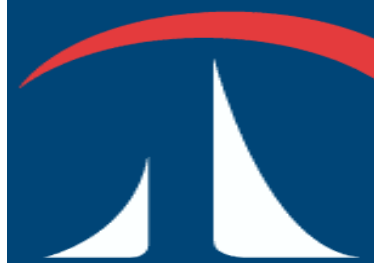الجامعة
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MSc in Project Management

The potential relationship between Organizational Justice, Organizational Commitment and Job Performance in Government organizations in Abu Dhabi-UAE context:

Prepared by: 60063

Abstract:

The purpose of this study is to examine the potential relationship between organizational justice, organizational commitment (employees' loyalty) and job performance in government organizations in Abu Dhabi – U.A.E context. The research focused on the perception of justice in the workplace, and how such perceptions predict organizational commitment and job performance. On the other hand this study intends to investigate the impact of two levels of organizational justice (procedural, interact ional) on both organizational commitment (affective commitment, continuance commitment) and job performance (work performance, readiness to innovate, work enthusiasm, and understanding work duty). The relationship between these two facets of commitment and job performance has also been explored.

This study was conducted in three government organizations in Abu Dhabi. A self-administered questionnaire was distributed randomly to a sample of 500 full-time employees used in this study, and the data was collected accordingly.

The findings show that organizational justice (procedural, interact ional) is positively and significantly correlated with affective and continuance commitment as well as with job performance. Also the result shows that organizational commitment is positively and significantly correlated with job performance.

However this study highlights the importance of providing justice environment at workplace, to foster the employee's affective and continuance commitment and hence increase productivity. Moreover, the results alert the need for managerial interventions aimed at enhancing perception of fair processes and interpersonal and informational relations as well as minimizing turnover intentions.

Acknowledgment

Many people have helped me in the course of writing this study, and I would like to avail myself of this occasion to thank and to convey my thanks to all of them. Also I would like, in particular, to express my warm thanks and deep appreciation to Dr. Suliman A, the mentor of this project, for the valuable time he devoted to carry out sufficient discussion and insightful guidance along the way. For his tangible contribution to my intellectual development on the subject matter, I owe his enormous debt.

Deep thanks and immense gratitude need to be given to my family members, Beloved parents, spouse and children, for their uninterrupted encouragement and supported throughout. I'm grateful to the advice and comments shared by all other friends and colleagues thus have been acted on as much as possible.

Declaration

I Hereby Declare That This Study Has Been Solely Written By Myself, And that All Materials Not My Own Have Been Identified Duly.

Dedication

To my beloved parents, wife and children, the most loves of my life, I dedicated this study as a small recompense.

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Chapter 1: Introduction

1.1 Introduction

Accuracy is something that could not be achieved, therefore fairness should be always adopted for the reason that justice is an important societal value, and feelings of justice have important repercussions for the society and workplace (Sabbagh, et al 1990). From humanistic point of view fairness for human resources practices should be highlighted.

Since beginning of using the term "organizational justice" by Wendell French in 1964, the Literature has explored the various types of transactions that occur between people at work. Fairness related research, stressed on who gets what (distributive justice), and how is the appointment of goods (procedural justice), and reciprocal treatment among people as well (interact ional justice). However the transaction is "just" means that it agrees with certain standards of ethical conduct or appropriate behavior (Cropanzano, et al, 2001).

Organizational commitment - job performance hypothesis assumes that companies that have more committed and loyal employees are more productive and more attached to the organization, thus more profitable than companies who are known to have less committed and loyal employees. However, the exploration of such relationship is regarded more important today than four decades ago, on the grounds that as Dubois, P. Associates (1997) put it, organizational commitment is the motivating force behind the organization's performance. This supports Lawrence's study (1958) which gave rise to the need and rationale for research in this area by asserting that perceptions of organizational justice (i.e. fairness perceptions in the workplace) within supervisor-subordinate, and recently organization-employee relationship influence individuals' attitudes and behaviors (Rupp & Cropanzano, 2002). Therefore, it is more critical than ever to understand how coworkers' relationships with other team members affect their behaviors and attitudes within the team and on the job. This question becomes of particular relevance with the rise of fairness theory and the deontological model of justice. Cropanzano, et al (2003); Folger and Cropanzano, (2001) propose that justice is important to all individuals and may be closely linked to their values, moral maturity, and sensitivity to fairness.

Likewise, given the established, if uncertain links, between work and non work life satisfaction, organizational commitment levels may also have important personal implications for employees (Romzek, 1989). Affective, normative, and continuance are the aspects of commitment which is thought to contribute to a psychological state which characterizes an employee's relationship with the organization, and may be

affected by different antecedents, job performance, and citizenship (Reaches, 1986; Meyer & Allen, 1991). The main consideration is that companies will achieve more productivity by satisfying their employees and paying more attention to their feelings and the way they make decisions about the amount of work and effort they will exert in the work place, knowing that their decisions depends largely on how they feel about the job, pay, promotion, managers, and coworkers (Churchill 1974; Locke 1976).

Thus, the aim of this study is to test the fairness perceptions in the workplace government organizations in Abu Dhabi-UAE context, and how such perceptions could possibly engender organizational commitment and job performance, also the study attempts to investigate the potential relationship- in terms of significance, nature and strength between organizational justice, commitment and job performance. Focus will be placed on the relationship between a number of key facets and variables of these constructs.

The quest for organizational efficiency, high performance and customer satisfaction had led to a growing body of literature demonstrating the relationship between employees' attitudes and behaviors.

1.1 Aims and Objectives of Study

Determining primary human resource managers' perceptions regarding organizational citizenship and organizational justice is the purpose of this study, also to investigate whether such perceptions vary depending on the variables of job performance and affective commitment with its various levels. Research also aims at linking employee perceptions of fairness to positive individual and organizational results that would lead to increased attention to the organizational justice.

This study analyses the impact of organizational justice as encompassed by three components, distributive justice, procedural justice and interact ional justice on self assessed performance and job satisfaction of employees in the public environment. The study investigates the impact of these justice measures on United Arab Emirates (UAE) nationals. Also examine the value of the organizational justice approach by over viewing the research relating the fairness of selection procedures to individual and organizational result is one of the study aims. The objective of this study is to provide an integrated approach in the field of organizational justice within the domain compensation. The research conducted on a sample of staff at various public institutions in the UAE. The results reveal that the staff have a clear distinction between the pay and benefits satisfaction, and distributive justice perceptions predict satisfaction better than procedural justice perceptions.

On the other hand, the main purpose of this study is to test the potential relationship between organizational justice, organizational commitment (employees' loyalty) and job performance in government organizations in Abu Dhabi – U.A.E context. Focus in this study will be placed on a number of key facets and variables of

these constructs, and there are many ways to measure job satisfaction. However the growing need in today's world for organizational efficiency, employees' commitment and job performance as a key to competitiveness and customer satisfaction has motivated the emergence of a persistent body of literature addressing the issues of employees' attitudes and behaviors and the subsequent implications at workplace.

1.2   The Problem

Since the organizational context is subject to continuous change, there is a need to up date our standing and knowledge in this field on a regular basis. For example, the factors that were found to be significant in influencing work outcomes in 1960s and 1970s may not be of value in today's diverse work teams and environment (Suliman, 2001). To survive or compete in the future, an organization knows that it must find a way to reconcile its goals for production and that of its human resources (Hamel and Parahalad, 1994).For managers, the age of predictability is over; the age of uncertainty has begun. Intensified global competition, deregulation, and technical advances have caused a snow ball effect of change that led many firms not to survive (Dressler, 1993).

With the trend towards globalization, organizations and managers need to better understand the relative importance of organizational variables such as leadership styles and organizational culture, which determine the levels of "satisfaction- induced" commitment and performance in different national contexts Multinational corporations continue to seek global diversity. This new trend puts a demand on research to assist business in developing new competitive advantages.

However satisfaction and a positive attitude can be maintained by a positive social environment with good communication, autonomy, participation, and trust (Argyris 1964; Likert 1961). This means that today's organization must re-consider these concepts in order to survive, compete, and be profitable in the global economy. Certain phenomena have global implications such as the search for fairness or equity in the workplace and the willingness of employees to give their whole effort to an employer. Researchers should help both the practitioner and the academician to understand these phenomena in the context of international business (Ortiz, 1976).

Thus, research of Organizational justice is required since, "it is unlikely that genuine understanding of justice principles and practices will ever arise" as noted by James, (1993). However, although many studies conducted in the West on justice, satisfaction- induced commitment and performance as separate concepts, few of them have attempted to study the linkage between them (Suliman, 2006). Likewise, in the literature very little attention is given to discussing the organizational commitment levels and more to the measurement of constructs and relationships with antecedents and consequences (Hartman and Bambacas,

2000). Moreover, secure, long term employment is predicted to become less significant aspect of future careers (Handy, 1989), and for many employees it is already unrealistic objective. The relational contract which implies a long term, open ended relationship is being replaced by a transactional contract in which rewards are dependent on performance (Arthur and Rousseau, 1996). Yet, in some organizations there are concerns about the level of loyalty and commitment which can be expected of employees when the incentive of security is no longer available. When employment is uncertain for individuals, then the need for self interest and career management become evident (Hirsch, 1987) and a lesser level of organizational commitment seems likely.

As Benkhoff (1997) says the main reason behind commitment being the most popular research subjects in industrial psychology and organizational behavior over the past 30 years is its impact on performance. Because of the fact that organizational commitment is crucial work experience and central to the understanding and management of organizational behavior (George and Jones, 1996) it is interesting to know where they are related or not to each other. Moreover, it is also interesting for experts to conduct other research (Sutanto, 1999).

The relationship between organizational commitment and job performance is one of the most popular areas in the management literature since 1960's and as observed by Benkoff (1977) research has so far been unable to reach an evidence that the commitment and performance go hand in hand. On an equal footing, Iles and Suliman (1999) noted that currently our understanding of the relationship between various aspects of organizational commitment and their relationships to job performance is still not clear.

However, the exploration of such relationship is regarded more important today than four decades ago, on the grounds that the organizational commitment level is the driving force behind organization's performance (Dubois and Associates, 1997). This supports Lawrence's study (1958) which gave rise to the need and rationale for research in this area by stressing that, ideally, we want one emotion dominated in all employees from top to bottom, i.e. a complete loyalty to the organizational purpose. (Iles and Suliman, 1999) Multinational corporations continue to seek global diversity. This new trend puts a demand on research to help business in developing new competitive advantages. Thus, as quoted by Ortiz (1976), explaining solid theories for example equities and organizational justice in a cross-cultural setting is timely and important.

1.3 Need for research

Researchers have shown a great deal of interest in the study of organizational justice. In the past two decades, many research interests have been generated on organizational justice issues, namely distributive,

procedural, and interact ional justice and their potential role in determining employees' commitment and behavioral intentions to leave the organization (Greenberg and Cohen 1982; Greenberg, 1990; Folger and Cropanzano, 1998). Even though research has explored different types of justice perceptions, relatively view research has considered the source of justice perceptions (Cropanzano, et al 2001). That is, to whom or what employees attributing unfair procedures and interpersonal treatment? Although preliminary research in this area has been promising, more studies are needed to further explore this issue. Moreover, virtually all of the research conducted to date in the field of workplace justice has considered the effects of individual-level justice perceptions on individual level outcomes. Likewise, organizational justice research has focusing almost solely on cultures of Western, such as United States. Work conducted somewhere else has examined primarily Asian countries.

As strong value differences have been reported between western countries and the Asians, the need to examine the organizational issues like leadership and employees' behavior in a cultural context cannot be overemphasized. As observed by Suliman (2006), as far as the United Arab Emirates (UAE) and other Arab countries are concerned, the literature review revealed that there are no studies in this field. However, firmly believed that certain phenomena have universal implications such as the search for fairness in the workplace and the willingness of an employee to exert his or her whole effort to an employer. Multinational companies in dealing with these issues on a daily basis, to determine whether the exit of the similarities between cultures, what Adler termed (1983b) "cultural synergistic". Therefore behavioral theories can be applied in a different culture when etic and emic dyad is correctly considered. It is thought that cultures are similar (etic) in many aspects and different in some respects (emic). Organizational commitment is a global response to the organization as a whole or a response and commitment to experiences in some parts of the organization (Ward and Davis, 1995; Becker, et al, 1996), and is there a role for both global and constituency specific commitment (Hunt and Morgan, 1994).

Organizational commitment is now seen as more complex than first thought (Iles, Forster, Tinline, 1996), which may not be unexpected given the changes and increasing diversity which have occurred in the workplace in today's world. Commitment is a key mediating variable in determining organizational outcomes that's why it is very important. On the other hand, in the management literature the goal-performance relationship is considered one of the most interesting topics where commitment plays crucial role as a mediating construct (Suliman, 2001). According to Cheng and Kalleberg (1996), better performance stems largely from organizational commitment, as more committed employees would be more motivated to exert more effort on their organization's behalf.

While organizational is conceived in most studies as and employee's enthusiasm and a strong willingness to stay with organization, and thus involving a sense of psychological bond, Bunchnan, (1974) argued that there is a lot of arguments about the definition and measurement of commitment.

However, organizational commitment is the employee's attachment to the organization psychologically. Beyond this general sense, organizational scholars have developed large magnitude definitions of organizational commitment, and many scales to measure them. Meyer & Allen's model of commitment was one among them mainly focused on integrating numerous definitions of commitment that had been increasing over time in the literature in contrast with the studies that view commitment as being positively related to job performance, though Angle and Lawson (1999), acknowledged this conclusion, they found that the nature of performance counts as well. Few researchers such as Randall and O'Driscoll (1977); Iles et al. (1996) concluded that such concept as discouraging and negative organizational aspect. Given the limited literature on the state of the affairs, at least in the Arabic context, further study is necessary to thoroughly discover the nature and link between these two constructs and their components and dimensions, in particular within nowadays prevalent ever changing work environment with multi-cultural aggressive personnel.

1.4 Concluding Remarks

As discussed above the key objective of this study is to extend on previous research and respective literature on the vital issues on how perceived fairness at workplace could potentially induce stronger commitment, thus generated higher performance. This necessarily entails the understanding and learning about the possible correlation between the latter two constructs and their influence to one another. The focus area will be empirical examination of a sample work setting in the UAE organizational context and whether the relevant outcomes produced by western- oriented theory, literature and research could possibly be replicated in non- western environment, although the subject matter has to do with international human phenomena of attitudes, behaviors feelings and beliefs. Moreover, given the unavoidable waves of global diversity and transitional employment experienced largely at present, the issue has become of significant interest or rather critical.

Chapter 2: The literature Review

2.1 Introduction

Organizational Justice:

Johnston (2000) quoted that as result of providing a climate of organizational justice, workers will be more committed and willing to give more. However, organizational justice is considered one of the least understood and underutilized tools to help in creating a better and more effective workplace.

On the other hand two major perspectives on which justice research usually focused have been generally identified by authors; distributive justice and procedural justice. The attention to the distributive of resources among members of society has been stressed over the years in social science literature. Homanos (1961) was the first to introduce the concept of distributive justice that furthered the research interest of social psychologists on his essential aspect of human behavior. The subsequent work of Balu (1969) and Adams (1965) was behind series of theoretical and empirical developments reached its peak in the considerable, but still incomplete, knowledge that exist today. Without going deep, organizational justice seems to be a very simple construct; did the company or management make a fair decision? However, not only the outcome of a decision that matters; it's also how the decision was made and communicated by Johnston (2000). These represent the three forms of organizational justice referred to above namely, distributive, procedural, and interact ional justice. Numerous studies have shown that these three types of justice are related to job satisfaction (Moorman 1999; Leung et al. 1996). Greenberg (2005) defined organizational justice as a term used to describe the role of fairness in the workplace. Therefore, it is concerned with the ways in which staff to determine if they have been treated fairly in their workplace as well as the ways in which those determinations can affect other work related aspects.

Recent research has shown repeatedly that an individual behavior in the workplace is affected by perceptions of organizational justice (Colquitt et al., 2001). The focus of organizational justice research is on the experience or feelings of fairness, or (in) justice, and the consequences of these feelings in the workplace. Employees are generally concerned about the fairness of outcomes received in exchange for efforts put in, rather than the fairness of procedures, in accordance with Konovsky and Pugh (1994) that distributive justice is the standard for judging the fairness and equity of transactional contracts and economic exchanges. People's perceptions of the fairness of the procedures used to determine the outcomes they receive in the workplace are referred to as Procedural justice (Greenberg, 2005). Colquitt (2001) and Greenberg (2005) sighted procedural justice as having four dimensions: fair formal procedures, fair outcomes, interpersonal Justice and informational justice.

Fair formal procedures relate to the extent to which people perceive the procedures practiced in determining

what they receive as just and fair. Fair outcomes refer to the extent to which people perceive that related procedures have employed in deciding on the outcomes they receive. Interpersonal justice pertains to how people associate with their supervisors in the workplace. Informational justice relate to the feature of communication between employees and supervisors in organizations. Both in theory and empirical evidence that supported the procedural justice play important roles in the ways subordinates perception of leadership. Subordinates' perception of procedural justice, for example, is influenced by and make sure that the followers-leader of relations based on equality. Many studies have provided evidence that when people see that fair procedures have been used in determining the results they receive, commitment and confidence in the leader and the organization are affected. Also, according to Moorman, Niefhoff and Organ, (1993), in addition the collateral impact on subordinate's positive attitudes toward the decisions that leaders make, procedural justice plays a symbolic role of helping to strengthen the subordinate relationship with the leader. Thus, procedural justice would affect confidence in the leader and the organization along with commitment to the organization as a whole, which would indicate positive outcomes in the organization.

Interactional justice can be split into interpersonal justice i.e. (the fairness of the explanations provided for why and how decisions are made) and informational justice i.e. (the interpersonal sensitivity by which procedures are carried out) (Colquitt, 2001; Greenberg, 1993). However, to date, multifoci research has collapsed such items into a single Interactional justice factor (Liao, 2005).

The perception of justice in the interaction between individuals refers to Interactional justice. Most Scholars consider Interactional justice to be treated as a component of procedural justice. However, as was suggested by Bies and Moag (1986), may be the best approach is to separate procedural and individual components of justice. Sometimes, the organization may be fair in the procedures of assessing performance and individuals may perceive procedural justice. However, they still feel of unfair treatment as a result of the interaction among them during the assessment of performance. Therefore, it is useful to separate the two constructs. Berrin Erdogan (2000), define procedural justice as the existence of fair procedures whereas interact ional justice is defined as the way supervisors apply the existing regulations and mechanisms. This definition means that procedural justice is the result of the way in which the organization designed the performance assessment process. Thus, the definition adopted here deals with interact ional justice as the perceived fairness and equity of the interpersonal treatment by the supervisor. On the other hand, procedural justice is defined as the fairness of procedures that are developed by the organization and practiced by the supervisor. Thus, procedural justice can be viewed as a combined task of organizational procedures and supervisor practices with respect to the application of these procedures. Recent reviews and meta-analytic studies of justice at the individual level indicate fairness is associated with a number of notable organizational outcomes, for example perceptions of fairness was associated positively with favorable employee attitudes

and behaviors including organizational support, organizational commitment, organizational citizenship behavior, work performance and confidence in management (Conlon, et al, 2001).

There was a growing recognition of the importance of various sources of employee perceptions of fairness including the organization, supervisors, work colleagues, and clients. Rup et al. (2007) indicate that failure to identify the source of fairness in justice measurements, or averaging across sources, could leads to false results or at best yield justice effects that are difficult to decipher. In the late 1990's researchers began arguing that in addition to considering types of employ justice perceptions, it may be beneficial to consider the source of justice (Cropanzano, Byrne, et al. 2000). An employee could potentially make differential justice perceptions about her or his supervisor, upper management, the organization as whole, coworkers, subordinates, customers, and so forth. Early research in this area (Malatesta and Byrne, 1997) suggested that policies and procedures are perceived as coming from the organization, and therefore judgment about procedural justice will be closely linked to attitudes and behaviors directed at the organization. Likewise, interpersonal treatment is seen as coming directly from one's supervisor, and therefore interpersonal justice will be closely linked to attitudes and behaviors directed at one's supervisor.

Recently, James J. Lavelle (2007) suggested that employees should consider the different types of injustice (i.e. distributive, procedural, and interact ional) as well as the agent of the situation that is perceived as unfair or fair (Cropanzano et al., 2001). Consequently, the multi foci model of organizational justice argues that it is necessary for research to identify a clear source of justice. According to Jonston (2000), the underlying determinants of perceptions of interact ional justice consist of social sensitivity (the extent to which the employee was treated with dignity and respect by the manager), consideration (the extent to which the person's concerns was listened to by manager) and empathy (the extent to which the person's feelings was identified by manager). However, it was not interact ional justice that was the key; it was the employee's confidence in their supervisor and the fairness implied in daily transactions. High quality social exchange relationships are likely to motivate employees engage in behaviors conducive to the organization over time partially, because employees tend to associate the organization's well being with their own and because they may feel an obligation to support the organization.

The multifoci idea of social exchange argues that employees can and do form different relationships at work with different parties in the organization as whole, managers, work colleagues, etc. to helps meet the employees' socio-emotional needs, that is, their needs for esteem, approval and affiliation, their work and status within the organization must be recognized.

Satisfying those needs contributes to building the employees' social identity, and this in turn, is likely to

strengthen their sense of belonging to and pride in the organization (Meyer and Allen, 1991). On the other hand, consider the relationship between perceived organizational support and emotional commitment can be explained by referring to Blau's social exchange theory, which states that the development and maintenance of all human relations are based on exchange of resources which are valued by the individuals who interact with each other. In case of relationship between perceived organizational support and emotional commitment, it seems to be primarily the socio-emotional and symbolic aspects of this exchange that are taken into account. More specifically actions related to organizational support (such as promotions, salary increases, training, tangible assistance) seems to be interpreted by employees as signs of respect and appreciation on the part of employers, and this in turn seems to increase their confidence in and the quality of their relationship with their employers (Chen et al. 2006; Cheung, 2000; Eisenberger et al., 1990, 2000). In other words, to show their appreciation to their employers, employees seem to develop a positive attitude toward the organization, and increase their level of emotional commitment. It should be noted that the studies of Rhoades et al. (2001) supports the notion that it is perceived organizational support which influences emotional commitment and not vice versa.

