

The Effect of Justice Perception on Employee's Motivation of the Public Sector Organizations in Pakistan

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Abstract

Organizational behavior has long been a point of discussion in the areas of management and public administration. Being an integral part of Human Resource Management public service motivation (PSM) has been having a direct effect on the employees' behavior. An employee with high levels of motivation is considered a good fit for public sector organizations because of their service-oriented values. The current study explores the positive relationship between justice perception and employee's motivation within the public-sector universities of Pakistan. It further explains organizational commitment plays an important role in the relationship between justice perception and employee motivation. Applying the theoretical lens of Perry's (2000) process theory and Adam's (1965) Equity theory of organizational justice to examine their views on employee motivation, performance, and commitment. Theoretical and practical implications for adaptive public sector leaders and employee responses are discussed. However, a survey method was employed to assemble 488 usable questionnaires from faculty/administrative members of public sector universities of Pakistan. The findings indicate that the relationship between justice perception and employee's motivation is statistically significant and positively correlated. Structural equation modeling (SEM) has been used for hypotheses testing. This study will be among few studies that have highlighted the importance of interaction effect of organizational commitment strengthens the relationship between justice perception and employee's motivation.

Keywords: Justice Perception, Job Analysis/Evaluation, Employee's Motivation, Public Sector Organizations.

1. Introduction

In today's global world, the adequacy of organization whether little or wide; is estimated through contentment and performance of employees. Employee's motivation is enshrined as a core area of research from a couple of decades in the field of public administration. In such fashion, justice perception of performance appraisal plays a vital role. Performance Appraisal (PA) system are imperative for both human resource management (HRM) and performance management (PM). Justice perception system boost organizational efficiency by ensuring that employees implement to the best of their ability, develop their potential and obtain meriting rewards. To measure the employee performance, it is essential to evaluate the employees within the organization. Guide them towards the objectives of organization and to assess.

Employee's motivation is a factor affecting conduct, generally demonstrating that altruistic motives help with the enlightening strength, particularly in considering or personal- service activities(1). The idea of public service motivation has gained an excessive deal of interest by expert and specialist from wherever throughout the world and it is one of the best outstanding fields in public administration (2). Employee's motivation reveals the awareness of a responsibility and obligation to serve the people. It communicates to the psychological term altruism. Civic responsibilities refer to those obligations related to social affairs. Altruism is the aspiration to

better the welfare of another without self-interest(3). This second motive in Perry's Inventory (1996) does not entirely align with the psychological term altruism because it does not contain the caveat eliminating self-interest, although some items such as "I unselfishly contribute to my community" surely suggest its influence. To serve the overall population and managing their preference the most important amongst the imperative thought motive to join public sector organizations(4). In an existing study coordinated by (5) in a view that still there is a significant measure of research should be done. This study meant to perceive recognize conceivable indicators of commitment to public interest (CPI) and its essential instruments from a multilevel perspective. (6)considered the people with high levels of PSM favored not-for-profit professions over government careers. The current study of performance appraisal justice and outcomes of CPI is perceived as an essential domain of investigation in the arena of public management (7).

Organizational justice plethora of research in organizations gives an applied structure of empathetic the employees perceived justice perception of the public sector appraisal system. Organizational justice is an important field in the field of HRM (8). OC assumes a vital part in the survival and development of the organization (9). Furthermore, this study examined the degree and quality of the relationship between public service motivation and organizational commitment(10). proposed organizational justice perception literature by recognizing the correlation among organizational commitment and three dimensions of performance appraisal (distributive justice, procedural justice, and interactional justice) were strongly significant related to organizational commitment (11).

All over the world, various studies have been conducted to determine the performance appraisal justice perception of employees. It has been adequately established that an individual's personal and organizational factors significantly affect the motivational approach of employees working in a different situation and environment (12). A recent study from the public sector context has found a positive link between justice perception and employee motivation. They suggested testing this relationship in other organization specifically in performance management.

