

Organizational Justice and its Impact upon Job Performance in the Jordanian Customs Department

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[Abstract] This study aimed to investigate organizational justice and its impact upon job performance in the Jordanian Customs Department (JCD). A random sample consisting of (536) employees was selected to achieve the purpose of this study. A statistical package for social sciences (SPSS) was used to analyze the data. The study revealed that there is an impact in organizational justice upon job performance in the JCD and the availability of organizational justice dimension leads to high employment performance. Also, the result of the study showed that organizational justice affects job performance. The study recommends encouragement of employees in the JCD by providing financial and incorporeal support, establishing the organizational climate, which will support the employees' performance in the JCD.

[Keywords] Jordan; procedural justice; distributive justice; interactional justice

Introduction

Organizations are operating in highly competitive environments in which each one is searching for ways of success and excellence. Therefore, the organizational leadership is seeking to have a distinguished and competitive privilege to increase the productivity through human resources, since other competitive privileges can be purchased or imitated. Organizational justice is regarded as one of the basic components of social and psychological structure of an organization. The significance of organizational justice in organizations refers to the fact that individuals use the awareness of the current justice in the organization for predicting how they will be treated in the future. They also want to feel that they are part of the organization. The availability of justice is an indication that they are accepted and appreciated by their leaderships (Almaghrbee, 2007).

Organizational justice is defined as the employees' images of the quality in workplace. It involves three dimensions: The procedural justice that refers to the procedures used in determining the results, the distributive justice referring to the results that the individual gains from comparing himself with others, and the interactive justice, which means the quality of treatment that the individuals obtain when the procedures are applied to them, such as in the respect given them and the feeling of dignity (Johnson, et al., 2006).

Performance occupies a special position in organization. It is regarded the ultimate outcome of the organization's activities at the level of individual, organization, and state. The organization will be more stable and survive longer when the employees' performance is distinguished. In general, it can be said that the concern of the organization's concern with the level of performance normally exceeds the workers' concern. It can also be said that the performance at the organizational level or in any part of it doesn't only reflect the employees' abilities and motives but also the managers' abilities and motives. It can be noticed that the employees' concern with performance is less than that of leaders and managers in government organizations. This may force the leaders and managers to practice putting pressure on employees to raise the level of their performance to implement the tasks to achieve the goals that the organization wishes to accomplish (Sulieman, 1990).

Literature Review

Many previous Arabic and foreign studies have focused on subjects of organizational justice and job performance, but through research and investigation, we did not find any study looking directly at organizational justice and its impact on job performance, so this study tried to employ what came in these previous studies as much as possible to achieve its objectives. Alqarutee, (2009) conducted a research on the effect of procedural justice and distribution justice and work relations and personal factors on the

feeling of organizational loyalty; it was applied to a sample consisting of 531 employees in the service ministries in Kuwait. This study concluded that there is a high, significant positive correlation between organizational loyalty and work relations satisfaction and the feeling that there is procedural justice in decision making and in the feeling of organizational distribution justice concerning salaries and rewards.

Abedalfatah (2008) examined the relationship between organizational justice and the realization of the individual of organizational support; he also examined the relationship between organizational justice (including its three dimensions distributive, procedural and interactional) and its effect on administrative corruption by applying a sample consisting of (703) individuals from the workers in multiple departments in the Bor Saeiad Port. This study concluded that procedural justice is the most influential factor on an individual's perception of organizational support; it concluded that there is a significant effect on individual perception of the organizational support as an intermediate variable on the relationship between organizational justice and administrative corruption.

Alzenknah (2010) introduced his study of job satisfaction and its effect on performance, as many academic staff members visualize it in higher education institutions in the Kurdistan province in Iraq; the study used the descriptive analytical method and a the number of participants (155) who were academic staff members in the province. The study results showed an average difference in job satisfaction for academic staff members in the Kurdistan province in Iraq with an average of (3.30). The study results show the difference in the general level of job performance for academic staff members with an average of 2.95. The study recommended raising the level of job satisfaction for academic staff members to raise their job performance.

Nadiri et al (2010) examined the relationship between organizational justice dimension and the organizational citizenship behavior by applying a study of 300 individuals from managers and employees working in five-star hotels in northern Cyprus. This study concluded that there is a significant positive relationship between organizational distributive and procedural justice and employees' organizational citizenship behavior, and that distributive justice has more significant influence on employee organizational citizenship than procedural justice.

Bakhshi et al (2009) studied the relationship between organizational justice and job satisfaction and organizational commitment, applying the study to a sample of 128 employees in medical school. The study concluded that procedural justice influences job satisfaction more than interactional justice does , and there is a positive correlation between distributive justice and both job satisfaction and organizational commitment .

Kaneshiro (2008) focused on studying the relationship between both organizational justice and organizational trust and organizational commitment in public organizations in the United States; the study was applied on a sample of 70 employees in one organization. The study concluded that there is a strong, significant, positive relationship between organizational justice, organizational trust, and emotional commitment and standard commitment; also, at the same time, there is no strong relationship for both organizational justice and organizational trust with continuous commitment. In addition, the study concluded that the most influential is interactional justice, then procedural justice, and, finally, distributive justice.