Supervisor- subordinate relationship quality is indeed essential to understanding employee's attitude and behavior. It has implications for managers who need to see how the relationship issue in the workplace must be managed in such a way that it leads to better perception. Theoretical and experiential evidence prove that interactions between an employee and the supervisor are the key factor of employee behavior at workplace. According to McNeil (1985), exchanges are in two shapes, namely (a) economic exchanges, which are based on transactions and short-term benefits, and (b) relational contracts, which involve social exchanges, covenantal relationships, and psychological linkages, all of which are beyond immediate economic or transactional arrangements.

As a source of justice, literature has incorporated external parties to the organization. Further in the customer service industry, customers can often submit unjust information and treatment to service employees. As noted by these authors that employees' ability to comply with the emotional display rules sanctioned by the organization would be effected by customers' injustice, termed as emotional Labor. In other words, unfair treatment of customers would evoke negative feelings in employees that are opposite to the feelings they are expected to show. Which cause employees to exhaust all the emotional and cognitive resources necessary to perform the duties of the other basic job duties? Recent review and meta-analytic studies studying justice at the individual level reveal that fairness is a necessary or predictor of a number of explicit organizational outcomes.

For example, favorable employee attitudes and behaviors including organizational commitment,

organizational support, organizational citizenship behaviors, work performance, and confidence in management was positively associated with perceptions of fairness. Similarly, Netmeyer et al. (1997) establish an indirect and direct relationship between the variables such as leadership support and job satisfaction, and organizational citizenship behaviors. A perception concerning the fairness of reward distribution was also affected by performance.

According to Watruba and Simpson (1992), attribution theory suggest that some low performers ascribe their poor performance to external influence, but it seem likely, then that they would expect rewards to be distributed more evenly or on non-performance bases(e.g. on the basis of work effort). If so, low performer workers (who can blame poor performance on their supervisor) will judge the distribution of rewards as unfair. Such an association would not be for low performing workforce. In the Tamer and Castlebery's (1990) study, managers' performance appraisals used for promotion and salary increases were found to be significantly correlated with the type of exchanges relationship. Tamer and Casteberrry (1990) noted that turnover is most probably to occur within hired workers and that hired workers are good performers. It is likely that perceptions regarding the fairness of distribution of rewards may be one of the reasons of that turnover. The Vertical Exchange theory assumes that managers and subordinates create relationships on the basis of what is exchanged between the two. The central of the Vertical theory is the exchange relationship; this means that the role-making process is based on support exchange. Complementarily hypothesis explained the support exchange which recommends rewarding one another at low personal cost by members of relationship (Graean, and Schiemaum, 1978).

In this context, organizational commitment has been extensively studied and different researchers have specified its antecedents and consequences. The notion has been widely defined as recognition and participation with the organization centering on firstly, believing in the organization's values and goals, secondly, making effort for the benefit of the organization, and thirdly, to desire to stay with the organization. These are all critical factors in understanding and interrelates the work-related behaviors of employees in organization. However, Stephen (1992) focuses on three-dimensional concept including identification with the work itself and with co-workers. He is sure that these three (good management practices, effective reward system, and employee commitment) are equally important because they can have powerful effects upon employee performance. Thus, he defines commitment as an attitude created as a result of identification process, and it happens when one experiences something, someone, or some notion as an expansion of oneself. In other words, organizational commitment refers to the mental connection of workers to their workplaces. Commitment to organizations is positively associated with such favorable outcomes as job satisfaction (Bateman & Stasser, 1984: Moday, et al, 1982) and negatively associated with such outcomes as non-attendance and turnover (Clegg, 1983; Cotton and Tuttle, 1986). Furthermore, Allen &

Meyer (1990) defined Organizational commitment as psychological state that connect the individual to the organization, and opportunities to leave, have a more significant impact on turnover than any transformations over time in one's dedication to organization (Marsh & Mannarl, 1977). Improvement in commitment levels have positive behavioral consequences, as well as the indirect outcome of increased member of staff satisfaction. Outcomes of the mind-set about work performance (commitment and satisfaction) on top of being in a job and organization that go well with one's values and goals (through job-unit inference and work motivation) affect plans to quit or stay. Allen & Meyer (1990) suggested that commitment is seen as a negative indicator of turnover. In other words, Meyer and Allen (1991) state that employees with high emotional commitment continue because they prefer to, and employees with high normative commitment continue because they think they should, and employees with high continuance commitment because they need to.

Precisely, affective commitment refers to the feeling of organization belonging, has been associated with personal attributes, organizational structures and work experience, for example, salary, management, clarity of roles, variety of skills. Meyer and Allen (1991) concluded that it is uncertain how commitment increases and why it should affect behavior but that it is probable that affective commitment be a sign of equity and expectancy considerations in a general psychological orientation.

Shaw (2003) proved that the relationships between emotional organizational commitment, and two dimensions of individual performance were examined in a distinctive international setting. The study conducted with Employees and supervisors of two commercial banks in the United Arab Emirates (U.A.E.). From a dissonance perspective, it was assumed that United Arab Emirates nationals, with substantial economic security and choice, will maintain more consistent approach and performance than expatriates, working under very restrictive work visas. In Organizational commitment position of expatriate worker interactions predicted to a large extent the overall performance, and in part supported the disagreement viewpoint. Implications are discussed and future research trends identified (Shaw, 2003).

Organizational commitment employee's emotional toward the organization in the fields of administrative and Industrial Organization. It can be compared with other work-related attitudes, for example Job Satisfaction, defined as an employee's positive or negative feelings about their job, and Organizational recognition, defined as the extent when an employee experiences a "sense of unity" with their organization. Organizational scholars have developed many definitions of organizational commitment, and plentiful scales to measure them. Meyer & Allen's model of commitment is a good example of this work, this was developed to put together numerous definitions of commitment that had reproduced in the literature. According to Meyer and Allen's (1991), components of commitment are not jointly limited: for example an

employee can be at the same time committed to the organization in an emotional, normative, and continuance logic, of intensity. Because of this idea, Meyer and Herscovitch (2001) mentioned that any employee at any time has a commitment profile that which represents high or low levels of all three of these mentalities, and that different profile have different impact on workplace behavior such as job performance, non-attendance, and the possibility that the organization staff will resign.

According to Meyer and Allen's (1991) employee's commitment to the organization can be characterize in to three-component model of commitment as follow:

- **Affective Commitment** (AC): refers to the employee's positive affective affix to the organization. An employee who is emotionally committed in a strong identifies with the goals of the organization and needs to stay in the organization. This employee is committed to the organization because he/she "desires to". Meyer and Allen depicted on Mowday in developing this concept.

- **Continuance Commitment**: The individual is committed to the organization because he/she thinks of high costs from losing organizational membership. (cf. Becker's 1960 "side bet theory"), as well as economic costs (for example retirement accruals) and social costs (good relationship ties with work colleagues) that would be incurred. The employee stays in the organization because he/she "is obliged to".

- **Normative Commitment**: The employee is committed to and stays with an organization because of feelings of responsibility. These feelings may stem from lots of sources. For example, the organization may have exhausted capital in training an employee and later on he might feels an ethical obligation to exert effort on the job and remain with the organization to 'repay the debt'. However Meyer and Allen expand the Affective Commitment Scale (ACS), the Normative Commitment Scale (NCS) and the Continuance Commitment Scale (CCS) so that these components can be measured. Several scholars have used them to decide on what affect an employee's degree of commitment will have as an outcome for example resigning behavior, job performance, and non-attendance. However, some scholars have questioned how well they actually evaluate an employee's commitment to further improve and strength these scales, and comparable commitment scales. Along with the practical investigations of the legality and consistency of these scales, recent study has concentrated on evaluating the cross-cultural legality of Meyer and Allen's measures and on expanding the three-component model to other foci related work for example commitment to one's profession, division, and organization change initiatives (Meyer, J. P., & Allen, N. J. (1991). There are three components in conceptualization of organizational commitment (OC) which includes affective (AC), continuance (CC), and normative (NC) commitment. However, AC and NC have not been differentiated empirically as was expected theoretically. Based on the present literature,

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researcher reviews, aims at integrating, and expanding arguments and evidence about the lack of AC-NC differentiation. Also the study propose several paths for research that will help commitment scholars achieve a clearer picture of the true relationship between AC and NC, as the existing literature has not addressed many issues regarding construct differentiation adequately. Specific, testable proposals address a variety of features of the commitment literature, including concept definition and measurement, development processes, relationships amongst the components and their exceptional and combined impacts on outcomes, and possible moderators of the AC-NC relationship (Meyer and Allen's (1991, 1997).

Role of human resource practices was detailed by Karalee Chai-Amonphaisal (2008) and organizational justice in affective commitment and job performance, the aim of this study is to test the roles of organizational justice and affective commitment as a mediator between human resource practices and job performance relationships using organizational climate as a mediator, in the framework of Thai firms. The ordinary least squares (OLS) regression analysis and data from 161 ISO recognized companies supported the hypotheses of this research, also researcher in this study established that human resource practices has an important affect on organizational justice and positively and significantly influenced affective commitment, also organizational justice positively affected affective commitment, and affective commitment, significantly influence the job performance. Nevertheless continuance commitment hypothesis has been playing a major role in shaping commitment research.

Employee feels bound to commit to the organization because the financial, psychological, social, and other costs associated with quitting are high. Although many researchers drawing on Becker's (1960) work have made a behavioral interpretation of the commitment concept.(see Mowday and colleagues |1982, for a review), there is no reason to limit development of this concept to the idea that an individual becomes committed to a prior pattern of behavior. Actually, Becker (1960: 35).defined commitment as a psychological state "independent of the behavior it will serve to explain". Arguing that Becker's approach emphasized awareness of the costs associated with discontinuing an action, Allen and Meyer (1990) advanced the concept of continuance commitment, a component of their attitudinal model of organizational commitment.

The most widely discussed form of psychological attachment to an employing organization is affective commitment. The roots of this view lie in the work of Kanter (1968, p.499, 507), who defined commitment as "the willingness of social actors to give energy and loyalty to the organization" and as "the attachment of an individual's fund of affectivity to the group". In a similar vein, Lee (1971), Buchanan (1974a, 1974b) and Porter, Steers, Mowday, and Boulian (1974) directed attention to a sense of belonging and the experience of loyalty Becker's (1960). More recently, O'Reilly and Chatman (1986) defined identification commitment as

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employees' feelings of pride toward and desire for affiliation with an organization, and Allen and Meyer (1990, p.2) defined affective commitment as an emotional attachment to an organization in which the employee "identifies with and enjoys membership in the organization".

Unlike continuance commitment, in which the attachment may simply reflect a cold calculation of costs and benefits, affective commitment implies the possibility of the formation of an emotional bond. Although many studies appear to have addressed the domain of affective commitment , almost all researches on this topic have conceptualized and measured something in addition to emotional attachment, affective content seems much less important than employees' desire to stay and willingness to exert effort. The third component of Porter's model, identification with an organization's goals and values, drives more current research, but also is not squarely focused on affective content. It seems tied up more with moral beliefs and cognitions than with feelings. O'Reilly, et al (1990) attempted to delineate the affective domain of organizational commitment empirically by constructing questionnaire items that appeared to tap emotional content. In factor analyses, their items did load cleanly on a dimension reflecting affective commitment. This work began movement toward substantiating a purely affective component of commitment, which coincides with our definition of affective commitment: the extent to which a person is psychologically attached to a hiring organization through feelings such as loyalty, warmth, affection, belongingness, keenness, joy, pleasure.

For the confidence and interdependence impact on relationship commitment, Inge Geyskens, et al, (1999) concluded that inter organizational relationship management has become of supreme interest in the research of marketing channels. Marketing managers and scholars have established that mutual commitment among exchange partners in a marketing channel as essential to successful relationship marketing and as key factor to producing outstanding benefits for firms. The study considers two kinds of commitment that may exemplify interfere relationships. Affective commitment can be expresses as the degree to which members prefer to keep their relationship with certain allies. Calculative commitment measures the extent to which channel members acknowledge the need to keep a relationship. Following conceptualizing commitment, the study offers a set of hypotheses regarding the combined effect of trust and interdependence on both affective and calculative commitment. Testing the study's hypotheses in a field study in two countries, it finds strong proof that total interdependence strengthens both affective and calculative commitment. Which type of commitment develops depends on trust. The unanticipated positive effect of interdependence asymmetry on affective commitment appears to be in line with a flow of research that has stressed the positive role of power disparities in promoting the effective harmonization of channel relationships.

Continuance commitment relates to perceived costs of leaving, both financial and non-financial (Becker, 1960) and perceived lack of alternatives. Alternatives reflect the availability and suitability of other work

opportunities, but whereas perceptions of few alternatives may have a negative effect on commitment of those who are dissatisfied with their present work situation, it may have a positive effect for those who are satisfied. Neither costs nor alternatives alone determine high or low commitment. Normative commitment is concerned with the obligation employees feel to remain with an organization and builds upon what Wiener (1982) described as generalized cultural expectations that a man should not switch his job frequently or he may be labeled unreliable and erratic. Several studies have indicated that continuance commitment is usually negatively correlated with performance and various types of productive behavior in the workplace (e.g. extra-role, organizational citizenship behaviors, work attendance) compared to effective and normative commitment which are positively correlated with these same variables (Allen and Meyer, 1996; Meyer et al.1993). As a result, from a managerial point of view, continuance commitment is usually considered to be less attractive than effective and normative commitment. Although organizational commitment has been historically separated into three aspects of continuance, normative, and affective commitment, affective commitment usually the strongest forecaster of behavioral criteria, and, most problem-solving of social exchange relationship. (Lavella and Rupp, 2004). Affective commitment was linked with work experiences which endorse feelings of comfort and personal competency (Allen and Meyer, 1990). Normative and affective commitments were positively connected to employee perceptions of the way they were treated by their employer and their citizenship behavior, while high continuance commitment has been linked with lower levels of citizenship behaviors (Shore and Wayne, 1993). The distinctiveness of the three types of commitment is also evident with regard to work values and work experiences (Meyer, Irving, & Allen, 1998). Intention to remain or quit the organization is one important consequence that is expected to vary with each aspect of commitment (Allen and Meyer, 1996) and has been consistently associated with affective and normative commitment but to a lesser extent to continuance commitment.

In a study assessing both intention to remain and voluntary turnover behavior Somers (1995) identified significant but moderate affective and normative commitment effects for intention to remain, but effective commitment was the sole predictor of turnover behavior. In more recent studies, although results indicate low but significant correlations between the three subscales, normative and continuance commitment have added little explained variance over affective commitment in predicting turnover (Somers, 1995). With respect to the foundations of commitment, previous research suggested that different motivational processes underscore single attitudes. According to Kelman (1985), Compliance occurs when people adapt attitudes and behaviors to obtain certain rewards or to avoid certain sanctions. Recognition happens when people adapt attitudes and behaviors to be associated with a self-defining, satisfying relationship with another or group.

To conclude, internalization usually happened when people take on attitudes and behaviors because their

content is harmonious with the individual' values system. Similarly, job security is vital for influencing work-related outcomes. For example, job security is an important factor for the physical and psychological wellbeing of employees (Burk, 1991; Jacobson, 1987,1991;Kuhnert and Palmer 1991); for job satisfaction (Ashford et al., 1989; Burke, 1991; Davy et al., 1991) ; for employee turnover (Arnold and Feldman,1982); for employee retention (Ashford et al. 1989; Bhuian and Islam, 1996; Iverson and Roy, 1994); and for organizational commitment (Abegglen, 1958; Ashford et al. 1989; Bhuian and Islam, 1996). As a result, job security is the degree to which an organization offers stable employment for employees (Meltz (1989). Empirically, Yousef (1997) concludes that there is a significant positive correlation, though not very strong, between job security satisfaction and organizational commitment, also between job security satisfaction and performance. On the other hand, empirical evidence abounds to show that confidence in the supervisor and the organization is a predictor of commitment to the organization and improved productivity. in addition, empirical studies have shown that confidence in the supervisor-subordinate relationship affects subordinates' job satisfaction, while empirical studies as well, have revealed that job satisfaction is an important predecessor of organizational commitment. The relationship between organizational commitment and job involvement is well documented in the literature (Janis, 1989; Loui, 1989; Brown, 1996).

Having positive relationship between job involvement and commitment indicates that those employees who are committed to their jobs are also more likely to be committed to their hiring organizations. This implies that job involvement would encourage organizational commitment among employees and committed employees in return would exert extra effort for the benefit their organizations, which accordingly would results in higher levels of performance. Job involvement was defined as a person's psychological identification or commitment to his or her job. It is the extent to which one is cognitively worried about, involved in and concerned with one's current job (Paullay et al., 1994, p224). By the same token, employees may understand the support provided by their employers as an expression of commitment towards them (Eisenberger et al. 1986; Rhoades and Eisenberger, 2002; Shore and Shore, 1995), which in turn tend to augment their commitment to the organization.

Relations between organizational commitment and perceived organizational support are correlated by various studies (Eisnberger et. al., 1990; Guzzo et al., 1994; Hutchison, 1997 and Garstka, 1996; Jones et al., 1995; Rhoades et al., 2001). Perceived organizational support corresponds to the extent to which employees sense that the organization that hires them is willing to compensate them for their efforts equitably, help them if they need anything (e.g. sickness, work-related troubles), make their work attractive and stimulating, and provide them with suitable working conditions (Eisenberger et al., 1986). In short, employees shape general idea regarding the support which the organization provides. Perceived organizational support refers to the extent to which employees identify their employer to be interested in

their well being and to value their contribution to the organization (Eisenberger et al., 1986). According to Levison (1965) employees are inclined to exemplify the organization for which they work. Based on the actions, managers and executives, employees are inclined to borrow intentions to the organization as a system. A high level of perceived organizational support may assist in restoring the balance between the rewards given by the organization and the contributions of the individuals. In sum, organizational commitment is still regarded as important because of its effect on employee identification with the, level of efforts, and turnover. The consequence to an organization of employees with low commitment can be costly and therefore deserve the attention of management. However, neither costs nor alternatives determine high or low commitment. Even when they are happy, some employees continually think about leaving an organization and promoting their careers. Moreover, in uncertain employment situations, a decline in organization commitment can be a realistic outcome which enables employees to build self- reliance and pursue their self- interest yet enables organizations to focus on achieving high performance without creating unrealistic expectations among employees (Hartmann & Bambacas, 2000).

Further, many organizations are perfectly willing to accept low commitment as a consequence of low salary and overhead expenses. By contrast, in the environment of competitors' spring up everywhere, the future is for managers who can manage change in the best way; but to manage change we must make sure that we have committed employees (Dessler, 1993). Therefore, employee commitment could be as a competitive advantage for organizations. In this regard, a committed employee necessarily gives contributes largely to his organization because he behaves and acts on achieving the organization's objectives. Additionally, employees who are committed to their organization are happy to be part of it, have faith in and feel good about the organization and what it represents, and plan to do what is best for the organization. Increasing job performance is among the most theoretically and practically important problems in organizational (Staw, 1984). Researchers have recognized that job performance depends largely on the way employees perceive their job. Scholars have noted that a person's morale appears to be higher in organizations that are efficient and effective (Schneider and Schmitt 1986). Since early 1900s, the work of Frederick W. Taylor triggered the search for higher job performance. In the other way, the early work of Whiting Williams (1876-1975) and the work done in Hawthorne studies shown the way to the search for job satisfaction and the humanistic aspect of the organization.

The term job performance is frequently used, yet ill-defined concept in industrial and organizational psychology. It usually refers to whether a person performs his job well, via measuring commonly agreed five facets thereof; work enthusiasm, readiness to innovate, job performance (quality and quantity of work), understanding work duties and work skills.   In spite of the confusion over the way it should be exactly defined, performance is very important criterion that associates with the organizational outcomes and success.

However, the relationship between organizational justice and job performance is more tenuous (Becker, et al, 1996). Previous research suggested that organizational commitment is largely unrelated to job performance. In addition, Mowday et al. (1982) has also concluded that the link between commitment and performance is largely nonexistent. Mathieu and Zajac's Meta analysis showed that the confidence interval around mean correlation between organizational commitment and performance included zero. Therefore, they reached to the conclusion that commitment has relatively little direct effect on performance in most of the cases. By contrast, there are new findings that explain more specifically about commitment-performance relationship. For example, Fink (1992) explains that employee commitment is only one of several determinants that has an effect on performance, but certainly is a key factor. This means that stronger commitment could result in fewer turnovers absenteeism, thus increasing and organization's productivity. Likewise, Becker et al. (1996) found that commitment to supervisors was positively related to and more strongly associated with performance than was commitment to organizations associated with performance. On the other hand, the relationship of satisfaction with productivity is not necessarily direct and can be affected by a number of other work-related constructs, and the idea that "a satisfied worker is a productive worker" should not be the base of organizational decision-making. "Personality is more important than job satisfaction in determining job performance success", Wright State University's psychologist says." Press release published May 2, 2007. Last accessed January 2, 2009). Therefore, the linkage between job satisfaction and performance is thought to be false relationship; instead, both satisfaction and performance are the result of personality. The circumstances outlined above have induced some writers to challenge whether the language of loyalty and commitment is appropriate for the reality of organizational purpose today (McKendall and Margulis, 1995). For example, Organizational commitment is now seen as more complex than first thought, which may not be unexpected given the changes and increasing diversity which have occurred in today's work environment.