Considering the importance of the topic, the current study was conducted in the area of performance appraisal justice in higher education organizations. The objectives of the study were to explore the employee attitude and the impact of performance appraisal justice on organizational commitment of university faculty. The reactions of employees to performance appraisals are important. For the public sector, motivation is viewed as an instrument for suggesting various positive and desirable individual and organizational outcomes. In the present study, the diversity of activities coordinated toward answering the vital question of motivation is supported by the perception of human nature such as the public service motivation point of view postulates particular thought processes related to the public sector organization. In recent decades, the New Public Management has risen as a motivational develop for empowering an apparent lethargic administration. New Public Management and its underlying assumptions are firmly related to principle- agent and self-interest based thinking (13). As the other option to the more cynical presumptions of organization proposed by New Public Management. Public server motivation has been seen a suitable assessment for clarifying public service and has accumulated a lot of academic consideration. Initially, this phenomenon was investigated mainly among business organizations, but later, other knowledge-based sectors, such as educational organizations, also recognized the importance of investigating this phenomenon with the purpose to apply its results to improve the existing culture of organizational justice.

This investigation is essential as it would include new knowledge in the zone of justice perception of performance appraisal. Public service motivation and performance appraisal justice has been conducted in the West (14). We absorbed this analysis in a non-Western setting, that is, Pakistan, where the public sector is experiencing various changes, and the emphasis is put on imitating the private sector's prescribed procedures, for example, discipline, rewarding, and firing employees while presenting a performance-driven culture(15). Furthermore, the focus of the existing literature is explicitly on employee's motivation for public or private sector universities of Pakistan. This study believes that when the reputation of public sector organizations in Pakistan has been ignored and understudied in the past. Hence, the current study aims to contribute to fulfilling the discussed research gap by proposing and validating a research model in public sector organizations. This study will be among few studies that have highlighted the importance of justice perception in developing trust

by removing fear uncertainties and making employees ready to accept the change using lance of Perry's (2000) process Public service motivation model.

It will also open up new vistas within the literature from the Pakistani perspective. This study thus fills the theoretical and practical gap in research to provide a sound theoretical base for employee motivation and its impact on performance appraisal in the most dynamic sector of today's environment i.e. public sector organization. After searching from Google Scholar, ProQuest, LISTA (Library, Information Science and Technology Abstract) and the researchers concluded that there was no investigation helpful in fulfilling the gap for researchers as a future reference on the topic of JP and EM. Moreover, imperatively, this analysis would suggest the teaching and administrative faculty members regarding their justice perception towards performance appraisal. It might facilitate the faculty of the university to play a dynamic role in urging and motivation their personnel to enhance performance through numerous means.

2. Literature Review

In developing countries context, a mainstream of literature has revolved in regards to factors lays on Perry's (2000) process theory of PSM. Public service motivation has been portrayed as a need to serve the interest of the public, public sector loyalty, or convictions in equal rights(16). In the comparative circumstances perspective, organizational analysis has been broadly used as an employee performance instrument. The study of PSM turn into a well-accepted field of study (17, 18). The recent trend of public service motivation in the research of public administrant is moving concerning the organizational instruments that can decrease turnover intention of employees (19-21). Furthermost, Public and private sector comparative study indicates government servants prefer the intrinsic features of their motivating factors such as a public help, hygiene factors of the extrinsic elements such as employees' income or performance reward (22-24). According to (25) the possibility of CPI and Perry's Process theory of PSM validating both organizational and socio-historical contexts. Perry(2000) Process theory took after the lead and tested, the organizational components prompting PSM (26). This paper explained the association between commitment to public interest and justice perception are limited. (27), Four studies (28),confirmed a positive relation between of justice perception and employee's motivation.(29) analyzed the available data in the Merit Principles Survey of 1996 and found that those employees having the high level of PSM are more disposed to have advanced performance appraisals. As consider by them, 29% of professionals shown a low level of public service motivation have incredible appraisals, 42% workers consuming a typical level of public service motivation have significant appraisals, of course, 52 % of employees having the great level of public service motivation have remarkable appraisals evaluation. These statistics demonstrate a strong positive relation among between of justice perception and employee's motivation. (30) establish also the supportive relationship of justice perception and employee's motivation in the Korean public sector institution. (31) analyzed the impact of MPS on effective leadership and employee motivation of seven distinctive organizational output, comprising procedural esteem acknowledgments and performance assessment. Two trial envisages Christensen, (32) observed the public service motivation and performance rating relationship from the raters' purpose of both considers were coordinated in South Korea and the individuals were MPA and MBA understudies. They initiate that outcome who have more hoisted measure of PSM incline to give higher examinations to ratees having more lifted measure of relentlessness and task performance. These two studies display a tolerance blunder, and (32) relate this slant to the embedded theoretical basis, to help the employee. (15) examined that public organizations are categorized by law-based procedures, impersonal rules, and the imposition of due process theoretical bases on personnel decisions. Public leaders are progressively apprehensive about the challenge of improvement and application of personnel processes that are perceived as both correct and justifiable for the individual. These features give valid legality to the organization and its decisions. The existence of due process desires creates a disincentive for leaders to discipline or terminate the deprived performers. (33) indicated that key element of PSM enlightening individual increased organizational commitment, the particularly effective commitment of public servants.

