ 2			0.745		
PJ 3			0.780		
PJ 4			0.754		
PJ 5			0.770		
PJ 6			0.790		
TJ 1				0.078	0.214
TJ 2				0.009	
TJ 3				-0.144	
TJ 4				-0.286	
TJ 5				-0.133	
TJ 6				-0.106	
TJ 7				0.768	
TJ 8				0.854	
TJ 9				0.688	

Convergent validity is achieved for Job Satisfaction (0.633), Motivation (0.557), and Procedural Justice (0.580), as AVE values exceed 0.50. Most factor loadings are above 0.708, indicating good indicator reliability. As stated by Joseph F. Hair, “If the Value of AVE shows 0.50 or more then that value then it shows the convergent validity.” (Hair et al., 2010). However, Temporal Justice shows low and negative loadings (TJ2–TJ6), so these items should be removed to improve validity.

4.2.3 Discriminant Validity

Fornell & Larcker:

Table 4. Construct relationships and AVE square root results

	JS	M	PJ	TJ
JS	0.796			
M	0.574	0.746		
PJ	0.505	0.502	0.761	
TJ	0.390	0.218	0.313	0.463

The Fornell–Larcker method is used to check whether the variables are different from each other. The results show that JS, M, PJ and TJ are not closely related with items of other variables but more related with their own items. So discriminant validity has been satisfied.

4.3 Structural Model Assessment in PLS-SEM

4.3.1 Coefficients of Determination (R² Value)

Table 5: R² values for dependent constructs

	R ²	R ² adjusted
Job Satisfaction	00.314	00.300
Motivation	00.392	00.373

The R² values show that the model does not strongly predict the outcomes. It explains about 31.4% of Job Satisfaction, which is relatively low. For Motivation, it explains 39.2%, which is slightly higher but still only moderate.

4.3.2 Path Coefficient and Hypotheses Testing

4.3.2.1 Path Coefficient

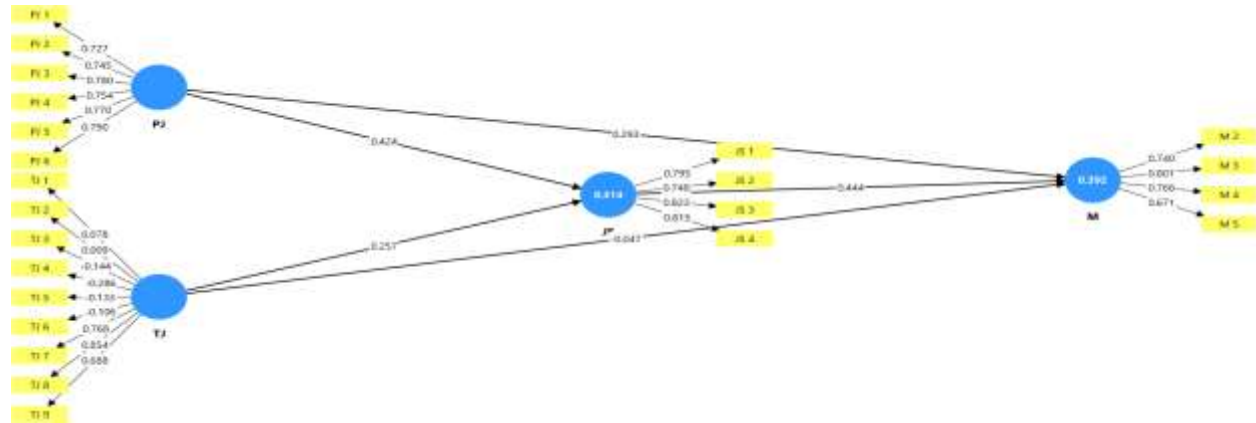


Figure 3: Structural Framework

4.3.2.2 Hypotheses Testing

Table 6. Hypothesis Testing

Hyp. No.	Relationship	Path Type	Path Coeff. (β)	P-Value	Result (Supported)	Interpretation
H1	PJ \rightarrow JS	Direct	0.424	0	YES	Procedural Justice strongly increases Job Satisfaction. Fair rules and processes significantly improve employee satisfaction.
H2	TJ \rightarrow JS	Direct	0.257	0.258	NO	Temporal Justice does not reliably affect Job Satisfaction. The timeliness of decisions doesn't significantly change employee satisfaction.
H3	PJ \rightarrow M	Direct	0.293	0.004	YES	Procedural Justice significantly increases Motivation. Fair processes directly boost employee drive and motivation.
H4	TJ \rightarrow M	Direct	-0.047	0.731	NO	Temporal Justice does not reliably affect Motivation. The speed of decisions has no significant direct impact on motivation.
H5	PJ \rightarrow JS \rightarrow M	Indirect	0.188	0.001	YES	Job Satisfaction significantly mediates the PJ \rightarrow M link. Procedural Justice boosts

						motivation partly because it first makes employees more satisfied.
H6	TJ → JS → M	Indirect	0.114	0.263	NO	Job Satisfaction is NOT a significant mediator for the TJ → M link. The indirect route through satisfaction does not work reliably for Temporal Justice.
H7	JS → M	Direct	0.444	0	YES	Job Satisfaction strongly increases Motivation.

5. Finding and conclusion:

Findings

In this research findings are aligned with the three research objectives. First research objective finding shows that the fair, ethical and correct decision making process in the organization improves employee motivation among the faculties in Surat city. otherside, justice in time related in the organization does not show a positive impact on employee motivation.

The second objective mainly aims to study the impact of mediating effect of job satisfaction between the Influencer variable and Affected variable. The result shows that procedural justice and motivation were mediated by job satisfaction. otherside, it does not mediate between the time related justice and motivation of the faculties in the higher educational institute in Surat city.

Regarding the third objective, finding fair processes in the institution make faculty members more satisfied and motivated in their work. Higher job satisfaction further boosts their level of motivation. However, timely decisions do not show much effect, so the model is only partially supported.

Conclusion

This research gives the final conclusion that if faculties feel that the fairness process that is used by the department for taking decisions then it increases the satisfaction of the employees and that satisfaction gives the positive effect on employee motivation. So research says that the positive attitude towards the job plays an impactful middle role between fairness in decision making process and motivation.. However, temporal justice does not show a significant impact on satisfaction and motivation. Overall, maintaining fair organizational procedures helps develop

satisfied and motivated faculty members and provides useful guidance for academic administrators to improve institutional effectiveness.

6. Limitation and future scope:

Limitation

Only a few private number universities were taken in this research. State or government universities were not taken for the study. Shortage of the time samples were collected only from 100 faculties members. Procedural justice and temporal justice were taken out of 6 types of organizational justice.

Future Scope

In future suggestions for the researcher that they can do comparative analysis among the state, deemed and private universities in Surat city in their research. Along with that they can use various types of organizational justice like fairness of outcomes, fairness in the relationship and communication with supervisors and fairness in the resource allocation. In future they can add more mediator variables like trust and OCB and dependent variables - performance, job satisfaction in their research..

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