In 1990 the affective and continuance commitment subscales (Meyer and Allen, 1984) were supplemented by the normative subscale (Meyer and Allen, 1990; Meyer & Allen, 1991) to form the three-aspect concept of organizational commitment. Three main issues have emerged concerning the subscales First is the reliability and uni-dimensionality of the subscales. Second, significant correlations between the subscales suggest they are not independent dimensions of commitment. Third, the dominance of the affective component in terms of effects. The conventional approach to frame working and measuring justice is according to the form unfairness takes, and the resulting fairness judgments have been referred to as "Kinds" of justice. Many years of research, unquestionably, confirms that when asked to, workers can make distinct judgments about these types of fairness (Lavell, et al. 2007). Thus, it is necessary to measure justice in a more general way, without treating justice perceptions and the existence of antecedents of justice as one and

the same. This means that representation of justice need to separate antecedents from the definition of justice. Even though some of antecedents are present in theory, each individual may give different value to antecedents when articulating their justice perceptions. In order to ensure that the coming studies build on ones in the past, it is essential to define different forms of justice in a clear way, and take in all forms of justice in a theoretical model. Also, different kinds of justice may relate to different antecedents and outcomes, therefore it is necessary to study all forms of justice at the same time. Most of the research on organizational justice has been conducted in a closed lab settings and has disregarded the way contextual elements influence the behaviors of individuals within an organizational setting (Capelli and Sherer, 1991).

The focus of the organizational justice research is on the experience or feeling of fairness, or (in) justice, and the consequences of these feelings in the workplace. Greenburg (1990) argues that employees' perceptions of fairness are likely to be influenced by the aspects of work environment. finding the determinants contributing to justice perceptions in an organizational framework could provide additional insight into the area of organizational justice. For example, Hyung-Ryong lee (2000) conducted a study in the lodging industry and found that employees' perception of fairness was significantly influenced by the quality of interpersonal relationships. The results of such study indicated that job satisfaction was positively influenced directly by procedural justice. Though, procedural justice was related negatively to organizational commitment, and was associated positively with turnover intentions. This study also indicated empirical confirmation of the influence of interpersonal working relationships on employees' perceptions of justice. To be precise, the quality of interpersonal working relationships endorsed staff fairness perceptions. It is essential to emphasize at this point that the role of organization justice in promoting any number of organizational outcomes have been amply demonstrated in a number of studies. These outcomes include improvement in employees' organizational commitment and reduction in their turnover intention (Hassan, 2002; Martin and Bennet, 1996) high evaluation of supervisors (McFarlin and Sweeney, 1992), pay rise satisfaction (Folger, and Konovsky, 1989) and job satisfaction in general (Martin and Bennett, 1996; McFarling and Sweeney, 1992).Consequently, organizational justice may be an important construct that will play as a moderator in the relationship between performance and job satisfaction. The magnitude of the previous research has focused on the individual in the organization and implied that job satisfaction will result in higher job performance (Likert 1961, Mayo1933, McGregor 1960). However, the organizational theorists state that the performance will be dependant o either on social structure or the organizational effectiveness and candidness with employees.

Fairness researchers to date have implied that fairness is in the domain of the supervisor or organization (e.g. see Colquitt et al. 2000 for a review), and therefore the only source of fairness that can influence employees behaviors and attitudes must come from the supervisor in the form of treatment and from the organization in the form of procedures. For instance, research has shown a positive relationship between justice perceptions

and commitment to the organization, and more recently commitment to the supervisor (Byrne & Cropanzano, 2000, Malatesta & Byrne, 1997). Research time after time shows that individual behavior at the workplace is affected by perceptions of organizational justice (Colguittt et al., 2001). a number of researchers have studied the impacts of interpersonal working relationships on employees' reactions about their job attitudes (Graen, 1976; Seers, 1989). Tansky (1993) has examined perceptions of the quality of the leader- member exchange and its relationships, employee attitudes, organizational justice, and organizational citizenship behavior. More recently Lee (2001) reported a strong positive contribution of members, exchange on organizational justice perception which in turn contributed to cooperative communication in the organization. A new development in organizational justice, and citizenship manners literatures which indicate that employees keep unique perceptions, and different attitudes and behaviors toward, multiple foci, for example the organization, and colleagues.

There is lack of consensus between researchers and practitioners on the attributes of a good performance appraisal system. The cause of lack of consensus is that they focused on different aspects. Often, the main focus of researchers has been on identifying performance appraisal systems which will result in the most accurate measurement (Bretz, et al, 1992) Reliability and validity of performance appraisal has been the main focus of many studies. A new survey of Fortune 100 companies stated that perceived fairness of performance appraisal system to be the most important factor of effectiveness among practitioners. Folger et al. (1992) argued that as an alternative of focusing on accuracy, the goal of performance appraisal should be to ensure fairness in the process, which is a goal that is more achievable. Fairness of performance rating constitutes distributive justice. Individuals contrast their efforts that they exert on wok with the rating they observe and their effort-rating ratio with those other employees to resolve the degree of distributive justice. Procedural justice is the fairness of the procedures through which performance is evaluated. Although the outcomes of the appraisal are fair, it is possible that procedures used to reach those outcomes may be unfair. In performance assessment, the third type of fairness such as interact ional justice refers to fairness of the assessment related communication between the one who rate and the employee. During this communication people expect to be treated in a respectful way.

2.2 Concluding remarks

The importance of the foregoing review lies in the need to learn about the findings and suggestions of the respective literature and empirical research on the state of affairs. This helps to investigate clues and evidence to support the hypothesized relationships among the constructs in questions. From the above discussion it is obvious that the key question should be focused on what and how sources of fairness could be provided and commitment created. In essence, we must explore beforehand the ways and means how justice could be perceived and how commitment could be induced, thus eventually how both could be

efficiently invested to the benefit of organizations, workforce and clients. More importantly, fairness of human resources practices should be paid attention to from human perspective as well.

Chapter 3: The Theoretical Framework of the Study

3.1 Introduction

Equity theory is the foundation of organizational justice (Homas, 1961). Adams (1963) stated that person experience cognitive dissonances when things do not go in the way do him or she expects. Equity theory predicted that individuals are motivated by the perception of inequity (Adams1965). Adam's conventional theory believes that reactions to injustices is more dynamic in form and involve a need to reduce that level of anguish or dissonance created by the state of inequity. In 1960s, research stressed on examining what perceived inequalities did in association with pay and other extrinsic factors (Adams 1965; Blau 1964;).

Huseman et al. (1987) introduced a new standpoint to equality theory with the notion of equity as a question of sensitivity. In the mid-eighties, studies examining matters of equity and organizational justice lead to contradicting findings. In order to tackle this issue, Huseman et al. developed the concept of equity sensitivity. The authors' hypothesis was that individuals relate to equity in one of three approaches. The three types of individuals are equity sensitive, benevolent, and entitled. The three kinds of people react to equity in different ways. Greenburg (1987) developed a categorization of equity and organizational justice theories that fit into two dimensions 'reactive-proactive dimension and a process-content dimension.

The taxonomy gives researchers recognition of where the research needs to go further. According to Greenburg, The classification of a reactive theory, focused on people's endeavors to avoid or evade perceived unfairness states. Alternatively, Greenburg mentions that the classification of proactive theories focuses on behaviors designed to encourage justice, so escaping a future injustice. According to Greenburg, the second dimension, process- content, focused on how various results in the organization are specified.

In the 1970s Thibaut and Walker (1975) began to research procedural justice. Deutsch (1975) and Leventhal (1975) were pioneers in demonstrating that procedural justice could be viewed as an extension to equity theory in that it examined the domain of the process of allocation. Folger's (1977) research moved the focus from how employees respond to inequities to how they respond to unfair procedures. Bies and Moag (1986) along with Tyler and Bias (1990) were pioneers in beginng the research of interactional justice, which, is seen as a component of procedural justice. Sheppard et al. (1992) displayed a new and complete framework for comprehending inequities in the workplace. In their book, Organizational justice, Sheppard et al. examined among other things, the equipoise of competing interests that modern organizations deal with in the present days. Recently, research have focused on the psychometric, self-reports, and cognitive perceptions of organizational justice (Harrison et al. 19995).

Organizational justice, in general, is a complex concept that requires some deliberate work. It is surely harder to implement than fancy incentives, paid sabbaticals, or large bonuses. Without a sense of perceived

equity, employees consider financial rewards less positively, and exaggerate the negative impact of challenging events (layoffs, difficult project deadlines, organizational disorders).

Organizational justice presently includes three dimensions studied by research. They are procedural justice (Thibaut and Walker 1975), distributive justice (Price and Mueller 1986), and Interactional justice (Bies and Monty 1968). The following part discusses each of the three dimensions of the organizational justice:

i. **Procedural justice**, according to Greenberg (2005), is one form of organizational justice. Greenberg explained organizational justice as a construct used to illustrate the role of justice in the workplace. It tackles the ways in which employees decide if they have been treated in a fair way in their jobs as well as the ways in which those factors can affect other work-related influences. Precisely, procedural justice refers to people's understandings of the fairness of the procedures used to determine the outcomes they receive at workplace (Greenberg, 2005). This means that the fairness of the procedure through which performance is evaluated is procedural justice. Although the outcome of the assessments is fair, the way management arrive at those outcomes may be unfair. The significance of procedural justice is illustrated by two theories. According to control theory by Thibaut and Walker (1975), individuals desire to control what occurs to them.

When a procedure affects the individuals to a large extent, they would prefer to be an essential part of the decision making process. Therefore, the perceived control will be one of the factors that determine perceptions of procedural justice. Secondly, according to the group-value model of Lind and Tyler (1998), people desire to be appreciated and accepted by their group. Individuals would identify procedural justice when there are procedures that communicate that they are appreciated by the organization. Since individuals' desire to have control over procedures, along with their desire to be seen as valuable members of the organization, procedural justice will be important for them (Erdogan and Student). According to Leventhl (1980), a procedure should be (1) consistent, (2) un biased, (3) accurate, (4) correlated in case of mistake, (5) represent all concerned, and (6) based on existing ethical standards.

ii. **Distributive justice** is the recognized fairness of outcomes an individual receives, Folger, R. & Cropanzano (1998). Such as, in performance appraisal, distributive justice may be the congruence of specific job appraisal and which will cause change in salary. Many theories may be used to comprehend how individuals react when they are treated unfairly or how individuals reach to equitable distribution of outcomes. The Distributive Justice Index measures the extent to which rewards received by employees are seen to be related to the performance input.

iii. **Interactional justice** refers to the interpersonal interaction that happens among individuals. Bies,

R.J. (2002). This type of justice will probably happen when decision-makers (a) provide subordinates with explanations and justifications, and (b) treat individuals with esteem and dignity. Therefore, interactional justice is close and personal. It relate to the behavior of the organization's leaders in taking their decisions, i.e. how they treat those who under their authority, decisions and actions. Research shows that the impacts of interactional justice are not directly related to individual's evaluation of fairness of the outcomes they receive(i.e. distributive justice) and the measures taken in distributing those outcomes (i.e. procedural justice)

Researchers stated there is a universal standard of morality which determines the level of sensitivity of individual interactions. When staff members see themselves as treated with dignity and respect this will result in greater feelings of justice.

Although there were few different theories used to explain justice perceptions, two have appeared quite frequently in the justice literature. Social exchange theory has often been used to explain the effect of justice perceptions on individual's behaviors. Social exchange theory suggests that through mutual exchanges, a pattern of reciprocal obligation (unspecified and non-influence) is established between two parties (Blau, 1964). As a result, individuals develop commitment to fulfill their obligations and the pattern of reciprocity is reinforced.

In support of social exchange theory, there is empirical evidence that variables indicating the existence of a social exchange relationship with the supervisors and organization mediate perceptions of organizational justice and outcomes. Mediation suggests that indirect relationship exists between fairness and outcomes. Leader-member exchanges (LMX) theory is a subset of social exchange theory, and explains how leaders articulate different relationship with the passage of time with different subordinates of the same group. LMX model is based on that role developments will normally result in different levels of leader-member exchanges and quality of relationships. The essential worth of comprehending LMX lies in the forecasting of certain outcomes. In contrast, Tyler and Ling (1992) offer a different explanation for justice effects. Their relational model of authority, originally termed the group value model. Lind and Tyler, (1988) say that procedural justice is based on an individual's concern about his or her status as a member of a group and that procedural justice conveys information about has status. Procedural justice judgments, therefore, are based on a concern about quality of relationships with authorities and group members. Regarding job performance, employee character may be more important than job satisfaction. The linkage between job satisfaction and performance is thought to be a false relationship; in the contrary, both satisfaction and performance are natural outcomes of personality.

Job performance refers to the effectiveness of individual behaviors that contribute to organizational objectives. Job performance was defined by Campbell an individual level variable. Job performance is seen as a multidimensional concept consisting of more than one type of behavior (Campbell, 1993).

In the past, the traditional belief was that an organization must choose to either achieve maximum job satisfaction or achieve maximum job performance (productivity), while stating that the two can not be obtained at the same time.

Currently, an organization knows to survive or compete in future, it must find a way to align its goals for production and that of its human resources (Hamel&Parahalad 1994). The company must take into consideration the needs of the employees in a way that will benefit both, the organization's needs, and the employees' need.

According to some studies there is a strong correlation of organizational commitment and job satisfaction with turnover (Benkhoff, 1997). When dissatisfaction occurs among employees at work, they will be less committed and will look for other opportunities for withdrawal. If opportunities are not available, they might emotionally "withdraw" from the organization. Therefore, organizational commitment and job satisfaction are important attitudes in the evaluation of employee's intention to withdraw and the overall input of the employee to the organization.

3.2 Concluding Remarks

Justice theories are historically and deeply rooted in equity theory. The main idea is that peoples' attempt is to avoid or escape perceived unfairness. Thus justice theories focus on behaviors that designed to promote justice, i.e. organizational justice is a reaction to unfair procedures treatment in a bid to balancing competing interests. The two frequent theories in justice literature used to explain justice perceptions deal with (1) perceptions of justice on individuals' behaviors(social exchange), and (2) judgment of procedural justice on the basis of concern about quality of relationships with authorities and group members.

Chapter 4: The Study Methodology:

4.1 Introduction

For this study, data was collected from full time employees of three leading government organizations based in Abu Dhabi, capital of the United Arab Emirates (UAE). For this study, a sample of government employees was selected (by utilizing random sampling technique) since this study will contribute useful guiding principle to government management in the UAE to possibly enhance performance of government employees throughout interventions designed to strengthen organizational justice in such a manner that induce commitment and loyalty.

This chapter provides an explanation of the research design, sample characteristics, the variables of the study, the hypotheses that will be tested, measurement instruments chosen, methods of data collection, and the data analysis. The chapter will also provide conclusion and summary of the research questions.

However this study aims to investigate the link, strength and significance of the relationship between job performance, organizational commitment (employees' loyalty) and organizational justice. Two levels of the organizational commitment (affective and continuance) and two levels of the organizational justice (procedural and relational) were considered in terms of their relationship with job performance (understanding work duties, work performance, work enthusiasm, and readiness to innovate) and with each other. The relationships between different demographic and career variables with these three variables also are studied. Furthermore the study aims to explore the potential impact of the organizational commitment and organizational justice on the job performance. The two main techniques that have been used to achieve these two aims are Multiple Regression and Correlation Analyses.

The data processing was performed using the statistical software SPSS version 15 and Microsoft Excel. The data were collected from three government organizations in Abu Dhabi - UAE through a self administered questionnaire.

4.2 Sample of Study

For this study, data was collected from full time employees of three leading government agencies based in Abu Dhabi, capital of the United Arab Emirates (U.A.E) in 2008. For this study, a sample of government employees was selected because it was believed that this study would contribute useful guidelines to government management in the UAE to possibly enhance performance of government employees through interventions designed to strengthen organizational justice in such a manner that induce commitment and loyalty.

In order to select a representative sample for this study, the random sampling technique was utilized and the study questionnaires were handed over in person with attached letter indicating the purpose, confident informants of anonymity and that the subsequent results will be strictly used for the study purposes. For

accuracy and convenience of the participants, the questionnaire was conducted in both Arabic and English languages. The selected sample size was 600. However, the study was based on the responses of just 500 employees. The sample represents full time employees from three managerial levels namely; first, middle and lower. The sample has different characteristics that to be identified in the following part.

Immediately after being coded, the collected data were processed via the computer package SPSS (Statistical Package for Social Science), in order to put the data in a table- form ready for descriptive statistical analysis.

4.3 Description of the study sample

a) Demographic Characteristics:

The total sample size of 500 employees from three managerial levels (top, middle and bottom) was 384(76.8%0) males and 166(23.2%) females. A total number of 335 (67%) of the sample was non-nationals, while the rest 165(33%) was UAE nationals. The sample comprises 411(82.2%) married and 89(17.8%) unmarried.

A total of 500 participants in the study are distributed as 384 (76.8%) males and 116 (23.2%) females. The sample includes 165 (33%) participants form UAE nationality while the rest 335 (67%) are from other nationalities. The sample includes 411 (82.2%) married employees and 89 (17.8%) unmarried. (Refer to table 1 and figure 1).

Table 1: Gender, Nationality and Marital Status of the sample

Demographic Characteristics		Count	%	Total
Gender	Male	384	76.8	500
	Female	116	23.2	
Nationality	UAE National	165	33.0	500
	Non - UAE National	335	67.0	
Marital Status	Married	411	82.2	500
	Unmarried	89	17.8	

Figure 1: Gender, Nationality and Marital Status of the sample
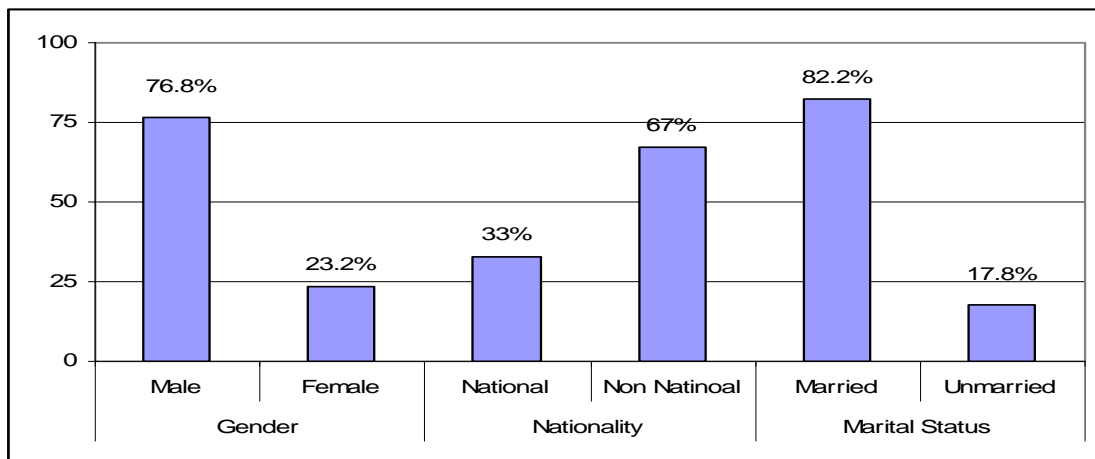
Table 2 shows the academic degrees for the 500 participants in the sample. The distribution of the participants' academic degrees shows almost a normal distribution with a majority 186 (37.2%) having graduate degree followed by college holders 119 (23.8%).

Table 2: Educational background of the sample

Education	Count	%
Less than high school	5	01.0
High School	68	13.6
College Degree	119	23.8
Graduate Degree	186	37.2
High Diploma	64	12.8
Master or above	58	11.6

Figure 2: Distribution (%) of the Education Background of the sample
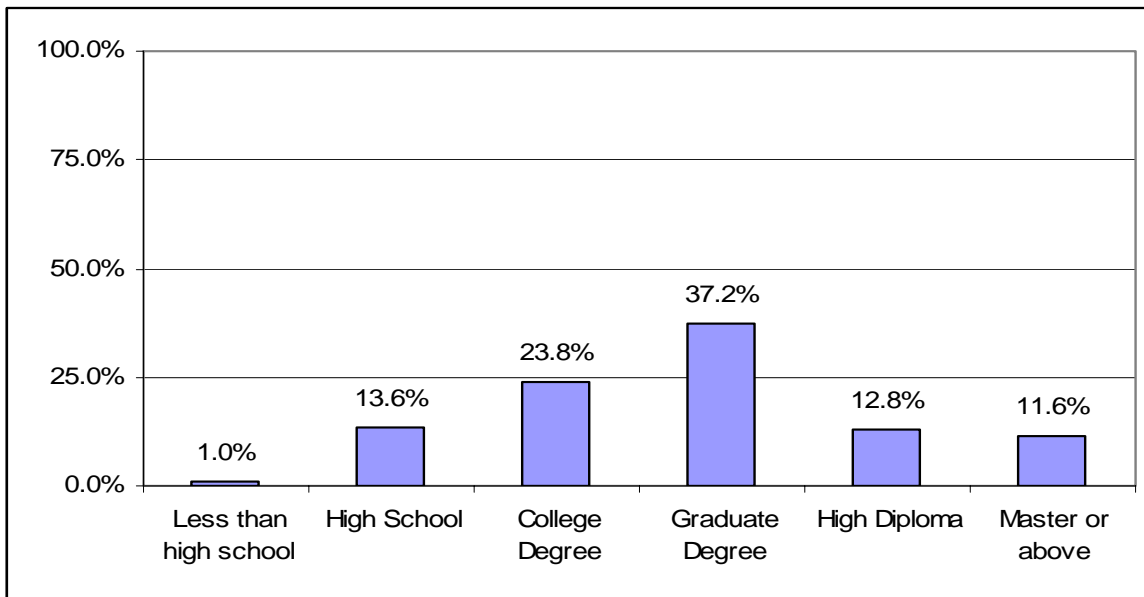
Age distribution of the sample presented in **table 3** which shows that the majority of the employees in the sample are in the age of 25 – 57 years who represent cumulatively 88.8% of the total respondents.