(34) dissected the presence of organizational commitment in the Korean context, and boost the relationship among (PSM) and organizational commitment. (35) investigated the public service motivation and justice perception of performance appraisal in the public organization context of Federal Servants Viewpoint Survey (FEVS) & OPM built up the EHRI-SDM in 2010 directed by the U.S Office of Employees. At last, the longitudinal research configuration offers an additional reliable result of causal processes than cross-sectional research. (36) examined the most vital relevant components with a significant impact on performance appraisal justice, in light of the efficacy for achieving the objectives of the frequency of their appearance on the research models we discovered. (37) acquired results from 395 employees who work in Taiwan manufacturing companies demonstrate that the application of governmental performance appraisal activities is highly related with employees' awareness of organizational justice and which is highly associated with the level of organizational commitment.

Additionally, novel methods regarding worker performance appraisal systems in diverse organizations ought to be established on their particular hierarchical leveled setting (38) established new models on organizational sets in relation with employees' performance appraisal is on the utmost theoretical and fairness intrigue. (36) investigated key explanation the devastating organizational applicable factors with a remarkable influence on justice perception of performance appraisal and as a result, with a strong constructive effect on comprehensive employees' outcome. Organizational climatic factors and reward systems may contribute both to the employee satisfaction and commitment (39). Employees' reactions to the leadership frameworks and organizational systems choose their procedural justice process, employees' responses to the managements' specialist way of lead in interrelations and their communication determine and interactional justice perception. The studies that analyzed the effect of PSM on performance appraisals justice are constrained, hence, this segment will also incorporate the studies that analyze the effect of PSM on performance appraisal justice. Furthermore, these studies examined two studies (40) that analyses the relationship between employee motivation and perceived justice of performance appraisal. Moreover, the moderating role of organizational commitment among PSM and PAJ justice will be another dynamic expansion in the writing on employee performance. Further, this relation among the variables of enthusiasm from an organizational commitment perspective has never been explored before in the context of Pakistan.

3. Theoretical Underpinning and Hypothesis

Perry introduced the process theory of public service motivation. Perry's process theory generally advocates the role of motivation in the attraction of public servants. Individuals are attracted towards the public sector organization which has a strong fair institutional system. According to Perry's process theory, the environment of organization impacts employee motivation through efficient job design and socialization(16). In this regard, PSM is anticipated to prompt desirable employee and organizational outcomes. Another theory relevant to the present research is the Adams (1965) Equity theory of organizational justice perception. On account of the significance of perceptions regarding performance appraisal justice, this theory has converted into a vast purpose of analysis among various experts in the discipline of human resource management, organizational behavior, and management. (41) clarified that organizational justice is the study of employees' perceived justice/fairness, which relates to the diverse signs they get from their organization. A couple of theoretic recommendations in prior research are significant to the distinctive issues explored in the existing research work. Motivating employees to work more effectively is one of the most essential missions of administration. It is assumed that profoundly energetic employees are more beneficial and accordingly can achieve organizational goals more successfully. Formerly, less motivated employees disappointed the accomplishment of an organization and resemble a capacity on the shoulder of management. Organization implement distinctive device to motivate and improve the employee performance (42). One of the essential clarifications behind the banned results of performance-related pay courses of action, illuminate the relation between the organizational environment, employee outcomes and including affective commitment and employee's behavior in public sector organization (43). As per the organizational theory viewpoint, public service motivation the singular level sign of organizational – level esteems. Subsequently, by joining both theories Perry's process theory of PSM (2000)

and Organizational Justice theory (44) every one of these facts bears testimony to the theoretical implication of the research. The current study has been experienced to analyze the significance of Public Service Motivation and performance appraisal justice, particularly in the context of Public Sector universities of Pakistan.

4. Hypothesis of the study

The following hypothesis is developed on the basis of the review of the literature:

H1: Employee's motivation has a positive relationship with the performance appraisal justice perception.