Significance of the Study

This study aimed to identify the degree of organizational justice and its influence on job performance in the JCD and to make recommendations and suggestions for decision-makers to assist them in strengthening organizational dimensions of performance by utilizing organizational justice in the JCD. This study may be an important reference for academics and researchers on the topic of organizational justice and its impact on job performance, since the studies in this field are few. The decision-makers will benefit from the findings to identify the influence of organizational justice on employees' performance, as organizational justice is an important indicator of development that contributes to strengthening the administrative work and avoiding weaknesses. This study helps in providing practical information on the importance and dynamics of organizational process performance. However, I do realize the limitation of the study because the random samples collected among employees from the JCD do not cover every

employee, so the findings are confined only to this population. Generalizations of the results will be limited to the impact of organizational justice upon job performance. A questionnaire was used as the major instrument to achieve the objectives of this study.

The Problem Statement

The problem of the study is concentrated in the employees' understanding of the nature of the relationship between organizational justice and job performance. Many organizations lack a clear vision to embrace and apply the concepts of organizational justice and job performance to strengthen the capacity of workers to innovate new methods to perform the work. This will have a negative effect on these organizations, especially in the JCD. Thus, the problem lies in organizational justice and its impact upon job performance in the JCD.

The Study Hypotheses

This study focused on the following hypotheses: *Hypothesis 1*: there is no statistically significant effect at the significance level ($0.05 \leq \alpha$) for organizational justice dimension collectively and individually (procedural justice, distributive justice, interactional justice) in knowing job requirements as a dimension of job performance among workers in the Jordanian Customs Department. *Hypothesis 2*: there is no statistically significant effect at the significance level ($0.05 \leq \alpha$) for organizational justice dimension collectively and individually (procedural Justice, distributive justice, interactional justice) in the amount of work done as a dimension of job performance among workers in the Jordanian Customs Department.

Methodology

This study used the descriptive analytical approach in analyzing and measuring organizational justice practice and its impact upon achieving job performance by relying on a desktop scanning method to gather information to cover the variables of study. The study also adopted a field survey to measure the impact of organizational justice upon job performance using a study instrument (questionnaire) and testing its reliability and consistency, as well as analyzing it statistically to examine and test the validity of the hypotheses.

Population of the Study

The population of the study consisted of the workers in the Jordanian Customs Department; this Customs Department has been selected as the study community for the following reasons: its important role in protecting citizens from destructive ideas about the national economy. When inspecting the work environment in the Department of Customs, we find a lot of difficulties employees face, such as besides the problems some of them have when they are asked to get things done quickly and inaccurately. The number of employees of this society is 3060 elements.

Study Sample

A simple, random sample was used by 20% of the community study of 612 staff members working in the Jordanian Customs Department. Questionnaires were distributed to all participants; there were 552 questionnaires retrieved; of those returned, 16 questionnaires were excluded for invalidity of statistical analysis, so there were a total of 536 valid questionnaires for analysis, which constitutes (9.5%) of the study population and (63.5%) of the sample selected. Table 1 shows a description of the characteristics of the sample.

Table 1. *Description of the Study Sample Properties*

Variable	Variable Categories	Number	Percentage
Qualification	Diploma and less	105	21.3%
	Bachelor studies	360	65.0%
	Higher education	61	13.7%
Age	30- and less	26	4.6%
	31-40	140	23.0%
	41-50	280	54.6%
	51 and more	90	17.5%
Experience	10 years and less	36	7.1%
	11-15	110	19.1%
	16-20	180	33.9%
	21 and more	210	39.9%

Study Instrument

A questionnaire was developed for measuring the degree of practice organizational justice and its impact upon job performance in the Jordanian Customs Department. This questionnaire consisted of three parts: Part 1 consists of the demographic information needed about the respondent (age, educational qualification, experience). Part 2 measures the level of organizational justice questionnaire; the development of this section depended on a set of questions designed by AL-karuty et al (2009), and Abedalfatah (2008). Part 3 contains paragraphs covering the independent variables of the study (job performance); the building of the paragraphs of this variable was guided by the study of Okasha (2009) and AL-zankanh (2010). The study has five answers numbered 1-5; where 1 is never apply, 2 is rarely apply, 3 is sometimes apply, 4 is often apply, and 5 is always apply.

Statistical Treatment

To answer the questions of the study and test the validity of the hypotheses, statistics and analytical descriptive methods have been used using the statistical package (SPSS.16). The following are statistical methods that were used: Descriptive Statistic Measures to describe the characteristics of the study sample, depending on the frequencies and percentages; Variance Inflation Factory (VIF) has been used; and tolerance was used to make sure that there is no multicollinearity between independent variables; skewness was used to ensure that the data follow normal distributions. Multiple regression analysis was used to test the validity of the study and impact of the independent variable and the dependent variable dimensions; multiple stepwise regression analysis was used to test the entry of independent variables in the equation to predict the dependent variable.