Table 3: Age Distribution of the sample

Age	Count	%
Less than 25	32	06.4
25 - 35	189	37.8
36 - 46	139	27.8
47 - 57	116	23.2
58 or above	22	04.4
Total	498	99.6

Figure 3: Age Distribution (%) of the sample
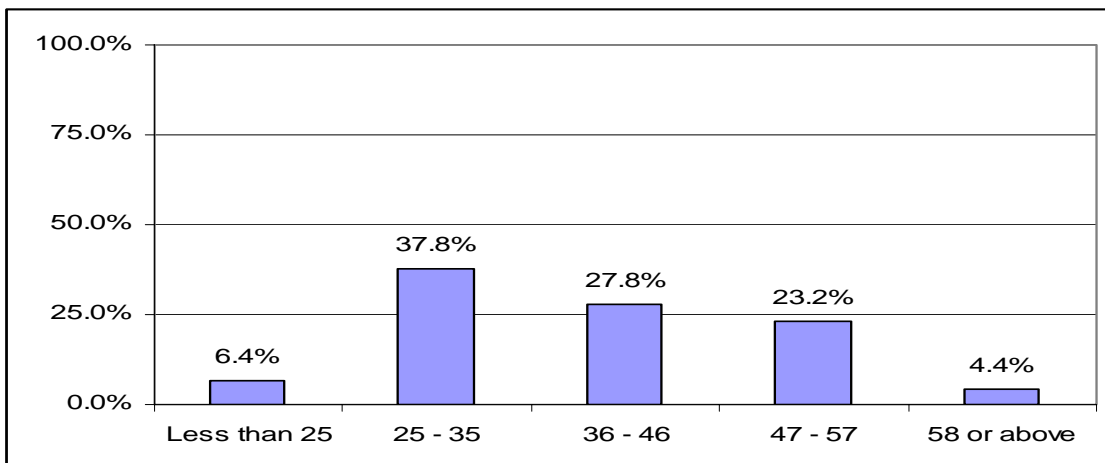
b) **Career Characteristics:** As presented in **table 4**, the three levels of the job status are distributed as First Level 48 (9.6%), Middle Level 338 (67.6%) and the lower level 114 (22.8%). Figure 4 below depicts that the Middle level represent the majority of the sample

Table 4: Job Status of the sample

Job Status	Count	%
First Level	48	9.6
Middle Level	338	67.6
Lower Level	114	22.8
Total	500	100

Figure 4: Age Distribution (%) of the sample
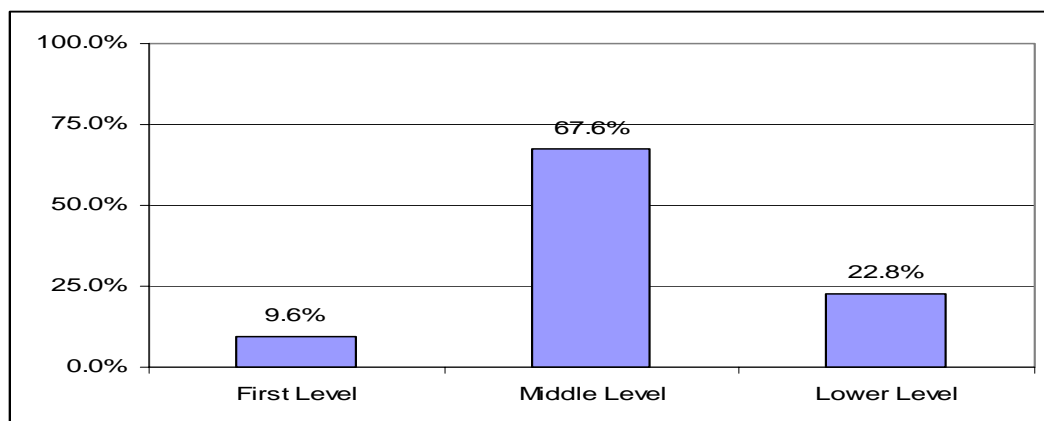
The distributions of years worked in the organization and in the current position are presented in **Table 5.** The table shows that the majority of the respondents (39%) are working in the current organization for 2 – 7 years while 41.4% are working in the same position for the same time interval.

Table 5: Distribution of the years of the experience of the sample

Years	No. of years worked in current organization		No. of years worked in the position	
	Count	%	Count	%
One Year or Less	74	14.8	58	11.6

2 - 7	195	39.0	207	41.4
8 - 13	109	21.8	107	21.4
14 - 19	45	9.0	54	10.8
20 Years or above	77	15.4	74	14.8
Total	500	100	500	100

Figure 5: Distribution of years of experience in the organization & in the position (%) of the sample
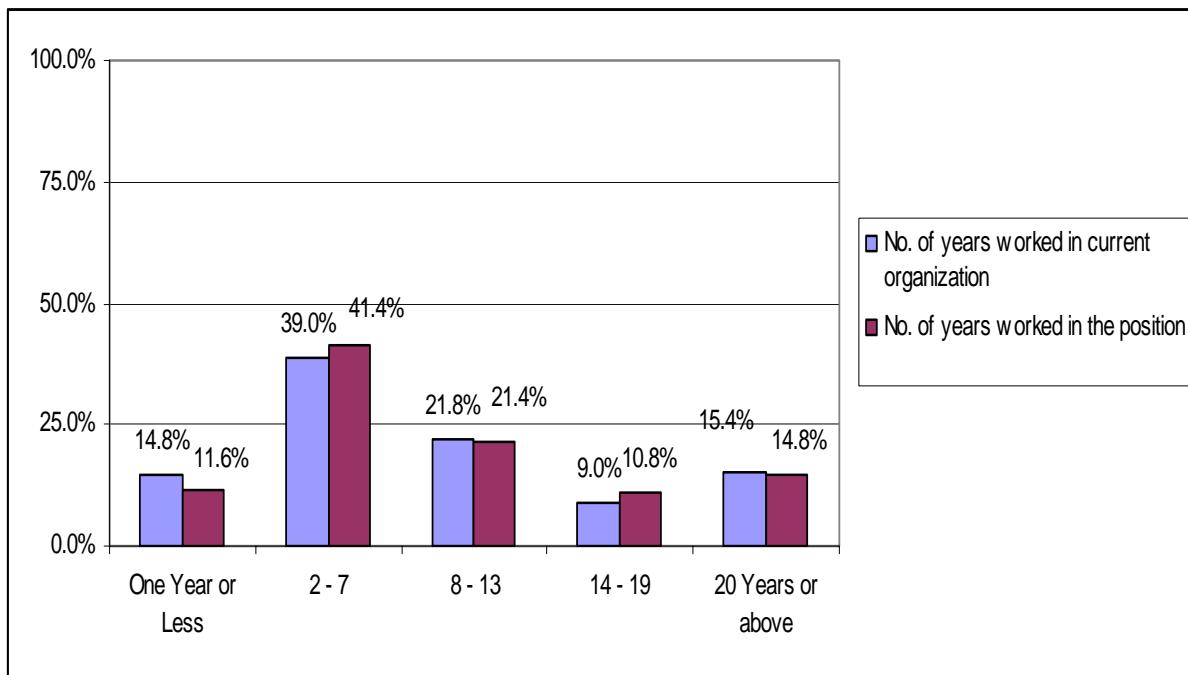
4.4 The study model and variables

The study includes three main variables namely, organizational justice; organizational commitment (loyalty) and Job performance. Each of the three variables has different levels or facets. For instance the organizational justice consists of two levels; the first is procedural justice and the other is interactional justices.

4.5 Study Variables

The study model as presented in figure 6, assumes the following:

o The Job performance, organizational commitment and organizational justice are linearly correlated.

o The two independent (explanatory) variables; organizational commitment and organizational justice have a significant impact on the job performance as a dependent variable.

The linear relationship between a dependent variable and k of independent variables is presented by the following linear regression model: (Sweeney et al. 2004, p. 535).

$$Y = \beta_0 + \beta_1 X_2 + \beta_2 X_2 + ... + \beta_k X_k + \varepsilon$$

Where:

o X1,X2,…are independent variables;Y:Dependant variable;

o Bs are the regression coefficients and the ε is the error term.

Figure 6: Dependent and Independent Variables
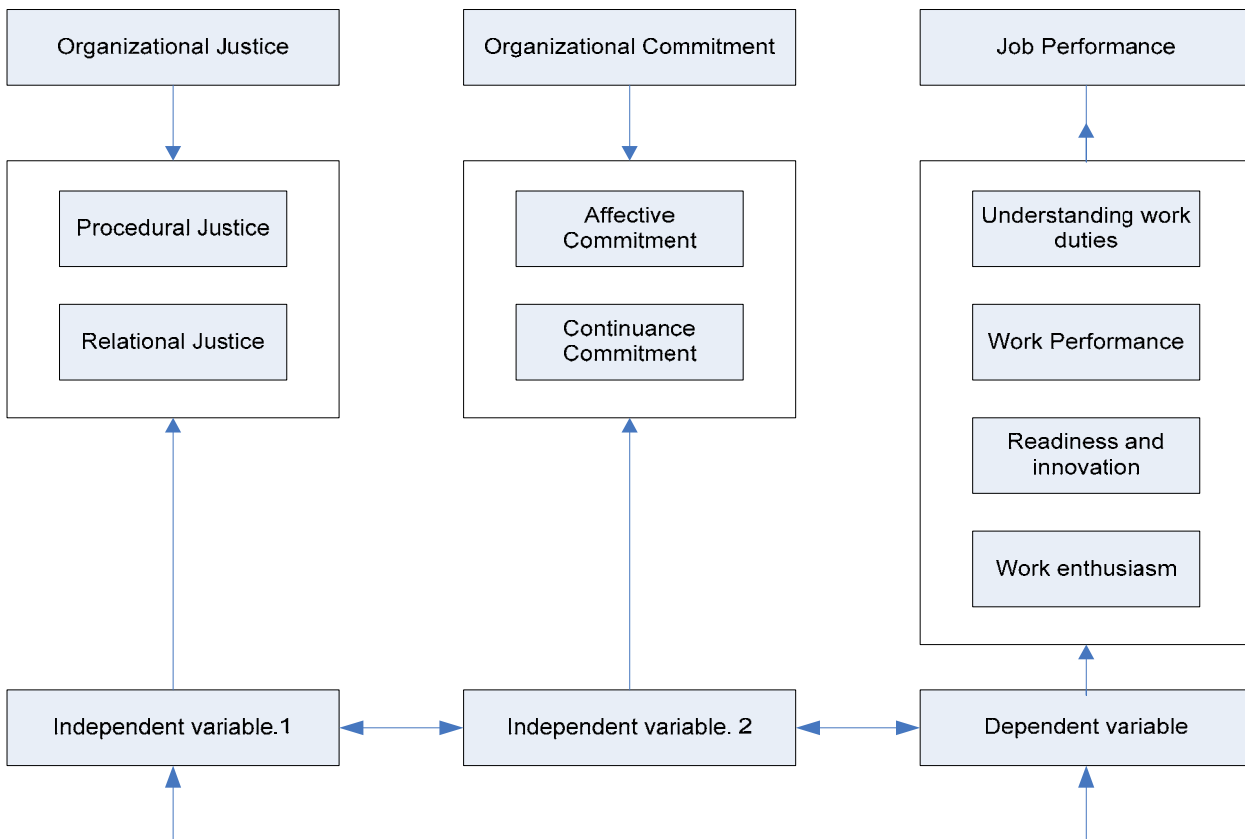
4.6 Research Limitations

Aforementioned researches have investigated justice in the performance appraisal framework with several limitations. One problem in the contemporary research is that it failed to reach to an agreement on the definition of the terms and constructs used in the field. The terms fairness, justice, acceptance of justice are used interchangeably in some studies (Barclay & Harland, 1995). Some studies incorporated comprehensive measures of fairness, while others included more than one dimension in a sole justice variable (Kleiman, et al, 1987). The aim of the study is not to invalidate the results of the present study, but some of its limitations should be highlighted.

4.7 Variables Definitions and Measurements

The study instrument is a questionnaire that includes 46 items which measure the three main variables included in the study. The questionnaire employed a five-point scale in Likert format in which the highest scale is 5 that represent "strongly agrees" and the lowest is 1 that represents "strongly disagree". The overall reliability test for all these 46 items yields a reliability coefficient of 0.88. (Refer to appendix A). Provided that all reliabilities over 0.60 are acceptable, this value is significantly high and reflects the consistency between the items included in the analysis.

This part of the analysis attempts to filter out the variables' measurement and to include just those how provides a higher possible reliability coefficients. The reliability test besides other statistics was calculated for each variable as presented in the following:

1. Organizational Justice "is the study of people's perception of fairness in organizations", (www.wikipedia.org). This variable is measured through two levels; procedural and interactional justice. Procedural justice stress on the importance of fairness of the means or procedures used; it is concerned with fair processes in making and implementing decisions. 7-item scale adapted from Marko Elovainio et al (2002) has been used to measure the perception of procedural justice and was developed by the researcher.

The scale was based on the degree to which the respondents agreed with the following seven statements concerning the procedures used at the workplace. Table 6 shows the results of the reliability test in addition to other statistics.

Table 6: Mean, Standard Deviation and Reliability Coefficient of the procedural justice

No.	Procedural justice	Mean	Std Dev	Minimum	Maximum	Alpha if item deleted
1	Procedures are designed to collect accurate information necessary for making decisions.	3.76	0.91	1	5	0.91
2	Procedures are designed to provide opportunities to appeal or challenge the decision.	3.49	0.93	1	5	0.91
3	Procedures are designed to have all sides affected by the	3.53	0.92	1	5	0.90

	decision represented				
4	Procedures are designed to generate standards so that decisions can be made with consistency.	3.70	0.94	1	5	0.95
5	Procedures are designed to hear the concerns of all those affected by the decision.	3.42	0.94	1	5	0.91
6	Procedures provide useful feedback regarding the decision and its implementation.	3.55	0.92	1	5	0.91
7	Procedures are designed to allow for requests for clarification or additional information about the decision	3.56	0.94	1	5	0.91

The overall Chronbach's alpha for procedural justice is 0.92 which is sufficiently high and does not need more enhancements.

The second level of the organizational justice is interactional justice which is concerned about the nature of the relationship between the employee and his/her supervisor. The interactional justice is measured by a 6-item scale adapted from Marko Elovainio et al (2002) and developed by the researcher.   .

The scale was based on the degree to which the respondents agreed with the following six statements concerning the fairness, trust and the communication with the supervisors. The overall Chronbach's alpha is 0.87. Table 7 shows the results of reliability tests in addition to other statistics.

Table 7: Mean, Standard Deviation and Reliability Coefficient of the relational justice

No.	Relational justice	Mean	Std Dev	Minimum	Maximum	Alpha if item deleted
1	Your supervisor considered your viewpoint	3.81	0.98	1	5	0.85
2	**Your supervisor was able to suppress personal biases.**	**3.60**	**0.98**	**1**	**5**	**0.90**
3	Your supervisor provided you with timely feedback about the decisions and their implications.	3.74	0.97	1	5	0.85
4	Your supervisor treated you with kindness and consideration	3.82	1.00	1	5	0.86
5	Your supervisor showed concern for your rights as an employee.	3.69	1.12	1	5	0.83
6	Your supervisor took steps to deal with you in a truthful manner	3.80	1.06	1	5	0.83

The alpha value can be enhanced to 0.90 if the second item is deleted from the analysis. Accordingly, the analysis will be based on five items for the relational justice.

2. **Organizational Commitment** is the psychological attachment and loyalty of an employee to an organization. The organizational commitment is measured by 15-item questionnaire adapted from Iles and Suliman (2001) and developed by the researcher. The overall items in this variable are fifteen that subdivided into two levels; affective and continuous commitment. Affective Commitment is the employee's attachment to the organization emotionally. The scale was based on the degree to which the respondents agreed with the following nine statements concerning their emotional attachment to the organization.

Table 8: Mean, Standard Deviation and Reliability Coefficient of the affective commitment

No.	Affective Commitment	Mean	Standard Deviation	Minimum	Maximum	Alpha if item deleted
1	I would be very happy to spend the rest of my career with this organization	3.66	1.07	1	5	0.24
2	I enjoy discussing my organization with people outside it.	3.62	0.97	1	5	0.25
3	I really feel as if this organization's problem are my own	3.73	1.06	1	5	0.31
4	**I do not feel like "a part of the family" at my organization**	**2.41**	**1.14**	**1**	**5**	**0.46**
5	**I do not feel "emotionally attached" to this organization**	**2.41**	**1.10**	**1**	**5**	**0.47**
6	This organization has a great deal o personal meaning for me	3.74	1.00	1	5	.31
7	**I do not feel a strong sense of belonging to my organization**	**2.36**	**1.12**	**1**	**5**	**.25**
8	One of the few negative consequences of leaving this organization would be the scarcity of available alternative	2.91	1.15	1	5	.34
9	One of the major I continue to work for this organization is that an alternative organization may not match the overall benefits I have here	2.84	1.21	1	5	.24

The overall alpha for the above seven items was found to be 0.34. This value can be improved to 0.63 if items 4, 5, and 7 are deleted from the analysis. Apparently, the three mentioned items are negative ones which might lead to a low internal consistency with other items that produced a low alpha.

The other level of organizational commitment is continuance commitment which refers to an awareness of the price that will be paid when leaving the organization. The scale was based on the degree to which the respondents agreed with the following six statements concerning their willingness to stay or leave the organization.

Table 9: Mean, Standard Deviation and Reliability Coefficient of the continuous commitment

No.	Continuous Commitment	Mean	Standard Deviation	Minimum	Maximum	Alpha if item deleted
1	One of the major reasons I continue to work for this organization is that I believe that loyalty is important	3.68	1.07	1	5	.68
2	I was taught to believe in the value of remaining loyal to one organization	3.37	1.15	1	5	.68
3	It would be very hard for me to leave my organization right now, even if I wanted to	3.41	1.14	1	5	.62
4	Too much in my life would be disrupted if I decided to leave my organization in the near future	3.33	1.14	1	5	.62
5	Right now, staying with by organization is a matter of necessity as much a desire	3.52	1.07	1	5	.69
6	I feel that I have too few options to consider leaving this organization	2.78	1.17	1	5	.72

Table 9 shows the results of reliability test and other statistics. The overall Chronbach's alpha for the continuance commitment is 0.71. This value of alpha reflects a reasonable consistency of all items in this variable. According to the alpha values presented in the above table, the overall alpha can be enhanced slightly to 0.72. Apparently this change in the alpha value is not significant therefore the six items will be included in the analysis.

3. **Job performance:** data on job performance were obtained using self rating approach through eighteen different items. The scale was based on four main dimensions. These dimensions are: understand work duties, readiness to innovate, work enthusiasm and work performance. The list of items, different statistics and reliability coefficients are presented in table 10. The Job performance is

measured by 18-item questionnaire adapted from Iles and Suliman (2001) and developed by the researcher.

Table 10: Mean, Standard Deviation and Reliability Coefficient of the job performance

No.	Dimension	Job Performance	Mean	Std Dev	Min.	Max.	Alpha if item deleted
1	Understanding work duties	I understand on a daily basis what I need to carry out on my job, and what equipment and tools are to be used	4.37	0.74	1	5	0.89
2		I understand my work goals and requirements	4.44	0.65	1	5	0.89
3		I understand my job responsibilities	4.50	0.64	1	5	0.89
5		I understand the steps, procedures, and methods required to carry out the job	4.44	0.62	2	5	0.89
15	Readiness to innovate	I search for fresh new ways of resolving problems in my work	4.30	0.70	1	5	0.89
16		I come up with and try new ideas in my work	4.12	0.78	1	5	0.90
17		I try to question old ways of doing things in my work	3.83	0.91	1	5	0.90
6	Work enthusiasm	I am familiar with the skills required on the job to perform effectively	4.51	0.60	2	5	0.89
7		I have a desire to carry out my job	4.44	0.71	1	5	0.90
8		I co-operate with my supervisor(s) and peers for the benefit of the work	4.59	0.57	2	5	0.89
9		I can concentrate on and give my best to the job	4.49	0.69	1	5	0.89
4	Work Performance	I have sufficient client know-how to carry out my work proficiently	4.39	0.69	1	5	0.89
10		My work outcomes are free from errors and accurate	3.85	0.90	1	5	0.89
11		I am able to complete quality work on time	4.27	0.68	1	5	0.89
12		My work speed is satisfactory	4.21	0.73	1	5	0.89
13		I am able to complete quantity of work on time	4.28	0.66	1	5	0.89
14		I stick to established rules and procedures when doing my job	4.40	0.66	2	5	0.89
18		I stick to old established habits when doing my job	3.56	1.11	1	5	0.91

The overall alpha of 0.90 can be improved to 0.91 after excluding the last item in the above list. However, the 0.90 reflects a high internal consistency in the data and there is no need for deleting the last item. Accordingly, the analysis will be based on the all 18 items that represents the measures for the job performance variable.

Based on the reliability tests, the analysis will based on 42 items and the overall reliability coefficient value is 0.89. (Refer to Appendix B).

4.8 Study Hypotheses

The main aim of this study is to explore the relationship between organizational commitment, organizational justice and job performance. In order to attain this aim, different hypotheses have been developed. These hypotheses will help in identifying the existence, direction and strength of the relationship between these three main variables. Furthermore, another two hypotheses have been set to investigate the possible impact of organizational justice and organizational commitment on job performance. The lists of all study hypotheses are:

- **H1:** there is a significant relationship between organizational justice and job performance
  - o   H1a: there is no significant relationship between procedural justice and job performance levels
  - o   H 1b: there is a significant relationship between relational justice and job performance levels
- **H2:** there is a significant relationship between organizational commitment and job performance
  - o   H2a: there is no significant relationship between affective commitment and job performance levels
  - o   H2b: there is a significant relationship between continues commitment and job performance levels
- **H 3:** there is a significant relationship between organizational justice and organizational commitment
  - o   H3a: there is no significant relationship between organizational justice levels and affective commitment
  - o   H3b: there is a significant relationship between organizational justice levels and continues commitment
- **H4**: Organizational justice and its levels will significantly influence employees' job performance
  - o   H 4a: Organizational justice and its levels will not significantly influence employees' job performance.
  - o   H4b: Organizational justice and its levels will significantly influence employees' job performance
- **H5:** Organizational commitment and its level significantly influence employees' job performance

- H5a: Organizational commitment and its level is not significantly influence employees' job performance
- H5b: **:** Organizational commitment and its level significantly influence employees' job performance

4.9 Statistical analysis

In order to test the set of hypotheses have been mentioned in the previous part, the simple linear correlation and regression are used. The simple linear correlation is used to identify the strength and the direction of two pairs of variables while the regression analysis is used to measure the expected impact of the organizational justice and organizational commitment (loyalty) on job performance separately. The P- Value of less than 5% indicates a significant linear relationship / impact between the two predefined variables.