H2: Employee's motivation has a positive relationship with the organizational commitment.

H3: organizational commitment moderates the relationship between Employee's motivation and performance appraisal justice perception.

5. Data and Method

5.1. Sample

In this study, we administered a self-reported questionnaire to public service employees (N = 488) from faculty and administrative members of the various public sector universities of Pakistan. Out of 950 disseminated surveys, 488 were retrieved. With a response rate of 70% (N=488). The respondents of this paper were chosen to create a diverse sample of participants representing a broad range of public service jobs as localities. The sample was demographically various by employee gender, age, education and work experience by hierarchical level (see Table 1).

Table 1 presents that demographic characteristics of respondents in this study are illustrated. The final sample comprised of 488 respondents (male 62.9 percent, female 37.1 percent). In terms of age structure, a good number of the respondents were aged between 31 to 40 years (57.2 percent). An enormous number of respondents had a Postgraduate degree (41.0 percent), followed by Ph. D degree (55.9 percent). Approximately 33 percent of the respondents had worked for a period of 1 to 5 years followed by 21.7 percent of those who had worked for a period of 6 to 10 years. The largest groups of respondents were unmarried (77.9 percent). Finally, respondents who came from Khyber Pakhtunkhwa (36.1 percent) were in majority. The data quality was confirmed by testing whether assumptions of normality are sustained. Each variable was within the recommended range of skewness and kurtosis -2 & +2(45). Moderation analysis essential requirements are Multicollinearity test (46). Multicollinearity was diagnosed (eg., tolerance statistics and variance inflation factor[VIF] statistics are below 5). Data were cleaned and didn't suggest any problem test and each bivariate correlation is less than .7 (see Table 1).

Table 1. Shows description of survey sample and control variables (N=488).

Variables		Frequency	Percentage
Gender	Male	307	62.9
	Female	181	37.1
Marital Status	Married	108	22.1
	Single	380	77.9
Age	20-30	79	16.2
	31-40	279	57.2
	41-50	96	19.7
	>50	34	7.0
Qualification	Graduate	2	.4
	Post Graduate	200	41.0
	Ph.D	273	55.9
	Pos.Doc	13	2.7
Working Experience	1-5	106	21.7
	6-10	198	40.6
	11-15	116	23.8
	Above 15	68	13.9
Province	Punjab	93	19.1
	Khyber Pakhtunkhwa	176	36.1
	Sindh	102	20.9
	Balochistan	65	13.3
	AJK/GB/FATA	52	10.7

5.2. Measures

The following section of the paper describes the measurement scales and the number of items constructs used in this study (Table 2). The variables of four categories are measured. The first category represents the independent variable public service motivation scale developed by Perry's (1996). The second group shows moderator variables, which consists of three dimensions of organizational commitment (affective commitment, continuance commitment, normative commitment) was measured using scales of⁽⁴⁷⁾ and ⁽⁴⁸⁾The third group includes dependent variables performance appraisal justice estimated through the scales created by (Lind & Tyler 1988; Tyler & Bies,1990) last fourth group represents demographic variable as controls. All measurement scale is evaluated using response options on a 7- point Liker – scale ranging from 1 (strongly disagree) to 7 (strongly agree). The detailed explanation of all variable items is provided in the appendix.

Table 2. Shows the details of Descriptive Statistics, Means, SDs & Correlation Result

	<i>M</i>	<i>SD</i>	PSM	PAJ	OC
PSM	5.3193	1.02145	1		
PAJ	4.9165	1.08846	.670**	1	
OC	4.7497	.98348	.547**	.572**	1

Source: Authors' calculation.