4.10 Data Collection methods

The data for this study was collected in 2008 from a random-sampled population of a total of 600 full-time employees. A self – administered questionnaire (based on closed – end questions, namely, liker rating scales) was conducted in 2008 in Abu Dhabi, UAE, as a powerful tool to generate empirical data that help measure the study hypotheses. Questionnaires were distributed to the employees in three government organizations which are based in Abu Dhabi. A letter attached to each questionnaire indicating the purpose, assured informants of anonymity and that the subsequent results will be strictly used for the study purposes. For accuracy and convenience of the participants, the questionnaire was conducted in both Arabic and English languages. Some of 500 questionnaires, representing a response rate of 83%.

Immediately after being coded, the collected data were processed via the computer package SPSS (Statistical Package for Social Science), in order to put the data in a table- form ready for descriptive and Inferential statistical analyses.

4.11 The Pilot Study

A pilot study has been conducted in a previous stage of the study in order to identify the validity, reliability and the easiness of filling the research instrument (questionnaire). The data for the pilot study was collected in 2008 from a random sample of 50 full-time employees from one of the government sector organization based in the UAE. The instrument of the pilot study is a questionnaire with many items that addresses mainly the organizational commitment and job performance variables in addition to five demographic variables (refer to Appendix E. for the questionnaire form). The questionnaire handed over in person to employees from different managerial status (top, middle and lower). A letter attached to each indicating the purpose, assured informants of anonymity and that the subsequent results will be strictly used for the study

purposes. For accuracy and convenience of the participants, the questionnaire was conducted in both Arabic and English languages. Figure 7 shows the demographic characteristics of the sample.

Figure 7: Demographic characteristics of the pilot sample
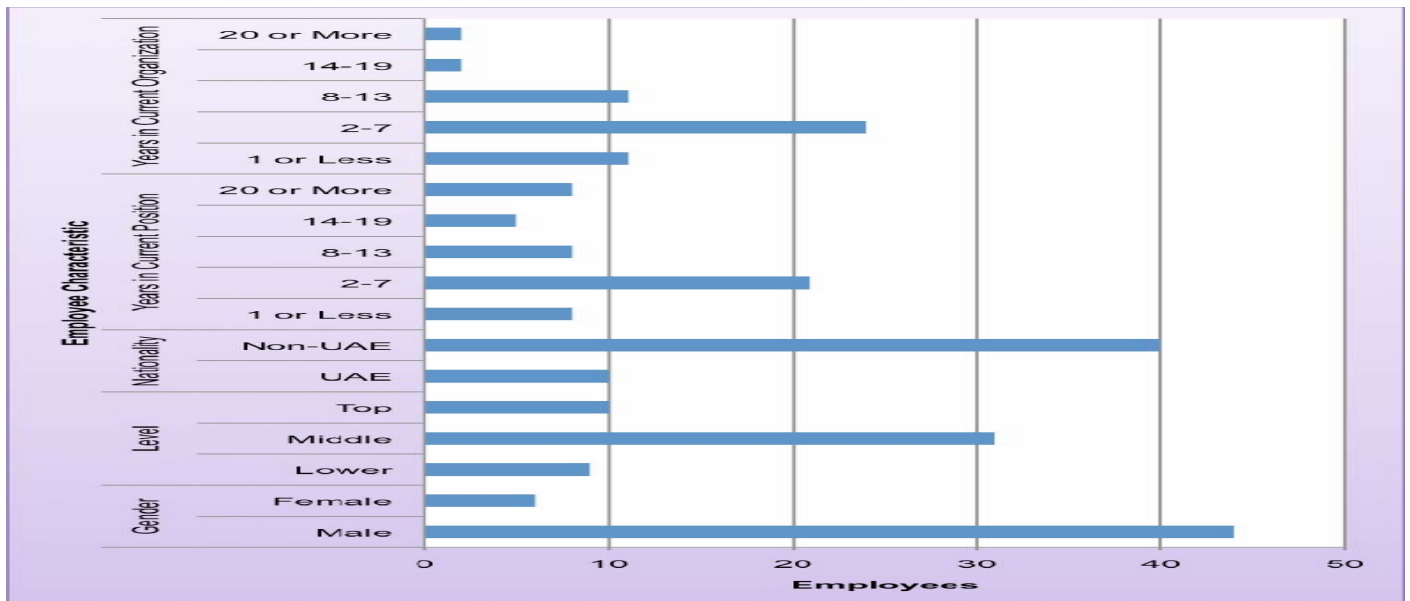
The participants comprise 88 per cent males and 12 per cent females, with the majority (80%) non-nationals and only 20% nationals, while 66% of the total surveyed holds middle job levels. More than 20% of the participants fall into the range of 2-7 years organizational and job tenures. The reliability test shows that the overall Chronbach Alpha is 0.6 Alpha value reflects that there is a reasonable consistency between all items which make the instrument acceptable and reliable.

4.12 Limitations of the study

While not invalidating the results of the present study, some of its limitations should be mentioned.

First, the relatively small sample population constrained our statistical power to adequately detect the hypothesized relationships.

Second limitation to be considered could partly be seen in the difficulty in making comparisons between those who completed the questionnaire and those did not. This limitation is reflected in the data for this study as being collected from three government organizations across Abu Dhabi. The generaizability of the findings of this study to other contexts may thus be limited. In other words, it could be that the findings obtained from the present sample are specific only to the context under study here. In this regard, it would be useful to replicate this study under different settings to establish the validity and generalizability of the present results throughout various contexts.

Third limitation of this study is the cross-sectional design, which preludes any conclusions about casual ordering of the variables in our model.

It is vital to conduct further studies which should include examine how the relationships develop and unfold

over time using longitudinal research designs. A significant concern has to do with the accuracy of the climate of measurements. In the present study, climate was constructed using the direct consensus approach by aggregating perceptions about individual's personal experience. Future studies might benefit from referent-shift approach which involves first having group members evaluate directly how procedurally, information ally and interpersonally just the group as a whole is treated by the organization and by the supervisor, and then aggregate the their responses to the group level.

On the other hand, another factor that could possible influence the validity of the findings is the collection of data by using the questionnaire method. This might have not helped fully capture the dynamic nature of the different variables surveyed; also the self- appraisal approach which is adapted in this study might lead to biased responses which will influence the findings and the conclusion.

Chapter 5: Data Analysis and Results

5.1 Data Analysis

This part of the study provides a comprehensive analysis to the outcomes yielded from correlation and regression analysis. **Table 11** shows that some of the demographic variables have a significant relationship with the study variables. For instance, marital status shows a negative association with job performance (r=-0.13), the age is positively correlated with the organizational commitment (r= 0.21) and job performance (r= 0.17). Years of experience in the current organization or the current position are positively correlated with organization commitment and job performance. By comparing the values of the correlation coefficients, apparently years of working in the organization is correlated more with organizational commitment (r=0.24) while the years of working with the current position is correlated more with job performance (r=0.22). The education has a negative significant relationship with affective commitment (r= -0.16). The nationality is the only variable which correlated significantly and positively with all the three main study variables and their facets except the procedural justice (r=0.06).

Table 11: Correlation matrix between demographic & career variables and study variables

Variables	Gender	Marital Status	Education	Age	No. of Years working in the organization	No. of Years working in the position	Job Status	Nationality
Affective Commitment	-0.02	-0.05	-0.16*	0.20*	0.19*	0.11**	-0.05	0.11**
Continuous commitment	-0.02	-0.06	-0.19*	0.17*	0.23*	0.16*	-0.03	0.11**
Organizational Commitment	-0.02	-0.06	-0.20*	0.21*	0.24*	0.15*	-0.04	0.12**
Procedural Justice	0.03	-0.01	-0.00	0.04	0.03	0.03	0.03	0.06
Relational Justice	-0.06	-0.02	-0.02	0.11**	0.04	0.05	-0.06	0.10**
Organizational Justice	-0.02	-0.01	-0.01	0.08	0.02	0.03	0.00	0.09**
Understand Work Duties	-0.04	-0.18*	-0.09**	0.20*	0.16*	0.21*	0.03	0.20*
Work Performance	0.00	-0.10**	-0.08	0.14**	0.17*	0.19*	0.04	0.10**
Work Enthusiasm	-0.11**	-0.10**	-0.01	0.18*	0.12**	0.18*	0.04	0.15**
Readiness to Innovate	-0.07	-0.04	-0.02	0.40	0.07	0.10**	0.01	0.11**
Job Performance	-0.05	-0.13**	-0.07	0.17*	0.17*	0.22*	0.04	0.17*

*: P<0.001 – two tail tests   **: P<0.05 - two tail tests

Table 12 shows the mean, standard deviation and the correlation matrix for all variables included in the study.

Table 12: Mean, Standard Deviation and correlation coefficient between all variables

	Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10
1	Affective commitment	3.41	0.64										
2	Continuance commitment	3.35	0.72	0.56									
3	Organizational commitment (loyalty)	3.38	0.60	0.87	0.90								
4	Procedural Justice	3.57	0.76	0.29	0.22	0.29							
5	Relational Justice	3.77	0.87	0.29	0.17	0.25	0.31						
6	Organizational Justice	3.65	0.66	0.36	0.24	0.33	0.83	0.76					
7	Understand Work Duties	4.44	0.57	0.19	0.17	0.21	0.14	0.18	0.18				
8	Work Performance	4.14	0.52	0.18	0.19	0.21	0.24	0.18	0.26	0.58			
9	Work Enthusiasm	4.51	0.50	0.23	0.20	0.24	0.23	0.28	0.30	0.62	0.61		
10	Readiness to Innovate	4.08	0.64	0.20	0.11	0.17	0.25	0.19	0.28	0.36	0.55	0.44	
11	Job Performance	4.28	0.45	0.24	0.21	0.25	0.27	0.25	0.31	0.78	0.90	0.81	0.70

P<0.05 – two tail tests

The correlation matrix presented in table 12 shows positive significant relationships between all variables included in the study and the correlations coefficient are ranged from 0.11 to 0.36[1]. The correlation coefficient between organizational justice and job performance is 0.31. This value indicates a significant however not very strong relationship between the two mentioned variables. Job performance is significantly related with the two levels of the organizational justice where its coefficients are 0.27 and 0.25 for the procedural justice and relational justice respectively.

The correlation coefficients between the organizational justice and each of the four levels of the job performance are ranged from 0.18 with the understand work duties to 0.30 with the work enthusiasm. These findings clarify that there is no statistical evidence to reject Hypothesis 1 which stated" there is a relationship between organizational justice and job performance".

The correlation analysis between job performance and organizational commitment (loyalty) shows a positive significant relationship with a correlation coefficient of 0.25. The two levels of the organizational commitment exhibit a positive and significant relationship with job performance as well. Refer to table 12, the correlation coefficient between job performance and affective commitment is 0.24 while its correlation coefficient with the continuous commitment is 0.21. The correlation coefficients between the organizational

commitment and each of the four levels of the job performance are ranged from 0.18 with the work performance level to 0.23 with the work enthusiasm level.

These findings indicate that the data support **H2** that stated *"there is a relationship between organizational loyalty and job performance"*. Moreover both **H2a** and **2b** are not rejected which means that there is a significant relationship between job performance and both affective and continues commitment.

The correlation matrix shows a positive significant relationship between organizational justice and organizational commitment with a correlation coefficient of 0.33. The highest correlation coefficient (0.36) is that between the organizational justice and affective commitment while the correlation coefficient between the organizational justice and the continuous commitment is 0.24. The 2x2 correlation matrix between the two levels of the organizational justice and organizational commitment ranged from 0.17 (relational justice and continuous commitment) to 0.29 (procedural justice, relational justice and affective commitment). These results point out that **H3**, **3a** and **3b** are not rejected. Consequently, there is a significant relationship between organizational justice and all organizational commitment, affective and continues commitment.

Regression analysis has been used in order to make a statistical decisions regarding **H4**: "Organizational justice and its levels will significantly influence employees' job performance" and **H5**: "Organizational commitment and its level significantly influence employees' job performance".

The regression analysis has been performed in two steps where the demographic and career variables are controlled in the first step and the final model is calculated in the next step. The SPSS outcome includes F test that measures the overall significance of the regression model, the coefficient of determination (R^2) that measures the model goodness of fit, change in R^2 in order to isolate the impact of each independent variable in the analysis and the regression coefficients. The complete SPSS output of all regression analyses are placed in **Appendix C.**

The organizational justice was regressed against job performance and the results presented in **table 13**. The F test showed a significant model (P-value <0.001) and the coefficient of determination (R^2) is 0.154. This finding indicates that there is a significant influence of the organizational justice on the job performance.
The two factors of organizational justice were regressed against job performance. The F test showed a significant regression model (P-value <0.001) and the multiple coefficient of determination is 0.155. Coefficient of determination indicates that the two levels of the organizational justices explained 15.5 percent of the total variations in the job performance. Change in R^2 is 0.026 which indicates that procedural justice has more impact on job performance than relational justice. **Table 13** below is showing the regression coefficients, standard error of the coefficients and the p-value. The p-values for both factors

indicate that there is no sufficient statistical evidence to reject **Hypothesis 4.** Therefore, the two levels of the organizational justice have a significant impact on the job performance.

Table 13: Regression Analysis between job performance and organizational justice

Regression analysis	Independent variable	Coefficients B	Std. Error	R^2	Change in R^2	P-value
Simple	Organizational justice	.304	.040	.154	-	.000
Multiple	Procedural Justice	.309	.066	.155	.129	.000
	Relational Justice	.317	.082		.155	.000

The dependent variable is Job Performance.

In order to test the hypothesis that the organizational commitment has a significant influence on the job performance it was regressed against job performance and the results presented in table 14. The coefficient of determination shows that organizational commitment explained 10.9 percent of all variation exists in the job performance. The regression coefficient of organizational commitment is 0.243 with a standard error of 0.05 and p-value of 0.000 all reflects that this variable has an impact on the job performance.

In order to examine whether the two factors of the organizational commitment have an impact on the job performance they were regressed against it and the regression analysis result presented in the table 14. The F-value is highly significant (P-value < 0.001). The multiple coefficient of determination is 0.112 which indicates that the two levels of organizational commitment accounts for 11.2 percent of the total variations in the dependent variable after controlling the demographic and career variables. The continuous commitment didn't show a significant impact on the job performance while the affective commitment exhibits an influence on job performance.

Table 14: Regression Analysis between job performance and organizational commitment

Regression	Independent variable	Coefficients		R^2	Change in R^2	P-value
		B	Std. Error			
Simple	Organizational Commitment	.243	.050	.109	-	.000
Multiple	Affective Commitment	.121	.036	.112	.108	.001
	Continuous Commitment	.046	.033		.112	.156

The dependent variable is Job Performance.

In order to examine the potential impact of organizational justice on organizational commitment, the formal variable was regressed against the organizational commitment. The summary of regression results is presented in table 15. The R^2 value shows that around 20% of the variation in the organizational commitment was explained by that variation in the organizational justice. The P- value =.000 indicates that organizational commitment is significantly influenced by the organizational justice.

The two levels of the organizational justice they were also regressed against the organization commitment as an attempt to explore their potential influence. The ANOVA results showed that the regression model with procedural and relational justice as explanatory variables were significant with F value = 0.000. **(Refer to appendix D** for complete regression outcomes). The value of R^2 of .178 shows that around 17.8% of the variation in the organizational commitment was due to that variation in the procedural justice. The amount of change in the value of R^2 (0.024) indicates that relational justice has a minor influence on the organizational commitment and the majority of the variation is attributed to the impact of the procedural justice.

Table 15: Regression Analysis between organizational justice and organizational commitment

Regression	Independent variable	Coefficients B	Std. Error	R^2	Chang in R^2	P-value
Simple	Organizational Justice	.292	.037	.201	-	.000
Multiple	Procedural Justice	.315	.058	.202	.178	.000
	Relational Justice	.266	.072		.202	.000

The dependent variable is organizational commitment.

5.2 Study Results

Introduction

Table 12 displays the overall correlation of organization justice with both organizational commitment and job performance for the entire sample. It is evident from the results that there is a significant correlation between the study variables though not very strong (ranging from 0.11 to .036). This clearly indicates that the more organizational justice levels are perceived by employees at workplace, more commitment and higher performance can be created. These empirical findings support the study's hypothesis 1 "there *is a relationship between organizational justice and job performance" and* hypothesis 3 " *there is a relationship between organizational justice and organizational commitment".* They are also in consistent with the previous research outcomes that show significant positive relationships between justice perceptions and commitment to the organization (Wayne, et al, 2002) and more recently commitment to the supervisor (Byrne and Cropanzano, 2000: Maltatesta & Byrne, 1997).

There is a research evidence indicating that fairness perceptions of human resource practices are related to outcomes such as organizational commitment(Koys, 1991; Ogilvie, 1986), likelihood of an applicant accepting a job, trust in management and turnover intentions and performance (Konovsky and Cropanzano, 1991, and likelihood of managers to use the system (Blancero and Dyer, 1996). Similarly, Colquitt et al. (2002) showed that procedural justice climate, of how fairly the entire team is treated, was related to performance. Likewise, perceptions of organizational justice (i.e. fairness perceptions in the workplace) within supervisor-subordinate, and recently organization-employee relationships influence individuals' attitudes and behaviors (Bobocel and Holmvall, 1999, 2001; Byrne & Cropanzano, 2000, Colquitt, et al., 2001; Masterson, et al, 2000).

On the other hand, table 14 shows the regression analysis of job performance against organizational commitment. The results indicate a significant and strong correlation between organizational commitment and job performance, as predicted by the study's hypothesis 2 "*there is a relationship between organizational loyalty and job performance*" and hypothesis 5 "*organizational commitment and its levels significantly influence employees' job performance*". However, correlation of procedural justice with job performance is more evident than interactional justice. This implies that employees are concerned more about just processes at workplace than fair interpersonal and informational treatment. It also means that individuals will perceive procedural justice when there are procedures that communicate that they are valued by the organization (Erdogan and Student, 2002).

However, the present finding establishing the hypnotized significant correlation of organizational commitment with job performance is found in contrast to the previous research suggested that organizational commitment is largely unrelated to job performance (Mathieu and Zajac, 1990). Yet there are new findings that explain more specifically about commitment-performance relationship. For example, Fink (1992) explains, as mentioned earlier, that employee commitment is only one of many factors affect performance, but certainly is a key factor. He adds that the higher level of employee commitment to work, coworkers, and organization, the higher the level of performance. Further, According to Becker, Billings, Eveleth, & Gilbert (1996), the commitment is largely unrelated to job performance which is based on the general view of commitment. Also staff attachment involves the "relative strength of an individual's identification and involvement in particular organization" (Mowday et al., 1982). In contrast to this a number of theorists and researchers have started to examine employee commitment as having multiple foci and bases (Becker et al., 1996).

Foci commitments are the individual and group to whom and employee is attached (O'Reilly and Chatman, 1986). Generally, we could say that there is a significant and strong relationship between commitment and job performance (Fink, 1993; Becker et al., 1996; Benkhoff, 1997), and that organizational commitment is a multifaceted concept, and that all its components have a positive impact on employees' performance (Suliman & Iles, 1999). However, the current study unveils that job performance is highly sensitive to affective commitment rather than continuance commitment. This support the argument stated earlier that neither cost nor alternatives alone determine high commitment. Several studies have indicated that continuance commitment is usually negatively correlated with performance and other variables of productive behaviors (Allen and Meyer, 1996, Meyer et al., 1993). For example, continuance commitment was found to neither fully nor partially mediate the relationship between work climate and performance (Suliman, 2001).

In this context, intention to remain or quit the organizations is on important consequence that is expected to vary with each aspect of commitment (Allen and Meyer, 1996) and has been consistently correlated with affective and normative commitment but slightly less so to continuance commitment. This implies that continuance commitment is not count as a determinant of higher performance or even sustainable sense of belonging. For example, in Pakistan the managers generally evaluate their subordinates on the basis of time spent in the organization rather than their actual output.

Consequently, from a managerial point of view, continuance commitment is generally considered to be less desirable than effective and normative commitment. Aube, Rousseau and Morin (2007), argue that when organization cares about their staff welfare, they will tend to show higher gratitude towards their employer and to develop a higher level of affective and normative commitment and lower level of continuance commitment. This implies that if they feel that the organization is insensitive to their well-being, they will tend to hold it against their employer, which will translate into lower level of affective and normative commitment and a higher level of continuance commitment. This accordingly suggests the predominant form of affective and normative commitment within the three surveyed organizations. The current state of knowledge indicates that normative and affective forms of commitment are desirable since they constitute significant determinants of performance and quality of life at work (see the meta-analysis of Meyer et al., 2002).

As revealed by table 11, the results of the present study uncover that study variables (justice levels, commitment factors and performance facets) did not replicate consistently across different demographic and career variables of the sample. For example, except for nationality, all other demographic and career variables (e.g. gender, age, marital status, education, organizational tenure and job tenure) are significantly and positively correlated with all variables of the study. Since the sample of the study is culturally diverse, such findings are found consistent to the results generated by the earlier studies that national cultures can affect employees' behaviors (Chen and Francesco, 2000; Miroshnik, 2002).

In other words, employees' expectations, behaviors and performance may be different with various national cultures (Redding, 1990), as the differences in national cultures are reflected in how organizations are structured and managed. In this regard, Yousef (1997) indicates that the relationships between satisfaction with job security and organizational commitment as well as between satisfaction with job security and job performance vary across different cultures. On the other hand, the results produced by this study show that neither gender nor marital status has affect in making judgment about both procedural and interactional justice, while other demographic and career variables are significantly predicting the employees' perceptions of these two levels of organizational justice.