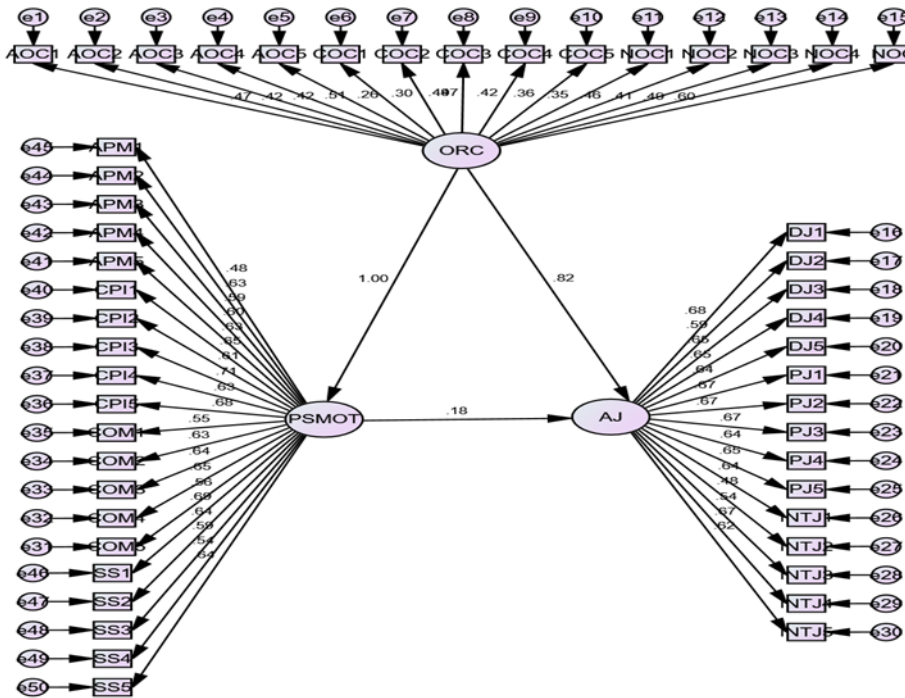


Figure 1: CFA for Overall Measurement of Model Fit

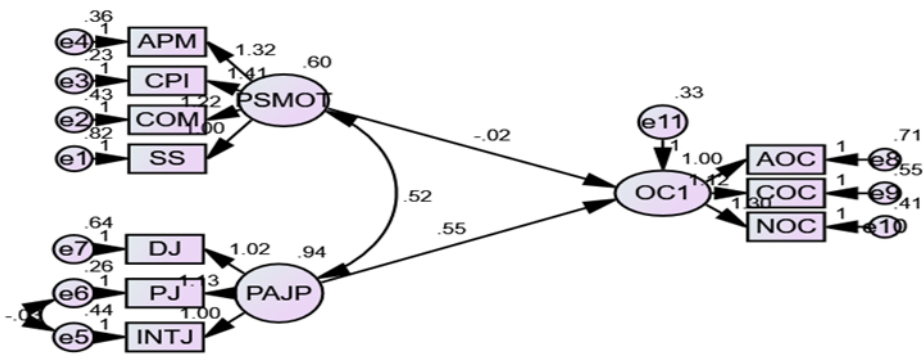


Figure 2. Estimation of Structural of PSM, PAJ, and OC

Table 3. Goodness of-Fit for the Structure Model Public Service Motivation, Performance Appraisal Justice and Organization Commitment.

CFA	CMIN	DF	CMIN/DF	GF I	NFI	CFI	RMSEA	Standardized RMR
MODEL	112.263	71	1.536	.942	.851	914	.431	.0489

Table 4. Results of Main Effects Hypotheses

Variables	Paths	Standardized path coefficients	p-value	R ²
Control Variables				
Gender		-0.056	0.190	
Age		0.064	0.522	
Qualification		-0.053	0.694	
Experience		0.641	0.098	
Main effects				
Distributive Justice	APM--->DJ	0.273	0.002	0.516
	CPI--->DJ	0.322	0.001	
	COM--->DJ	0.168	0.004	
	SS--->DJ	0.157	0.006	
Control Variables				
Gender		-0.190	0.631	
Age		-0.021	0.523	
Qualification		-0.239	0.194	
Experience		-0.057	0.001	
Main effect				
Interactional Justice	APM--->PJ	0.215	0.075	0.503
	CPI--->PJ	0.309	0.007	
	COM--->PJ	0.156	0.345	
	SS--->PJ	0.105	0.151	
Control Variables				
Gender		-0.046	0.494	
Age		0.057	0.004	
Qualification		-0.047	0.258	
Experience		0.741	0.089	
Main effects				
Interactional Justice	APM->INTJ	0.253	0.072	0.453

CPI-->INTJ	0.314	0.003
COM->INTJ	0.163	0.059
SS-->INTJ	0.155	0.139

AMP=Attraction to policy making, CPI=Commitment to public interest, COM=Compassion, SS=Self scarifies, DJ=Distributive justice, PJ=Procedural justice, INTJ= Interactional justice.