Research on gender differences in organizational commitment is often based erroneously on assumed differences in attitude and capacity for commitment and competence between men and women. However,

the non-existence of gender influence in this study variable is rather sensible. From empirical observation, in the UAE the female partner is more punctual than her counterpart's employees elsewhere in non-western setting. From empirical observation, in the UAE the household responsibilities are entirely assigned to domestic helpers. Although the results unveil that both age and work duration (organizational tenure, career tenure) are positively and significantly correlated with both organizational commitment and job performance, it is evident that age is more significantly correlated with organizational commitment as opposed to work duration which is more significantly correlated with job performance. This might present a picture of an increasingly trapped, longer tenure, older workforce who would like to leave but whose employability has diminished.

Furthermore, education is found to be negatively associated with affective commitment. This comes in contrast to the finding that (no relation was found between organizational commitment and level of education for Korean subjects (Somer et al., 1996). The researchers concluded that differences could be due to the influence of cultural values. Also, a previous empirical study notes that "perception of justice is likely to be affected by culture" (Suliman, 2006).

Likewise, the variables of organizational tenure and job tenure show positive and significant correlation with job performance. This result comes in line with an empirical evidence holds that demographic and career variables such as years in organization, age, level of education, and the duration of leadership can have significant impact on organizational commitment. Sommer et al. (1996) argued that position, tenure and age were significantly related to employee commitment.

5.3 Analysis of Results

The correlation and regression analysis highlighted and disclosed many interesting relationships among the study variables. This part of the study will highlight and discuss these relationships thoroughly:

- o Some of the demographic variables such as education, age and nationality showed a significant correlation with the organizational commitment (loyalty) and its two levels. However, other variables such as gender and marital status did not show such association. This finding indicates that some demographic variable might alter (positively or negatively) the employee's commitment to his/ her organization. For instance the negative correlation between the affective commitment and education indicates that the formal variable might be higher with those who have lower education level.
- o None of the demographic variables except the age and nationality variables show a significant relationship with the organizational justice. Moreover, mentioned two demographic variables are relatively weakly correlated with relational justice. It could be concluded that demographic variables do not influence the employee perception about the organizational justice; both procedural and relational.

o   Age, number of years working in the current organization, number of years working in the current position and nationality all show a positive significant relationship with the job performance except the marital status where it showed a negative relationship. This negative association could be interpreted that the marital status affects the job performance negatively due to certain personal commitments.

o   The organizational justice and its two levels procedural and relational justice are all positively and significantly related and impact job performance. Procedural justice has the highest impact on the job performance than that of the relational justice. This finding reflects that employees are more concerned about the fairness of the procedures than the relationships with the supervisors.

o   The most significant variables of job performance associated with organizational justice are readiness to innovate and work performance. Hence employees' innovation and creativity can be facilitated through simplified work procedures and open relationships with supervisors.

o   The organizational commitment and its two levels; affective and continuous commitment are positively related to the job performance. This finding could be interpreted as that an employee's performance is related to the extant to which he /she "wants to" or "has to" stay in the organization.

o   The affective commitment has a significant impact on the job performance while continuous commitment doesn't show such influence. This finding might indicate that for an employee what affects his/ her performance more is the emotional attachment toward the organization rather than the assessment of the benefits/ losses that are associated with the stay or leave the organization.

o   Organizational justice and its two levels procedural and relational justice are positively related and impact the organizational commitment with a major impact that attributed to the influence of the procedural justice specifically. Consequently, the fairness of the job procedures, policies, regulations and slightly the relations with management all would relate and lead to a high organizational commitment.

5. 4 Concluding Remarks

It is evident from this chapter that the results generated from the study establish the hypotheses that organizational justice is significantly and strongly correlated with organizational commitment (affective and continuance forms) as well as job performance. However, the significance of relationship with affective commitment is higher than continuance commitment. Also the results support the hypotheses expecting significant and strong correlation between commitment and performance. Yet such relationships between all variables of the study have show variations on different demographic and career variables of the sample, as the case may be.

Chapter 6: Implications of the Findings

6.1 Introduction

Research conducted among UAE Government employees explores key issues inhibiting organizational commitment to training evaluation. Inferences are drawn to arrive at strategies for facilitating organizational commitment. Implications for practitioners' role and effectiveness are given. The head of Government organizational commitment that it was time for the people to take matters into their own hands and independently make decisions on the country's economic programs and on our own accord select the most effective sources of development financing without having to confer with other countries or international institutions under government regulations. This research goes on to note that giving uniform ratings for employees regardless of performance can be problematic when an employer disciplines, terminates, or overlooks an employee for an advancement opportunity due to performance issues. The article goes on to note that giving uniform ratings for employees regardless of performance can be problematic when an employer disciplines, terminates, or overlooks an employee for an advancement opportunity due to performance issues. Researcher also sees a pattern where after years of failing to address an employee's performance issues, a supervisor reaches a "breaking point" and seeks immediate disciplinary action, despite the absence of evidence documenting long-standing performance issues.

The implication that commitment is largely unrelated to job performance is based upon the conventional view of commitment, which is that employee attachment involves "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday et al., 1982.p, 27). In contrast to this conventional view, a number of theorists and researchers have begun to view employee commitment as having multiple foci and bases. Foci of commitment are the individuals and groups to whom an employee is attached (Reaches, 1985). Bases of commitment are the motives engendering attachment, Research results indicated that loyalty to supervisor was more strongly associated with both in-role and extra-role performance than organizational commitment. The findings were discussed in terms of their implications for future performance and management practices in cross-cultural settings.

This study is an attempt to capture the actual process and mechanism through which both procedural and interactional justice approaches produce positive outcomes in the organizations. By integrating several literatures and extending on different empirical studies, the findings of the present study has confirmed the direct impact of these justice levels on the expectations of commitment and job performance which both, in turn, appear to be significantly correlated with each other. These conclusions have strong support in both theoretical and empirical literatures as discussed elsewhere in this study. The strongest implication that can be drawn from these conclusions is that procedural and interactional justices play a key role in the mandate of managers. This implies that for a manager to succeed in translating his or her vision for performance

beyond expectations into reality, it is essential to build and sustain an attitude, among organization members, of how fairly processes and treatment at work place could be perceived objectively. In practical terms, this means that as far as the individuals with the organization can build and sustain an attitude of long- term perception, they must be willing to contribute extra effort in order to achieve the goals of the organization. This calls for future research efforts to be focused on fairness perception at workplace as way of understanding the factors and sources that create and fostering such perception among employees. For example, there is a need to study the various conditions that facilitate or inhibit the trust building process in the leader- subordinate relationship. This is vital because trust is imperative to communicate and translate management's vision and organizations' goals and values.

In addition to providing many avenues for future research in the area of workplace justice, this study comes within the rare attempts to empirically explore the potential relationship between organizational justice, commitment and job performance   in the UAE context or rather in the entire Arab states context. The data presented provide a promising pattern of results that will hopefully be investigated further by researchers in the field. Furthermore, given the businesses of workplace justice on highly relevant work outcomes (Colquit et al. 2001), this study continues to have direct implications on how organizations and managers could interact with employees and make interventions to govern them. Moreover, obtaining samples from three organizations contributes to the generalizability of the results to other organizations with similar team structures and employees. Further research in this area might consider attempting to replicate the results found in this study using more formalized "teams" as opposed to employees in general.

The findings from this study offer some new insight into coworkers' relationship with organizations and how fairness perceptions, identification, and support play a role.

It is evident from the results of the present study supported by other relevant empirical research that fostering high levels of organizational justice is a viable option for managers to increase the competitive position of their organizations. Thus, the study reaffirms perceived organizational justice as a potentially important determinant of individual commitment and hence performance. Furthermore, this study supports the notion that procedurally, interpersonally and informational fairly treated employees tend to be more motivated and productive with less intention to leave.

Yet an important question that remains is this: What justice-related_individual differences moderate the relationships between individuals' evaluation of their work environment and their subsequent attitudes and behaviors? In other words, with the rise of fairness theory, justice is proposed to be important to all individuals and may be closely linked to their values, moral maturity, and sensitivity to fairness.

Taken together this discussion implies that organizations can reap positive benefits of organizational justice by providing resources to employees at the level of interpersonal and social relations (e.g. supervisor and coworker support) and the level of organization of work(e.g. participation in decision making). In conclusion, the need for new global competitive advantages, entails that mangers should attach greater attention to how perceived fairness can encourage or hinder the display of organizational commitment and consequently productivity, profitability and even survival. This equally means that managers need to examine organizational justice from employees' point of view and not to rely only on their own assessment and observation as suggested by Suliman (1997).

6.2 Concluding remarks

The significance of employee commitment in organizations is illustrated by the volumes of literature on commitment, effectiveness, employee needs and human productivity. Such as, social theorists are of the view that employees are motivated by their needs and they develop through and in relationship with others (Dawson, 1993). The inference of the previous statement is that when there is synergy between employees' needs and organizational needs, so employees will be more compliant to productive tendencies than when their needs are not gratified. Invariably, the balancing of employees' labor with their social needs and expectations is necessary in all organizations, and accordingly states that incentives are used to reward outstanding performance and to maintain efficiency in work processes. Performance feedback should be based on accurate and probable appraising systems. In this manner, employees will be more prepared will understand criteria used for performance evaluation and to accept recommendations for development of performance.

Chapter 7: The Study Conclusions and Recommendations

In light of the foregoing findings, along with the situation of the business environment and literature body discussed above, some conclusions and recommendations can be drawn as follows. The conclusions support the theoretical and empirical outcomes in respect of justice perceptions at workplace. The study provides a set of avenues for further research on justice at organizations with focus on the roles of both managers and employees in fostering such concept and its complementary constructs and emerging sources.

7.1 Conclusions:

In today' rapidly changing work life, organizational justice may become increasingly important to employees. Justice includes a procedural component which is the extent to which decision-making procedures include input from affected parties are every time applied. Some researches show that perceived justice is associated with people's feelings and behaviors in social interactions.

This paper develops a model between organizational justice and job performance, and their effect on job performance. Central to this explanation is how employees react to organizational justice that will cause changes in performance. This paper examines the literature on organizational justice and proposes a model to determine how employees will react to organizational justice in becoming committed and loyal to their organizations.

This research test employees' and supervisors' conceptualizations of organizational commitment, loyalty, organizational justice and job performance of employees. On the other hand this study also examined differences and similarities in participants' views of management strategies depend on the levels of commitment and satisfaction. Self-administered surveys with varying property questions were used to collect data. The content analysis of responses revealed many result:

Such as employees and supervisors were very similar in their conceptualizations of organizational commitment and justice, organizational commitment and job satisfaction was conceptualized as a multidimensional constructs, and organizational commitment was too conceptualized as a multidimensional construct, with identification with the organization's justice and its levels and its influence on job performance.

As discussed earlier, the key aim of this study was to explore the potential relationship between two levels of organizational justice (procedural, interactional) on the one hand, and tow variables of organizational commitment (affective, continuance) along with job performance on the other hand. Generally, a series of studies attempting to uncover such relationship have met with success, though with varying degrees. The

current study adds to the literature by empirically demonstrating that the organizational justice (procedural, interactional) can predict both strong organizational commitment and extra job performance.

Thus fostering these two levels of fairness perceptions can be an effective strategy to strengthen more positive attitudes and behaviors among employees (such as organizational commitment and lower cognition to turnover) and eventually increase performance and productivity. Therefore, investing in conditions (fair procedures and sound social & interpersonal relations) which helps make employees more committed to the organization is likely to be important for the growth and profitability of the organizations.

Distributive and procedural justices are two dimensions of organizational justice. It is theorized that organizational justice impacts the job satisfaction and organizational commitment of staff.

Distributive and procedural justice is distinct concepts among correctional staff, and both have significant positive effects on job satisfaction. Additionally, procedural justice, but not distributive justice, has a significant positive impact on organizational commitment.

This paper presents for the first time an empirical analysis of sustainable management and performance in public organizations. Empirical analysis of three government organizations in Abu Dhabi-UAE suggests that sustainable management is related to sustainability performance but not to other measures of organizational performance. These conclusions raise questions about the nature of sustainable management in public agencies and the measurement standards of performance.

7.2 Recommendations of the Study

Based on the foregoing discussion and the new findings supported by other relevant studies, some conclusions and recommendations can be drawn as follows.

Across developing organizations in UAE, a new kind of relationship evolved in mutual trust and due to that respect is emerging between employers and employees. This new compact is developed out of realistic expectations on both sides. It is a path that reflects the new reality for business and society in a global market, as it attempts to align the interests of the organization with those of its employees, to share both the risks and rewards of doing business.

In general government organizations rely on fewer employees to shoulder more of the work which results the improving relationship between these organizations and the employee is changing from paternalism to partnership. However in Public Organizations owe to their workforce to aggressively pursue new ideas, products, and services. In order to establish successful organizational commitment employees must be

treated fairly, to develop professionally, and to have meaningful, challenging work. In return, employees owe the organization their willingness to participate in business growth, idea development, customer service, and organizational transformation.

Balancing the employee-employer relationship is not a matter of adding more items to one side of the balance sheet or eliminating some from the other side. Increasingly, it is a matter of finding items that are of value to both the employer and the employee. Loyalty of employees to their organizations has been linked to other organizational outcomes such as absenteeism, tardiness, organizational performance, commitment, involvement, productivity, satisfaction, customer loyalty, and turnover. Loyal employees are less absent, less tardy, more productive, and more involved in their organizations. The issue of organizational loyalty becomes very crucial in the competitiveness of organizations in a marketplace where many competitors are struggling to maintain their market position while others advance for the lion's share.

Committed employees have a vital role in organizations for their surviving and their competing in the rapidly changing world. Therefore, managers should make programs in order to improve the leadership capabilities of supervisors so employee's commitment can be increased, as Becker et al. and Dessler suggested.

Internalization of supervisors' and organizations' values has an important role in enhancing performance because it was associated with performance. Efforts to internalize the values of supervisors and organizations through socialization and team building are very important.

Given the impact of organizational justice (procedural, interactional) on attitudes and behaviors among work groups, supervisors should make point that all organizational members are cognizant of fairness efforts. Such efforts should involve organizational policies, communication and interpersonal treatment coming from both supervisors and the organization as a whole. Past research has shown that managers can be effectively trained to be more procedurally fair, i.e. how to train managers engender just climates and avoid unjust climates. Researchers recommend to incorporating elements of impression management and social accounts into training to further fulfill this goal, as well as to link fairness behaviors to specific organizational functions, such as compensation, strategy, performance appraisal and so forth.

The long and the short of it is that various types of justice directly affect how people feel in their organizations. Organizational justice is a very important variable to consider when examining employee motivation and support. This can be applied to team building, restructuring, or basic management/employee relations work.

Improving fairness perceptions by improving distributive justice, procedural justice and treat employees with sincerity and respect.

Improve the way to explain decisions and procedures to employees so they can understand. Organizational justice researchers have long debated the distinction between procedural and interactional justice. Recently, several researchers have proposed that procedural and interactional justice can be distinguished from one another using social exchange theory. In particular, procedural justice applies more to the exchange between the individual and employing organization, whereas interactional justice generally refers to the exchange between the individual and his or her supervisor.

Researchers predicted that procedural justice is expected to be more closely associated with reactions toward upper management and organizational policies, whereas interactional justice is more closely associated with reactions toward one's supervisor and job performance (Cynthia A. Prehar& Peter Y. Chen, 2002).Research on affective organizational commitment is presented to explain the psychological mechanisms that may trigger individuals' affective commitment to their organization. An operational version of the research is tested, along with several theoretically based alternative models. Affective commitment and general job satisfaction are related to turnover behavior.

A set of recommendations are can be summarized as per the following:

1. Committed employees have a vital role in organizations for their surviving and their competing in the rapidly changing world. Therefore, managers should make programmers in order to improve the leadership capabilities of supervisors so employee's commitment can be increased, as Becker et al. and Dessler (1993) suggested.

2. Internalization of supervisors' and organizations' values has an important role in enhancing performance because it was associated with performance. Efforts to internalize the values of supervisors and organizations through socialization and team building are very important.

3. As discussed earlier, there is a positive and significant relationship between commitment to supervisors and performance. It means that commitment to supervisors become a good predictor to performance than commitment to organizations. Consequently, in order to increase performance in organizations, creating employee commitment to supervisors is more valuable than to organizations. Therefore, managers should focus their strategies to this. Researchers in organizational behavior generally conceptualize trust as faith in and loyalty to the leader (Mrlowe & Nyhan, 1997; Mayer, Davies, & Schoorman, 1995). Different types of activities strengthen identification based trust.

Examples of such activities are developing a common identity for the whole group, evolving joint products and goals, and motivating each individual member of the group to be committed to collectively shared values (Butler, 1991; Greenberg, 2005). Trust, therefore, is likely to result when a social bond has been established between people and their leader.

4. High quality of supervisor- subordinate relationship will ensure high group performance and better members' satisfaction. Graen and UhI-Bien (1995) suggest that supervisors should offer the opportunities to develop high quality of relationship with all their subordinates rather than with a select few. The moderating effects of subordinate individual difference, such as locus of control and self-esteem, are critical factors in assessing the behavior of employees, particularly in the context of perceived supervisor power.

5. Despite how according to Jayaratne (1993) job satisfaction does not exactly amount to job productivity, it necessarily affects job productivity. Based on the empirical evidence that job satisfaction is an important antecedent of organizational commitment, it is necessary to improve job satisfaction in employees by identifying their needs in the first place to secure the advantage of the employees performing with a high level of job satisfaction (Greenberg, 2005; Hackman & Oldham, 1975; Porter, Steer, Mowday, & Boulian, 1974). The bulk of the early research focused on the individual within the organization and implied that job satisfaction leads higher job performance (Likert 1961; Mayo 1933; McGregor 1960). Satisfaction and positive attitudes can be achieved by maintaining a positive social environment with good communication, autonomy, participation, and trust (Argyris 1964; liker 1961).

6. Given the impact of organizational justice (procedural, interactional) on attitudes and behaviors among work groups, supervisors should make point that all organizational members are cognizant of fairness efforts. Such efforts should involve organizational policies, communication and interpersonal treatment coming from both supervisors and the organization as a whole. Past research has shown that managers can be effectively trained to be more procedurally fair, i.e. how to train managers engender just climates and avoid unjust climates. Mossholder et al(1998) also suggests incorporating elements of impression management and social accounts into training to further this goal, as well as to link fairness behaviors to specific organizational functions, such as compensation, strategy, performance appraisal and so forth. Skarlicki and Latham (1996; 1997) found in their quasi- experiment that training significantly improved the perceptions of fairness in an employee over that of untrained group.

7. The use of teams to improve organizational effectiveness is expected to increase in the future (Mohrman and Cohen, 1995) as teams are seen as an important ingredient for organizational success (Cohen and Bailey, 1997). Therefore, it is more critical than ever to understand how coworkers' relationships with team members affect their behaviors and attitudes within the team and on the job.

8. As mentioned earlier, committed employees are a competitive advantage for organizations in the situations, which are fully uncertainty and intensified global competition as right now and will be in the future. Many ways can be used to create employee commitment especially to supervisors in order to produce high performance in organizations. Becker et al. (1996) suggest the enhancing commitment via leadership training, socializations and team building. Managers as leaders need to be role models for their subordinates, by being committed. Also, they need to empower subordinates in their jobs and roles (Fink, 1992). Intense socialization results in increased commitment to the success of the company, willingness to work long hours, and decreased absenteeism and turnover (Schuler and Jackson, 1996).Team building, as method of improving relationship with a group, would strengthen participation together of all group members to try to improve their work interactions. This calls for group training to facilitate the quality of the interpersonal relationship between team members and between members and their supervisors (George and Jones, 1996).

9. Fostering high levels of job involvement is a viable option for managers to increase the increase the competitive position of their organizations. As research has demonstrated by re-designing jobs through the incorporation of job characteristics, such as autonomy, feedback, variety and task identity, management can makes jobs more interesting, meaningful and challenging for job incumbent which in turn can lead to higher job involvement (Rainowitz and Hail, 1977; Saal, 1978; knoop 1986). In addition to have positive affects on performance, prior research has found that job involvement positively influences other attitudinal and behavioral outcomes such as organizational commitment (Brown, 1996).

10. Reinforcing effective behaviors through performance level management process helps the organization adapting better and quicker to new challenges. The ability to realign organizational and individual goals of the system, organizational flexibility is easier for the organizations to respond to changes in mission or goals. Therefore performance management must be a priority for all managers, supervisors and employees. Organizational and senior leadership goals and objectives link to strategy and components and sub-strategies, and also must cascade down into the performance expectations of their subordinate managers, supervisors and employees. In turn, compensation determinations, career opportunities and other rewards will be based on individual, team and organizational

performance. Making meaningful full distinction between levels of performance and rewarding performance according to those distinctions helps drive performance.

11. Mentoring has been an increasing component of personal development processes at major organizations. The way in which mentoring is encouraged will communicate a lot about organizational values and culture. Accordingly, well-publicized, broad-based, inclusive, and self-directed mentoring program is the best way to expand the benefits of mentoring across an organization and mitigate organizational justice issues. (Kristic and Emelo, 2007).

12. Perceived organizational support is likely to influence different forms of organizational justice. A meta- analysis conducted by Rhoades and Eisenberger (2002) show that perceived organizational support is strongly and positively correlated with affective commitment. Therefore, in order to enhance affective and normative commitment, employees should have access to different ways of providing support to workers, including performance appraisal programs, reward systems, development programs (e.g. coaching, training), and career development(Meyer and Smith, 2000).These practices enable organizations to demonstrate their recognition of employees' contributions and their concern for employees' well-being.

13. Satisfying the basic needs of employees will enhance their behavior towards the organization and will advances their performance; this will also be reflected on employees' loyalty to organization.

The above types of recommended interventions could utilize a variety of assessment and development techniques, including traditional training methods, as well as development assessment centers (Rupp, Gibbons, Runnels, Anderson, & Thornton, 2003).