Public service motivation and its four dimension items in relation with control variables depend on gender, age, qualification, and experience explained 43.2% in general variance in the interactional justice of performance appraisal justice ($R^2 = 0.453$). the strength of influence was highly significant, hence, this result was also expected acceptable (see Table 5) These results approve the hypothesized relationships among PSM and PAJ. Individuals endorsing higher levels of motivation. Thus, Hypotheses 2 and 3 are supported. The result of the study shows the independent effect of PSM dimensions on per performance appraisal justice. The direct effect of these dimensions is significant.

Table 5 illustrates the output of interaction hypotheses. In the first step, moderation analysis result was executed for the affective commitment dimensions of organizational commitment on the relationship among PSM and its four dimensions with the distributive justice of performance appraisal. Affective commitment direct effect for attraction to policy making was ($\beta=0.265$ $p=.002$), commitment to the public interest ($\beta=0.039$, $p=0.004$), compassion ($\beta=0.381$, $p=.007$) and self-sacrifice ($\beta=0.187$, $p=.005$) on the distributive justice of performance appraisal justice were positively significant. The moderating effects of affective commitment on the relationship among the predictor and outcomes variable. Moderation analysis results are presented in the following tables (see table 5).

Table 5. Moderating Effect of Affective Commitment (Distributive Justice)

Model	Unstandardized coefficient	p-value
DJ-dependent variable		
Attraction to policy making	0.307	0.006
Affective Commitment	0.265	0.004
Attraction to policy making \times affective commitment	0.037	0.003
Commitment to public interest	0.216	0.001
Affective commitment	0.039	0.000
Commitment to public interest \times affective commitment	0.444	0.002
Compassion	0.275	0.008
Affective commitment	0.381	0.007
Compassion \times affective commitment	0.345	0.009
Self-sacrifices	0.061	0.001
Affective commitment	0.187	0.005

Self-sacrifices × affective commitment	0.177	0.004
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Note: Unstandardized regression weights for control variables (age, gender, qualification, experience) were not – significant ($p > .05$).

Statistical interpretation of moderation: $Y = b_0 + b_1X + b_2M + b_3XM$, where M = Moderation, XM interaction.

Moreover, the direct effect of continuance commitment on the procedural justice of performance appraisal resulted was significant in case of all the predictor. The direct effect of continuance commitment on procedural justice was examined significant. Attraction to policy making (unstandardized $\beta = 0.311$ $p = .001$), commitment to public interest ($\beta = 0.287$ $p = 0.004$), compassion (unstandardized $\beta = 0.308$ $p = .005$ respectively. Therefore, the moderating role of continuance commitment for the relationship of self- sacrifice and procedural justice was proved less significant. Hypothesis 3 illustrate the moderating effect of organizational commitment dimension of normative commitment on the relationship among PSM and performance appraisal justice was partially held. The interaction term among normative comment and interactional justice was significant and statistically positive in expecting organizational commitment ($\beta = 0.28$, $p < .05$). moderating analysis demonstrates that interaction effect of normative commitment on the relationship among PSM and interactional justice of performance appraisal is significant for a high level of commitment.

6. Discussion and Findings

Generally, the study results described considerable support for the direct effect of public service motivation and performance appraisal justice. The description on group value model of performance appraisal justice and PSM process theory perception ⁽⁴⁹⁾, this study result proved the fact that employee reacts to justice as not only monetary needs but rather concern for public service motivation rest on performance appraisal. The melody of paper is to conceive on the PAJ. While concentrating on the relationship among PSM and performance appraisal justice of public sector universities of Pakistan have been targeted. Besides, the moderating role of organizational commitment. An individual with high level of public service motivation has great influence on motivators than those of low-level PSM. The finding of this research replicates current study on the relationships among procedural justice and employee outputs of satisfaction and organizational commitment ⁽⁵⁰⁻⁵²⁾. This study provides the evidence that unfair treatment of employees in the organization demotivates them decrease their level of commitment to the organization and eventually forces them to leave the organizations. The interaction of normative commitment with a dimension of PSM had a significant effect on the interactional justice of performance appraisal.