7.3 Further Research

This study is an active attempt to investigate the effects of organizational justice on organizational commitment and job performance, as well as to explore the significance of the relationship between the latter constructs. Although a set of findings from this study are left unexplained, it has suggested some interesting topics for future research. In this regard, there are several avenues on which future researchers might consider embark. Further research can extend the findings from this study by examining additional variables that might be hypothesized as moderating the relationship between justice and outcomes, such as psychological contracts and trust.

The potential influence of various patterns of organizational culture on various dimensions of attitudes and behaviors at workplace would be of considerable interest. In future, it is necessary to clearly distinguish

between dimensions of justice, arrive at an agreement on the definitions of alternative justice forms. Achieving consistency in the definitions will be an important step in understanding the antecedents of justice related to human resources practices (Erdogan & Student).

Additional research should draw on the recent empirical studies showing that employees perceive fairness from multiple sources, other than just their supervisor or authority figure (Blader & Tylor, 2000; Byrne, 1999; Byrne & Cropanzano, 2000; Rupp & Cropanzano, 2000). Further research that incorporates the multiple dimensions of organizational commitment is encouraged and warranted. A new perspective is opening up in leadership following the recent large scale research project of interacting effects of leadership, societal culture, and organizational culture (" GLOBE": House et al., 2004). Other recent studies (e.g. Dickson et al., 2003; Fields et al., 2000; Hofstede, 20001) have also raised the issue of possible variations in the applicability of leadership models across cultures.

This new development calls for more research efforts to explicate, in specific terms, the issues, contexts and settings involved, to help narrow and guide cross-cultural leadership research. Similarly, recent research efforts have noted potential importance of differential levels of exchange with respect to subordinates. This would call for research to determine if such differential treatment might affect perceptions of fairness and various outcomes (Cobb& Frey, 1991; Forret & Turbin, 1994).

Equally, as per argument of Lok, Westwood and Crawford (2006) commitment continues to be a variable of significant theoretic and pragmatic interest and it is impossible that a more fine grained understanding of its determinants be developed. Hence, it would be interesting to find out, through further research the determinants which also affect organizational commitment of all aspects in the UAE's context. As for appraisal settings, studies need to be conducted where peers and subordinates assume the role of raters. Most of the existing literature is based on studies in which the rater is the supervisor of the respective employee. Lastly, the questionnaire was developed and presented to a sample in the UAE, such differences in emphasis and understanding may exist elsewhere. Thus, the proposed model in this study needs to be empirically tested in different cultures and contexts with appropriate samples and adequate methods. Results from this can then offer adequate bases to make firm conclusions on the issues now being raised.

As discussed earlier, the focus of this study was placed on the experience or feelings of fairness, or (in) justice, and the consequences of these feelings in the workplace. Therefore, the key aim of the study was to explore the potential relationship exists between two levels of organizational justice (procedural, interactional), tow factors of organizational commitment (affective, continuance) and the construct of job performance. Likewise, the study was intended to investigate the potential influence of two types of

organizational commitment (continuance, affective), and their linkage with job performance as independent construct.

Generally speaking, a series of studies attempting to uncover such relationship have met with success, though with varying degrees. The current study adds to the literature by empirically demonstrating that the organizational justice (procedural, interactional) can predict both strong organizational commitment and extra job performance. Thus, fostering these two levels of fairness perceptions can be an effective strategy to strengthen more positive attitudes and behaviors among employees (such as organizational commitment and lower cognition to turnover) and eventually increase performance and productivity. Therefore, investing in conditions (perceived fair organizational procedures and measures, along with perceived just informational & interpersonal treatment received during the implementation of such procedures and measures), which helps make employees more committed to the organization ,is likely to be important for the growth and profitability of the organizations.

In sum, all types of justice are important in determining attitudinal and behavioral outcomes and therefore they need to be given adequate attention. The current study further indicates that the two levels of procedural and interactional justice are advisable since they constitute significant determinants of commitment, performance and quality of life at work. Continued focus on the determinants of justice perceptions is necessary in order to understand there relationships better, and in order to identify additional determinants of justice perceptions. Therefore, this study would hopefully extend on previous research meant to stimulate the introduction of several interventions aimed at reinforcing organizational justice together with strengthening and expanding its sources. However, there is still room for more research in this area because there are still some missing links and unknowns. In the future, it is necessary to clearly distinguish between dimensions of justice, arrive at an agreement on the definitions of alternative justice forms. (Erdogan, 2008). On the other hand, many authors have demonstrated that although leadership may be an important antecedent of trust and procedural justice, the consequences of trust include commitment, satisfaction, and citizenship behavior (Costa, 2003; Hater & Bass, 1988; Kark and Shamir, 2002; Koh, Steers, and Terborg, 1995). The key ingredients of commitment are focused on high level of identification with the leader, the organization, and the goals and values of the organization. It further entails a willingness to exert extra efforts for the organization as well as a high and storng aspiration to sustain membership in the organization. These have been shown to happen only if there is trust between the leaders and the followers. Both trust in the leader and the organization and commitment are necessary for successful attainment of the leader's vision (Deluga, 1995; Harlog, 2003; Konovsky and Organ, 1996; Walumbwa and Lawler, 2003).

Similarly, work life policies are required to reduce negative impacts of work life conflict which is defined by Greenhaus and Beutell (1985) as an incompatibility between responsibilities from the work and family.

Despite experiencing work-life conflict, employees many maintain relatively high levels of organizational commitment provided that they perceive the procedures used to plan and implement organizational decisions are fair (Siegel et al., 2005). Recently many researches have attempted to highlight significance of work life policies. Family- friendly policies should cater for the specific 'family' circumstances of all employees (Lilley, 2004).

In developed and developing countries, rising proportions of dual earner families, increased female labor force participation and the growing number of aged dependents mean that higher proportion of employees have family responsibilities (Hall & Liddicoat, 2005). Researchers also support the idea of flexible timing and working conditions. Spending more time at work can be and outcome of employee commitment as Lee & Hui (1991) argue, "Work interference with family may be and indicator of how much devotion one has for work". Some researchers consider organizational policies a source of work life conflicts e.g. Meyer, Stanley, Harscovitch & Topolnytsky(2002) contend that it possible that having a sense of being " trapped" in an organization is both stressful for employees and a source of conflict at home. Lilley (2004) argues that a corporate culture that focuses on ' face time' encourages employees to be on site but does not motivate towards better performance. There is increasingly call for employers to place less emphasis on ' face time' and focus on work outcome. These perspectives suggest that the organizational policies are affecting both, the employees' performance in the organizations and their organizational commitment. Many researchers favor flexible working hours e.g., Roehling and Moen (2001) suggest that flexible-time benefits are associated with increased loyalty from men and women at all life stages. Work life policies have a strong and significant relationship with organizational commitment. (Dockel, 2003). Aspects of work environment are likely to influence employees' perceptions of fairness (Greenberg, 1990). Therefore, there is still room for more research on this complex and vital area of the impact and correlation of various levels of fairness at workplace with organizations' goals and values, as well as the best ways and means how such fairness could be prudentially produced and eventually perceived by stakeholders. This is quite justifiable and sensible because there are still some missing links and unknowns. It is inevitable that the causes and sources of (in) just at workplace should be identified in the first place as an earnest point of departure. Likewise, identifying the factors contributing to justice perceptions in an organizational context could provide additional insight into the area of organizational justice.

It is reassuring to know that managers may be trained successfully in how to be more procedurally fair when planning and implementing decisions, given the growing prominence in the use of teams, organizations may wish to extend fairness training to work especially when levels of coworkers- or team member- directed citizenship are than desired.

More importantly, to capture complete picture the respective literatures need to be further brought together in order to give a theoretical framework for conceptualizing and integrating mulitfoci research, and offer suggestions for future multifoci research.

In sum, perceptions of justice create a desire to reciprocate to the organization for respecting the members by giving them control over procedures and to reciprocate to the leader for ensuring process control and treating the individual fairly. On the other hand, when rewards are contingent on performance, distributive justice will be perceived, which will motivate individuals to perform higher and increase outcome satisfaction. All types of justice are important in determining attitudinal and behavioral outcomes and therefore they need to be given adequate attention. Continued focus on the determinants of justice perceptions in necessary in order to understand these relationships better, and in order to identify additional determinants of justice perceptions.

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Appendixes

Appendix A: Reliability test of all 46 items

A – 1: Reliability Statistics

Combat's Alpha	N of Items
.875	46

A - 2: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Combat's Alpha if Item Deleted
Affecive_Commitment1	168.52	262.400	.440	.870
Affective_Commitment2	168.56	266.037	.370	.872
Affective_Commitment3	168.45	263.561	.407	.871
Affective_Commitment4	169.76	282.391	-.132	.882
Affective_Commitment5	169.77	282.931	-.149	.882
Affective_Commitment6	168.44	266.215	.352	.872
Affective_Commitment7	169.82	282.771	-.144	.882
Continues_Commitment1	168.49	262.642	.430	.871
Continues_Commitment2	168.80	261.695	.420	.871
Continues_Commitment3	168.77	263.607	.374	.872
Continues_Commitment4	168.84	266.036	.306	.873
Continues_Commitment5	168.66	269.800	.218	.875
Continues_Commitment6	169.40	270.261	.182	.876
Continues_Commitment7	169.26	271.524	.152	.876
Continues_Commitment8	169.34	271.757	.135	.877
understanding_work_duty1	167.81	269.078	.369	.872
understanding_work_duty2	167.74	268.671	.449	.871
understanding_work_duty3	167.68	268.861	.447	.871
understanding_work_duty4	167.74	267.737	.515	.871
work_enthusiasun1	167.67	269.816	.432	.872
work enthusiasun2	167.74	268.205	.426	.871

work enthusiasun3	167.59	268.844	.503	.871
work enthusiasun4	167.68	268.055	.457	.871
job performance1	167.79	267.691	.464	.871
Job_Performance2	168.33	265.507	.420	.871
Job_Performance3	167.91	267.693	.471	.871
Job_Performance4	167.97	267.882	.431	.871
Job_Performance5	167.90	268.239	.459	.871
Job_Performace6	167.78	267.956	.479	.871
Job_Performance7	168.61	270.795	.181	.876
Readness_to_Innovate1	167.88	267.709	.456	.871
Readness_to_Innovate2	168.06	266.699	.451	.871
Readness_Innovate3	168.34	269.671	.271	.873
Procedural_Justice1	168.42	262.907	.508	.869
Procedural_Justice2	168.69	263.175	.485	.870
Procedural_Justice3	168.65	262.528	.514	.869
Proccedural_Justice4	168.49	262.727	.495	.870
Procedural_Justice5	168.76	264.124	.444	.870
Procedural_Justice6	168.64	263.149	.488	.870
Procedural_Justice7	168.62	263.166	.474	.870
Relational_Justice1	168.37	263.640	.444	.870
Rationla_Justice2	168.58	269.150	.264	.874
Relational_Justice3	168.44	264.299	.427	.871
Relational_Justice4	168.36	263.265	.441	.870
Relational_Justice5	168.49	262.319	.415	.871
Relational_Justice6	168.37	262.614	.433	.871

Appendix B: Reliability test of 42 items after excluding 4 items

B-1) Reliability Statistics

Combat's Alpha	N of Items
.897	42

B-2) Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Combat's Alpha if Item Deleted
Affecive_Commitment1	157.73	267.369	.489	.893
Affective_Commitment2	157.77	271.486	.409	.895
Affective_Commitment3	157.67	268.214	.465	.894
Affective_Commitment6	157.66	270.723	.418	.894
Affective_Commitment8	158.48	278.129	.155	.899
Affective_Commitment9	158.56	279.290	.115	.900
Continues_Commitment1	157.70	268.310	.457	.894
Continues_Commitment2	158.01	267.594	.439	.894
Continues_Commitment3	157.99	269.642	.390	.895
Continues_Commitment4	158.06	272.518	.311	.896
Continues_Commitment5	157.88	276.671	.213	.898
Continues_Commitment6	158.61	277.752	.161	.899
work_enthusiasun1	156.89	276.678	.422	.895
work enthusiasun2	156.95	274.202	.455	.894
work enthusiasun3	156.81	275.191	.520	.894
work enthusiasun4	156.90	274.501	.467	.894
job performance1	157.01	274.570	.454	.894
Job_Performance2	157.54	272.657	.402	.895
Job_Performance3	157.13	274.639	.457	.894
Job_Performance4	157.18	274.880	.416	.895
Job_Performance5	157.11	275.051	.452	.894
Job_Performace6	156.99	274.467	.486	.894

Readness_to_Innovate1	157.09	274.110	.468	.894
Readness_to_Innovate2	157.27	273.250	.455	.894
Readness_Innovate3	157.55	276.733	.258	.897
Job_Performance7	157.83	277.225	.188	.898
Procedural_Justice1	157.64	269.420	.511	.893
Procedural_Justice2	157.91	269.983	.478	.894
Procedural_Justice3	157.86	269.328	.507	.893
Proccedural_Justice4	157.70	268.962	.507	.893
Procedural_Justice5	157.98	270.797	.442	.894
Procedural_Justice6	157.85	269.745	.488	.893
Procedural_Justice7	157.83	269.769	.474	.894
Relational_Justice1	157.59	270.174	.446	.894
Relational_Justice3	157.65	270.345	.445	.894
Relational_Justice4	157.57	269.744	.445	.894
Relational_Justice5	157.70	268.534	.426	.894
Relational_Justice6	157.59	268.599	.452	.894
understanding_work_duty1	157.02	275.410	.383	.895
understanding_work_duty2	156.95	275.283	.451	.894
understanding_work_duty3	156.89	275.510	.448	.895
understanding_work_duty4	156.95	274.438	.513	.894

Appendix C: Regression Analysis Results

C- 1: Independent Variable is Organizational Justice

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.258(a)	.067	.051	7.82945	.067	4.383	8	491	.000
2	.393(b)	.154	.139	7.45963	.088	50.890	1	490	.000

A Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

B Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, OJ

ANOVA©

Model		Sum of Squares	do	Mean Square	F	Sig.
1	Regression	2149.596	8	268.699	4.383	.000(a)
	Residual	30098.404	491	61.300		
	Total	32248.000	499			
2	Regression	4981.438	9	553.493	9.947	.000(b)
	Residual	27266.562	490	55.646		
	Total	32248.000	499			

A.   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age

B.   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, OJ

C. Dependent Variable: JP

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	72.687	3.215		22.609	.000
	Gender	.683	.923	.036	.740	.460
	Marital Status	-1.513	1.057	-.072	-1.431	.153
	Education	-.406	.304	-.060	-1.335	.183
	Age	-.064	.540	-.008	-.118	.906
	No.of_years_worked_in_current_org	.258	.390	.041	.663	.508
	No.of_of_years_worked_in_the_postion	.905	.380	.139	2.380	.018
	Job Status	.272	.644	.019	.422	.673
	Nationality	1.920	.941	.112	2.039	.042
2	(Constant)	60.401	3.514		17.189	.000
	Gender	.594	.880	.031	.675	.500
	Marital Status	-1.614	1.007	-.077	-1.602	.110
	Education	-.362	.290	-.054	-1.248	.212
	Age	-.230	.515	-.029	-.446	.656
	No.of_years_worked_in_current_org	.300	.371	.047	.808	.420
	No.of_of_years_worked_in_the_postion	.951	.362	.146	2.623	.009
	Job Status	.246	.614	.017	.400	.689
	Nationality	1.517	.899	.089	1.688	.092
	OJ	.304	.043	.298	7.134	.000

A. Dependent Variable: JP

C- 2: Independent variables are procedural justice and relational justice

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.252(a)	.064	.048	7.83301	.064	4.144	8	488	.000
2	.394(b)	.155	.138	7.45618	.091	26.287	2	486	.000

A   Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

B   Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, Justice, R.Justic

ANOVA©

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2033.931	8	254.241	4.144	.000(a)
	Residual	29941.779	488	61.356		
	Total	31975.710	496			
2	Regression	4956.759	10	495.676	8.916	.000(b)
	Residual	27018.951	486	55.595		
	Total	31975.710	496			

A   Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

C. Dependent Variable: JP

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	73.356	3.263		22.480	.000
	Gender	.589	.930	.031	.633	.527
	Marital Status	-1.556	1.058	-.074	-1.470	.142
	Education	-.441	.307	-.066	-1.439	.151
	Age	-.072	.541	-.009	-.133	.894
	No.of_years_worked_in_current_org	.227	.391	.036	.580	.562
	No.of_of_years_worked_in_the_postion	.889	.382	.136	2.330	.020
	Job Status	.226	.648	.016	.349	.728
	Nationality	1.844	.944	.108	1.954	.051
2	(Constant)	60.687	3.568		17.008	.000
	Gender	.465	.887	.024	.524	.601
	Marital Status	-1.633	1.008	-.078	-1.620	.106
	Education	-.400	.292	-.059	-1.368	.172
	Age	-.221	.516	-.028	-.428	.669
	No.of_years_worked_in_current_org	.248	.372	.039	.665	.506
	No.of_of_years_worked_in_the_postion	.910	.363	.139	2.505	.013
	Job Status	.253	.618	.017	.409	.683
	Nationality	1.436	.900	.084	1.596	.111
	P.justic	.309	.066	.205	4.657	.000
	R.Justic	.317	.082	.171	3.863	.000

A. Dependent Variable: JP

C- 3: Independent variable is Organizational commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.258(a)	.067	.051	7.82945	.067	4.383	8	491	.000
2	.331(b)	.109	.093	7.65648	.043	23.434	1	490	.000

A Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

B Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, LOY

ANOVA©

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2149.596	8	268.699	4.383	.000(a)
	Residual	30098.404	491	61.300		
	Total	32248.000	499			
2	Regression	3523.338	9	391.482	6.678	.000(b)
	Residual	28724.662	490	58.622		
	Total	32248.000	499			

A Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

B Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, LOY

C. Dependent Variable: JP

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	72.687	3.215		22.609	.000
	Gender	.683	.923	.036	.740	.460
	Marital Status	-1.513	1.057	-.072	-1.431	.153
	Education	-.406	.304	-.060	-1.335	.183
	Age	-.064	.540	-.008	-.118	.906
	No.of_years_worked_in_current_org	.258	.390	.041	.663	.508
	No.of_of_years_worked_in_the_postion	.905	.380	.139	2.380	.018
	Job Status	.272	.644	.019	.422	.673
	Nationality	1.920	.941	.112	2.039	.042
2	(Constant)	63.239	3.700		17.090	.000
	Gender	.511	.904	.027	.566	.572
	Marital Status	-1.561	1.034	-.074	-1.510	.132
	Education	-.138	.302	-.021	-.455	.649
	Age	-.254	.530	-.032	-.479	.632
	No.of_years_worked_in_current_org	.036	.384	.006	.095	.924
	No.of_of_years_worked_in_the_postion	.958	.372	.147	2.574	.010
	Job Status	.411	.631	.028	.652	.515
	Nationality	1.639	.922	.096	1.777	.076
	LOY	.243	.050	.218	4.841	.000

Dependent Variable: JP

C 4: independent variables are affective commitment and continues commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.258(a)	.067	.051	7.82945	.067	4.383	8	491	.000
2	.335(b)	.112	.094	7.65238	.045	12.492	2	489	.000

A   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

B   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, A_C, C_C

ANOVA©

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2149.596	8	268.699	4.383	.000(a)
	Residual	30098.404	491	61.300		
	Total	32248.000	499			
2	Regression	3612.672	10	361.267	6.169	.000(b)
	Residual	28635.328	489	58.559		
	Total	32248.000	499			

A   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

B   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, A_C, C_C

C Dependent Variable: JP

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	72.687	3.215		22.609	.000
	Gender	.683	.923	.036	.740	.460
	Marital Status	-1.513	1.057	-.072	-1.431	.153
	Education	-.406	.304	-.060	-1.335	.183
	Age	-.064	.540	-.008	-.118	.906
	No.of_years_worked_in_current_org	.258	.390	.041	.663	.508
	No.of_of_years_worked_in_the_postion	.905	.380	.139	2.380	.018
	Job Status	.272	.644	.019	.422	.673
	Nationality	1.920	.941	.112	2.039	.042
2	(Constant)	62.906	3.708		16.964	.000
	Gender	.521	.903	.027	.577	.565
	Marital Status	-1.589	1.033	-.076	-1.538	.125
	Education	-.142	.302	-.021	-.471	.638
	Age	-.305	.531	-.039	-.575	.566
	No.of_years_worked_in_current_org	.052	.384	.008	.136	.892
	No.of_of_years_worked_in_the_postion	.983	.372	.151	2.638	.009
	Job Status	.411	.630	.028	.653	.514
	Nationality	1.668	.922	.098	1.809	.071
	A_C	.362	.109	.174	3.328	.001
	C_C	.139	.098	.074	1.419	.156

Appendix D: Regression Analysis Results

D-1: Independent Variable is Organizational justice

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319(a)	.102	.087	6.88832
2	.450(b)	.202	.187	6.49968

A   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

B   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, OJ

ANOVA(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2646.529	8	330.816	6.972	.000(a)
	Residual	23297.429	491	47.449		
	Total	25943.958	499			
2	Regression	5243.525	9	582.614	13.791	.000(b)
	Residual	20700.433	490	42.246		
	Total	25943.958	499			

A   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

B Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, OJ

C Dependent Variable: OC

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	38.906	2.828		13.755	.000
	Gender	.709	.812	.042	.872	.383
	Marital Status	.197	.930	.010	.212	.832
	Education	-1.104	.267	-.183	-4.128	.000
	Age	.784	.475	.111	1.650	.100
	No.of_years_worked_in_current_org	.913	.343	.161	2.664	.008
	No.of_of_years_worked_in_the_postion	-.216	.335	-.037	-.644	.520
	Job Status	-.574	.567	-.044	-1.012	.312
	Nationality	1.156	.828	.075	1.395	.164
2	(Constant)	27.140	3.062		8.864	.000
	Gender	.623	.767	.037	.813	.417
	Marital Status	.101	.877	.005	.115	.909
	Education	-1.062	.252	-.176	-4.207	.000
	Age	.625	.449	.088	1.392	.165
	No.of_years_worked_in_current_org	.953	.324	.168	2.946	.003
	No.of_of_years_worked_in_the_postion	-.172	.316	-.029	-.545	.586
	Job Status	-.599	.535	-.046	-1.120	.263
	Nationality	.770	.783	.050	.983	.326
	OJ	.291	.037	.318	7.841	.000

Dependent Variable: OC

D- 2: Independent variables are procedural and relational justice

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.319(a)	.102	.087	6.89965
2	.450(b)	.202	.186	6.51570

A   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

B   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, P.Justic, R.Justic

ANOVA(c)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2637.913	8	329.739	6.927	.000(a)
	Residual	23231.355	488	47.605		
	Total	25869.268	496			
2	Regression	5236.445	10	523.645	12.334	.000(b)
	Residual	20632.823	486	42.454		
	Total	25869.268	496			

A   Predictors: (Constant),   Nationality,   Job   Status,   Education,   Marital   Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, and Age

B Predictors: (Constant), Nationality, Job Status, Education, Marital Status, No.of_years_worked_in_current_org, Gender, No.of_of_years_worked_in_the_postion, Age, P.justic, R.Justic

C **Dependent Variable: OC**

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	39.364	2.874		13.695	.000
	Gender	.668	.819	.039	.815	.415
	Marital Status	.154	.932	.008	.165	.869
	Education	-1.125	.270	-.186	-4.168	.000
	Age	.763	.477	.108	1.601	.110
	No.of_years_worked_in_current_org	.910	.344	.159	2.642	.008
	No.of_of_years_worked_in_the_postion	-.207	.336	-.035	-.617	.538
	Job Status	-.637	.571	-.049	-1.116	.265
	Nationality	1.105	.831	.072	1.329	.184
2	(Constant)	27.518	3.118		8.825	.000
	Gender	.527	.776	.031	.680	.497
	Marital Status	.090	.881	.005	.103	.918
	Education	-1.090	.255	-.180	-4.273	.000
	Age	.634	.451	.090	1.406	.160
	No.of_years_worked_in_current_org	.925	.325	.162	2.845	.005
	No.of_of_years_worked_in_the_postion	-.188	.317	-.032	-.592	.554
	Job Status	-.630	.540	-.048	-1.166	.244
	Nationality	.719	.786	.047	.915	.361
	R.Justic	.312	.058	.230	5.395	.000
	R.Justic	.268	.072	.161	3.741	.000

Dependent Variable: OC

QUESTIONNAIRE	الاستبيان
Dear Sir/ Madam,	**سيدي/سيدتي**
This questionnaire gives you the opportunity to express your views on a wide range of issues related to the work conditions. Please note that there is no right or wrong answer.	إن هذا الاستبيان يعطيك الفرصة لعرض وجهة نظرك لمجموعة من المواضيع تتعلق بأجواء العمل. الرجاء ملاحظة أنه ليس هناك إجابة خاطئة أو صحيحة.
The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses.	سيتم استخدام هذا الاستبيان لجمع البيانات الأولية لعمل دراسة بحثية. عليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق وأمانة قدر المستطاع.
The researchers assure you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researchers for study purposes *only.*	يؤكد لكم الباحث بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية إجابات تستوجب السرية يتضمنها الاستبيان. سيتم استخدام نتائج التحليل من قبل الباحث لأغراض الدراسة فقط.
Theo questionnaire comprises 4 parts:	يتكون الاستبيان من أربعة أقسام:
1. General information 2. Loyalty 3. Work performance	1. معلومات عامة 2. الولاء الوظيفي 3. الأداء الوظيفي
Thank you	مع الشكر،،،
Researcher: **Mr. Majid Hussain Al Kathairi**	**الباحث:** **ماجد حسين الكثيري**

PART ONE: GENERAL INFORMATION	الجزء الأول: معلومات عامة
Please tick one box for each question:	الرجاء وضع علامة لكل سؤال:

A. Sex	أ – الجنس:
(1) Male ( )	( ) ذكر (1)
(2) Female ( )	( ) أنثى (2)
B. Marital Status:	ب- الحالة الاجتماع
(1) Married ( )	( ) متزوج/متزوجة (1)
(2) Unmarried ( )	( ) غير متزوج/غير متزوجة (2)
C. Education:	ج- المرحلة التعليمية:
(1) Less than high school ( )	( ) أقل من الشهادة الثانوية (1)
(2) High school ( )	( ) الشهادة الثانوية (2)
(3) College degree ( )	( ) خريج/خريجة كلية (3)
(4) Graduate degree ( )	( ) متخرج/متخرجة (4)
(5) High Diploma ( )	( ) الدبلوم العالي (5)
(6) Masters or above ( )	( ) الماجستير أو أعلى (6)
D. Age:	د- العمر
(1) Less than 25 ( )	( ) أقل من 25 عاماً (1)
(2) 25 - 35 ( )	( ) 35 - 25 (2)
(3) 36 - 46 ( )	( ) 46 – 36 (3)
(4) 47 - 57 ( )	( ) 57 – 47 (4)
(5) 58 or above ( )	( ) 58 وأكثر (5)
E. No. of years worked in current organization:	هـ ـ عدد السنوات التي قضيتها في منظمتك الحالية
	(1) سنة أو أقل
(1) One year or less ( )	( ) 7 – 2 (2)
(2) 2 - 7 ( )	( ) 13 – 8 (3)
(3) 8 - 13 ( )	( ) 19 – 14 (4)
(4) 14 - 19 ( )	( ) 20 سنة أو أكثر (5)
(5) 20 years or above ( )	( )
F. No. of years worked in the position or job:	و ـ عدد سنوات الخدمة في نفس الوظيفة أو العمل:
	(1) سنة أو أقل
(1) One year or less ( )	( ) 7 – 2 (2)
(2) 2 - 7 ( )	( ) 13- 8 (3)
(3) 8 - 13 ( )	( ) 19 – 14 (4)
(4) 14 - 19 ( )	( ) 20 سنة أو أكثر (5)
(5) 20 years or above ( )	( )
G. Job Status:	ز – المستوى الوظيفي:
(1) First level ( )	( ) ادارة عليا. (1)
(2) Middle level ( )	( ) ادارة وسطى. (2)
(3) Lower level ( )	( ) ادارة دنيا. (3)
H. Nationality:	ح – الجنسية
(1) UAE National ( )	( ) مواطني دولة الإمارت العربية المتحدة (1)
(2) Non UAE National ( )	( ) غير مواطني دولة الإمارات العربية المتحدة (2)

PART TWO

This part measures your *commitment towards your organization*. Please tick one box for each question which best describes your opinion:

NO	QUESTION	strongly agree	Agree	undecided	disagree	strongly disagree
1	I would be very happy to spend the rest of my career with this organization					
2	I enjoy discussing my organization with people outside it					
3	I really feel as if this organization's problems are my own					
4	I do not feel like "a part of the family" at my organization					
5	I do not feel "emotionally attached" to this organization					
6	This organization has a great deal of personal meaning for me					
7	I do not feel a strong sense of belonging to my organization					
8	One of the major reasons I continue to work for this organization is that I believe that loyalty is important					
	I was taught to believe in the value of remaining loyal to one					

PART FOUR: PERFORMANCE *Please tick one box for each item:*						الجزء الثا :الأداء الوظيفي الرجاء وضع علامة(√) لكل سؤال:					
SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree	SA	A	N	D	SD	لاأوافـق بشده	لأوافق	محايد	أوافق	أوافـق بشده	
A. Self Rated Performance											الأداء ذاتي التقييم:
1. I understand on a daily basis what I need to carry out on my job, and what equipment and tools are to be used											(1) أفهم ما يجب على القيام بـه يوميـاً وأيـة معدات ومواد يجب استخدامها
2. I understand my work goals and requirements											(2) أفهم أهداف عملي ومتطلباته
3. I understand my job responsibilities											(3) أفهم مسؤوليات عملي
4. I have sufficient client know-how to carry out my work proficiently											(4) لدي المعرفة الكافية للقيام بعملي بكفاءة
5. I understand the steps, procedures, and methods required to carry out the job											(5) أفهـم الخطـوات، الإجـراءات والطـرق اللازمة للقيام بالعمل
6. I am familiar with the skills required on the job to perform effectively											(6) إننـي علـى درايـة بالمهـارات المطلوبـة للقيام بمهام الوظيفة بصورة فعالة
7. I have a desire to carry out my job											(7) لدي الرغبة في القيام بعملي
8. I co-operate with my supervisor(s) and peers for the benefit of the work											(8) أتعـاون مـع المـشرف/المـشرفين فـي العمل والزملاء لما فيه منفعة العمل
9. I can concentrate on and give my best to the job											(9) أستطيع التركيز وتقديم الأفضل للوظيفة
10. My work outcomes are free from errors and accurate											(10) إنتاجي في العمل خالي من الأخطـاء ودقيق
11. I am able to complete quality work on time											(11) يمكنـي إكمـال وتقـديم عمـل عـالي الجودة وفي الوقت المحدد
12. My work speed is satisfactory											(12) سرعة قيامي بعملي مرضية
13. I am able to complete quantity of work on time											(13) يمكنني إكمـال كميـة مـن العمـل فـي الوقت المحدد
14. I stick to established rules and procedures when doing my job											(14) ألتـزم بـالقوانين والإجـراءات القائمـة عند قيامي بعملي
15. I search for fresh new ways of resolving problems in my work											(15) أبحـث عن الأسـاليب الحديثـة في حل المشاكل في عملي
16. I come up with and try new ideas in my work											(16) أتقدم بأفكار جديدة وأنفذها في عملي
17. I try to question old ways of doing things in my work											(17) أحاول مناقشة الطرق القديمـة في أداء عملي
18. I stick to old established habits when doing my job											(18) ألتـزم بالعـادات القائمـة عنـد تأديـة وظيفتي

Appendix F: The Questionnaire – Main Study

QUESTIONNAIRE	الاستبيان
Dear Sir/ Madam, This questionnaire gives you the opportunity to express your views on a wide range of issues related to the work conditions. Please note that there is no right or wrong answer. The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses. The researchers assure you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researchers for study purposes *only.* The questionnaire comprises 4 parts: 1.General information 2.Loyalty 3.Work performance 4. Organizational Justice Thank you **Researcher:** **Mr. Majid Hussain Al Kathairi**	سيدي/سيدتي إن هذا الاستبيان يعطيك الفرصة لعرض وجهة نظرك لمجموعة من المواضيع تتعلق بأجواء العمل. الرجاء ملاحظة أنه ليس هناك إجابة خاطئة أو صحيحة. سيتم استخدام هذا الاستبيان لجمع البيانات الأولية لعمل دراسة بحثية. عليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق وأمانة قدر المستطاع. يؤكد لكم الباحث بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية إجابات تستوجب السرية يتضمنها الاستبيان. سيتم استخدام نتائج التحليل من قبل الباحث لأغراض الدراسة فقط. يتكون الاستبيان من أربعة أقسام: 1 معلومات عامة 2 الولاء الوظيفي 3 الأداء الوظيفي 4 توازن قواعد و نظم المؤسسة مع الشكر،،، **الباحث:** **ماجد حسين الكثيري**

PART ONE: GENERAL INFORMATION				الجزء الأول: معلومات عامة
Please tick one box for each question:				الرجاء وضع علامة لكل سؤال:
I. Sex				أ – الجنس:
(3) Male	( )		( )	(1) ذكر
(4) Female	( )		( )	(2) أنثى
J. Marital Status:				ب- الحالة الاجتماع
(1) Married	( )		( )	(1) متزوج/متزوجة
(2) Unmarried	( )		( )	(2) غير متزوج/غير متزوجة
K. Education:				ج- المرحلة التعليمية:
(1) Less than high school	( )		( )	(1) أقل من الشهادة الثانوية
(2) High school	( )		( )	(2) الشهادة الثانوية
(3) College degree	( )		( )	(3) خريج/خريجة كلية
(4) Graduate degree	( )		( )	(4) متخرج/متخرجة
(5) High Diploma	( )		( )	(5) الدبلوم العالي
(6) Masters or above	( )		( )	(6) الماجستير أو أعلى
L. Age:				د- العمر
(1) Less than 25	( )		( )	(1) أقل من 25 عاماً
(2) 25 - 35	( )		( )	(2) 25 - 35
(3) 36 - 46	( )		( )	(3) 36 – 46
(4) 47 - 57	( )		( )	(4) 47 – 57
(5) 58 or above	( )		( )	(5) 58 وأكثر
M. No. of years worked in current organization:				هـ ـ عدد السنوات التي قضيتها في منظمتك الحالية
				(1) سنة أو أقل
(1) One year or less	( )		( )	(2) 2 – 7
(2) 2 - 7	( )		( )	(3) 8 – 13
(3) 8 - 13	( )		( )	(4) 14 – 19
(4) 14 - 19	( )		( )	(5) 20 سنة أو أكثر
(5) 20 years or above	( )		( )	
N. No. of years worked in the position or job:				و ـ عدد سنوات الخدمة في نفس الوظيفة أو العمل:
				(1) سنة أو أقل
(1) One year or less	( )		( )	(2) 2 – 7
(2) 2 - 7	( )		( )	(3) 8 -13
(3) 8 - 13	( )		( )	(4) 14 – 19
(4) 14 - 19	( )		( )	(5) 20 سنة أو أكثر
(5) 20 years or above	( )		( )	
O. Job Status:				ز – المستوى الوظيفي:
(1) First level	( )		( )	(1) ادارة عليا.
(2) Middle level	( )		( )	(2) ادارة وسطى.
(3) Lower level	( )		( )	(3) ادارة دنيا.
P. Nationality:				ح – الجنسية
(1) UAE National	( )		( )	(1)مواطني دولة الإمارت العربية المتحدة
(2) Non UAE National	( )		( )	(2) غير مواطني دولة الإمارات العربية المتحدة

PART TWO: commitment towards your organization	SA	A	N	D	SD	لاأوافق بشده	لاأوافق	محايد	أوافق	أوافق بشده	الفقرة
Please tick one box for each item:											
SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree											
(1) I would be very happy to spend the rest of my career with this organization											(1 أكون سعيدا إذا قضيت فترة عملي كلها في هذه الشركة
(2) I enjoy discussing my organization with people outside it.											(2) أشعر بمتعة عندما أتحدث إلى الناس عن هذه الشركة
(3) I really feel as if this organization's problem are my own											(3) أشعر حقيقة بأن مشاكل الشركة هي مشاكلي
(4) I do not feel like "a part of the family" at my organization											(4) لا أشعر بأنني جزء من أسرة هذه الشركة
(5) I do not feel "emotionally attached" to this organization											(5) لا أشعر بانتماء عاطفي لهذه الشركة
(6) This organization has a great deal o personal meaning for me											(6) لهذه الشركة معنى كبير في نفسي
(7) I do not feel a strong sense of belonging to my organization											(7) لا أشعر بانتماء كبير لهذه الشركة
(8) One of the major reasons I continue to work for this organization is that I believe that loyalty is important											(8) أحد الأسباب الرئيسية لاستمراري بالعمل في هذه الشركة هو اعتقادي بأن الولاء شيء مهم لذا فمن اللائق أن أبقى عاملا فيها
(9) I was taught to believe in the value of remaining loyal to one organization											(9) تعلمت أن أؤمن بالبقاء منتميا للعمل بشركة واحدة فقط
(10) It would be very hard for me to leave my organization right now, even if I wanted to											(10) سيكون من الصعب علي أن أترك العمل بهذه الشركة الآن حتى إذا رغبت في ذلك
(11) Too much in my life would be disrupted if I decided to leave my organization in the near future											(11) أشياء كثيرة في حياتي ستختل إذا قررت أن أترك العمل بهذه الشركة الآن
(12) Right now, staying with by organization is a matter of necessity as much a desire											(12) بقائي للعمل في هذه الشركة إلى الآن تحكمه الضرورة و الرغبة على وجه سواء
(13) I feel that I have too few options to consider leaving this organization											(13) أشعر بأن لدي فرص قليلة للعمل عندما أفكر بترك العمل في هذه الشركة
(14) One of the few negative consequences of leaving this organization would be the scarcity of available alternatives											(14) أحد الأسباب الرئيسية لاستمراري بالعمل في هذه الشركة هو أن المزايا التي أتمتع بها هنا لن أجدها في أي شركة أخرى
(15) One of the major I continue to work for this organization is that an alternative organization may not match the overall benefits I have here											(15) أحد العواقب الرئيسية إذا تركت العمل في هذه الشركة ستكون ندرة الفرص المتوفرة للعمل بالشركات الأخرى

PART THREE: Manager Rated PERFORMANCE							الجزء الثالث:الأداء الوظيفي					
Please tick one box for each item:							الرجاء وضع علامة(√) لكل سؤال:					
SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree	SA	A	N	D	SD		لاأوافق بشده	لاأوافق	محايد	أوافق	أوافق بشده	
B. Self Rated Performance												الأداء ذاتي التقييم:
19. I understand on a daily basis what I need to carry out on my job, and what equipment and tools are to be used												(1) أفهم ما يجب على القيام به يومياً وأية معدات ومواد يجب استخدامها
20. I understand my work goals and requirements												(2) أفهم أهداف عملي ومتطلباته
21. I understand my job responsibilities												(3) أفهم مسؤوليات عملي
22. I have sufficient client know-how to carry out my work proficiently												(4) لدي المعرفة الكافية للقيام بعملي بكفاءة
23. I understand the steps, procedures, and methods required to carry out the job												(5) أفهم الخطوات، الإجراءات والطرق اللازمة للقيام بالعمل
24. I am familiar with the skills required on the job to perform effectively												(6) إنني على دراية بالمهارات المطلوبة للقيام بمهام الوظيفة بصورة فعالة
25. I have a desire to carry out my job												(7) لدي الرغبة في القيام بعملي
26. I co-operate with my supervisor(s) and peers for the benefit of the work												(8) أتعاون مع المشرف/المشرفين في العمل والزملاء لما فيه منفعة العمل
27. I can concentrate on and give my best to the job												(9) أستطيع التركيز وتقديم الأفضل للوظيفة
28. My work outcomes are free from errors and accurate												(10) إنتاجي في العمل خالي من الأخطاء ودقيق
29. I am able to complete quality work on time												(11) يمكنني إكمال وتقديم عمل عالي الجودة وفي الوقت المحدد
30. My work speed is satisfactory												(12) سرعة قيامي بعملي مرضية
31. I am able to complete quantity of work on time												(13) يمكنني إكمال كمية من العمل في الوقت المحدد
32. I stick to established rules and procedures when doing my job												(14) ألتزم بالقوانين والإجراءات القائمة عند قيامي بعملي
33. I search for fresh new ways of resolving problems in my work												(15) أبحث عن الأساليب الحديثة في حل المشاكل في عملي
34. I come up with and try new ideas in my work												(16) أتقدم بأفكار جديدة وأنفذها في عملي
35. I try to question old ways of doing things in my work												(17) أحاول مناقشة الطرق القديمة في أداء عملي
36. I stick to old established habits when doing my job												(18) ألتزم بالعادات القائمة عند تأدية وظيفتي

PART FOUR: A) Scale of Procedural Justice. *Please tick one box for each item:*						لأأوافـــق بشده	لأأوافق	محايد	أوافق	أوافـــق بشده	الفقرة
SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree	SA	A	N	D	SD						
1. Procedures are designed to collect accurate information necessary for making decisions.											(1) صممت أو وضعت الإجراءات لجمع معلومات دقيقة لازمة لاتخاذ القرار
2. Procedures are designed to provide opportunities to appeal or challenge the decision.											(2) صممت الإجراءات لإعطاء فرص لتأكيد قبول أو تحدي القرار
3. Procedures are designed to have all sides affected by the decision represented.											(3) وضعت الإجراءات لتحتوي على كافة الجوانب المتأثرة بالقرار المطروح
4. Procedures are designed to generate standards so that decisions can be made with consistency.											(4) صممت الإجراءات لإيجاد معايير يتم على أساسها أخذ القرارات الصحيحة
5. Procedures are designed to hear the concerns of all those affected by the decision.											(5) وضعت الإجراءات للإصغاء إلى تحفظات كل من هؤلاء اللذين تأثروا بالقرار
6. Procedures provide useful feedback regarding the decision and its implementation.											(6) الإجراءات تعطي تقييم استرجاعي بشأن القرار و قيد تنفيذه
7. Procedures are designed to allow for requests for clarification or additional information about the decision.											(7) صممت الإجراءات للسماح بطلبات توضيحية أو معلومات إضافية عن هذا القرار

PART FOUR: B) Scale of: Interactional Justice Please tick one box for each item:						الجزء الرابع : ب) معايير نزاهة الاتصال و التعاون الرجاء وضع علامة(√) لكل سؤال:					
SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree	SA	A	N	D	SD	لأوافـق بشده	لاأوافق	محايد	أوافق	أوافـق بشده	الفقرة
1. Your supervisor considered your viewpoint											(1) يقوم المشرف الخاص بك بالبحث في وجهة نظرك
2. Your supervisor was able to suppress personal biases.											(2) كـان بوسع المشرف الخـاص بـك وضع حد للآراء الشخصية
3. Your supervisor provided you with timely feedback about the decisions and their implications.											(3) يقوم المشرف الخـاص بـك بتزويد ك فـي حينهـا بالملاحظـات المتعلقـة بالقرارات ووضعها حيز التنفيذ
4. Your supervisor treated you with kindness and consideration											(4) يعاملك المشرف الخـاص بـك بكل هوادة و لينة
5. Your supervisor showed concern for your rights as an employee.											(5) يعرب المشرف الخـاص بـك عن اهتمامه بحقوقك بصفتك موظفا
6. Your supervisor took steps to deal with you in a truthful manner											(6) يقوم المشرف الخـاص بك باتخاذ الخطوات للتعامل معك بأسلوب صادق