It has been found in this paper that public service motivation has strong significant relation with Performance Appraisal Justice while considering about faculty/administrative members in the public universities of Pakistan. This paper is the first in leading the investigation of the relationship of PSM and PAJ. Consequently, there is no literature found on this subject matter. ⁽²⁷⁾ having a constructive outcome of PSM and PAJ. There are few study that demonstrate positive outcomes among PSM and performance appraisal justice. Certain studies ^(53, 54) considering an individual Performance is estimated by employees' self-reported performance ratings taken as proxies. positive impact of PSM on employees' performance ratings, when individual organizational fit is taken into consideration. Similarly, In Dutch public sector, it has been revealed that PSM affects self-reported job performance mentioned by ⁽⁵⁴⁾. It has also been analyzed by ⁽⁵⁵⁾, and ⁽⁵⁶⁾ that the change of performance appraisals can be firmly anticipated by PSM. two exploratory studies ⁽³²⁾ are conducted observing public service motivation and performance ratings relationship. ⁽⁵⁷⁾ defined there is a strong positive relation amongst ratings and raters' level of performance appraisal. In this study, it has been examined that public service motivation affects organizational commitment (OC) while taking Pakistan public sector universities into account ⁽⁵⁸⁾. The findings guided the study to infer that organizational commitment (OC) has a strong yet, significant relationship with PSM as specified by ^(29, 30, 59, 60).

This paper provides the most effective insight into the individual 's perceptions of advancing that appear to endorse employees' sufficient responses. Performance appraisal justice for employees serves as a heuristic to trust their organization and leaders. Leaders may need to interact more with these employees to guarantee that performance appraisal justice system really reflects employees' work and commitments to the organization. The study based on the relation between PSM and performance appraisals justice is vast ^(61, 62). Current research found performance appraisal justice influenced employee work motivation. Further, the moderating role of organizational commitment had demonstrated a stronger positive contribution to the relationship to PSM and performance appraisal justice. This result affirms that organizational commitment plays an important role as a moderating variable in the public sector universities. In this vein, the finding draw attention regards to the congruity of organizational commitment without performance appraisal justice. A basic approach emerging from this investigation is that public leaders should not underestimate the power organizational commitment in influencing employees' performance and motivation in public sector universities of Pakistan.

7. Conclusion and Recommendations

Based on research objective, this study concluded up the impact of public service motivation and its four dimensions' on performance on performance appraisal justice. The analysis of this research revealed that PSM and its four dimensions of PSM attraction to policy making, commitment to public interest, compassion and self-sacrifice were the vital variables that driver all employees to contribute in performance appraisal activities. Performance appraisal justice is perceived as a fundamental key factor which serves empirical for faculty/administrative member to trust on their leader and organization ^(52, 63, 64). This research work determine that public servants are fairly treated in terms of perceived reward distribution, and natural interpersonal treatment by leaders, they indicate positive work attitude, job satisfaction, trust in management, job involvement, intrinsic work motivation, and organizational commitment. Surely, public service motivation may provide strong visions of employees' requirement and selection of the best quality and employee having the high level of public service motivation ⁽⁶⁵⁾. Leaders may need to interact more with these employees to performance appraisal system really reflect employees' ' work and responsibilities regarding the organization. PSM and organizational commitment led employees to strive more and maximize employee's strength and show suitable performance for organizational development.

8. Limitations and Future Research Direction

Taking sample size from one sector universities and from one country is limited which may raise some questions for the generalizability of this study. More countries around the globe can be taken into consideration. The data collected for this research is cross-sectional in nature and doesn't take time series into consideration. Making a panel data would increase the horizons of such studies. The sample size should be increased to more sectors and can be selected as a comparative analysis of different private & public both sector organizations. This study employed the use of empirical analysis of the justice perception, not all the aspect. Finally, due to constraining of time and money, it was unrealistic for the researcher to contemplate both private & public both sector universities, in this particular vain, the analyst has chosen just public sector universities of Pakistan. In this paper, the findings have brought certain outcomes but contain limitations as well and further study recommendations.

Continued research on organizational justice and specifically on prejudiced practices that influence faculty members' behavior will contribute to consider possible ways to reduce turnover intention and support faculty adjustment in their universities. The policy maker should have emphasized that the use of purposeful performance appraisal feedback has more fruitful results rather giving judgments about the employees

which, strengthens employee's belief organizational working atmosphere and motivate them to implement efficiently. The study shows new sight of public leader's efficacy that gives a response of fair treating faculty members concerning occupation responsibilities, training opportunities, assignments, job environment, goods facilities, dignity, respect and voice in decision making and security of employment.

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