Results of the Study

There is no high link (multicollinearity) between independent variables using VIF and tolerance testing for each of the independent variables, taking into account that VIF doesn't exceed 10 and the tolerance value is greater than (0.05); normal distribution was used by calculating skewness, taking into account that the data follow a normal distribution if the value of the coefficient convolution is less than 1. In Table 3, which contains the independent variables and the value of the coefficient of variance inflation (VIF) and tolerance for each variable, we noticed that the value of VIF for all variables was less than (10) and the range was 5.102 -2.789. It is also noted that the value of tolerance for all variables was greater than 0.05 and ranged 0.287-0.395. Therefore, it can be said that there was no real problem concerning the correlation between independent variables.

Table 2. Variance inflation factor testing, Tolerance and Skewness

The dimensions of the independent variable	(VIF)	Tolerance	Skewness
Distributive Justice	3.119	0.395	0.211
Procedural Justice	3.491	0.374	0.209
Interactional Justice	5.102	0.287	0.129

Table 3. The results of (Analysis Of variance), to ensure the validity of the model to test hypotheses of the study

Dependent variable	Source	Coefficient of determination R ²	Squares sum	Squares average	Value F calculated	Significance level F
Knowledge of job requirements	Regression	0.521	249.048	49.810	*150.603	d
	Error		134.278	0.331		
Amount of work done	Regression	0.431	163.769	32.754	*60.568	0.000
	Error		219.557	0.541		
	Error		167.403	0.412		

* Statistically significant at the level of significance ($\alpha \leq 0.05$)

Table 3 shows the validity of the study hypotheses test form because of the high value of calculated (F) from indexed value on the level of significance ($\alpha \leq 0.05$) and since the dimensions of organizational justice explained 52.1% from the variance in knowledge of job requirements, and organizational justice dimensions also explain the 43.1% from the variation in amount of work done. This emphasizes the role and impact of organizational justice dimensions in the interpretation of related dimensions of the job performance. Accordingly, we can test the hypotheses of the study. The first hypothesis: there is no statistically significant effect at significance level ($0.05 \leq \alpha$) for the organizational justice dimension collectively and individually (procedural justice, distributive justice, interactional justice) in knowledge of job requirements as a dimension of job performance among workers in the Jordanian Customs Department.

Table 4. Results of multiple regression analysis to test the impact of organizational justice upon its different dimensions in Knowledge of job requirements

Organizational Justice	B	Standard error	Beta	Calculated t value	Significance level t
Distributive Justice	0.210	0.042	0.205	*4.132	0.000
procedural Justice	0.339	0.049	0.368	*8.325	0.000
Interactional Justice	0.101	0.051	0.119	*2.143	0.033

* Statistically significant level ($\alpha \leq 0.05$)

The results in Table 4 and from following the values of the test (t), the following variables related to procedural justice, distributive justice, and interactional justice have an impact upon knowledge of job requirements, were calculated t values reached, 4.132, 8.325, 2.143 respectively, are moral values at the level of significance ($\alpha \leq 0.01$). Results indicated that related variables (interactional justice) has an impact upon knowledge of job requirements, with a 2.143 calculated t value, which is of statistical significance at the $0.05 \alpha \leq$ level. From the previous result, we see rejection of the zero hypothesis, which

states that there is no significant impact upon the statistical significance of organizational justice variables (procedural justice, distributive justice, interactional justice) in knowledge of job requirements

Table 5. Results of "Stepwise Multiple Regression" to predict Knowledge of job requirements through Organizational Justice dimensions as independent variables

Entry order of independent elements in predicting equation	R ² value determination value	Calculated t value	level of Significance t *
Procedural Justice	0.432	*8.325	0.000
Distributive Justice	0.493	*4.132	0.000
Interactional Justice	0.516	*3.986	0.000

* Statistically significant level ($\alpha \leq 0.05$)

A stepwise multiple regression multiple regression analysis was made to determine the importance of each independent variable individually in contributing to the mathematical model, which represents the impact of organizational justice upon knowledge of job requirements, as can be seen in Table 5; this shows the entry order of the independent variables in the regression equation. The procedural justice explains 43.2% of the variation in the dependent variable, and distributive justice variable is explained with the procedural justice, which is 49.3% of the variation in the dependent variable. Then came the interactional justice variable to interpret with the previous variants (51.6%) of the variation in the dependent variable. The second hypothesis: there is no significant impact with statistical significance of organizational justice dimensions (procedural justice, distributive justice, interactional justice) in amount of work done as a dimension of job performance among workers in the Jordanian Customs Department.

Table 6. Results of multiple regression analysis to test the impact of organizational justice upon its different in amount of work done

Organizational Justice	B	standard error	Beta	calculated t value	Significance level t
Procedural Justice	0.279	0.059	0.259	*4.691	0.000
Distributive Justice	0.323	0.060	0.311	*5.293	0.000
Interactional Justice	0.156	0.063	0.156	*2.471	0.014

* Statistically significant level ($\alpha \leq 0.05$)

Statistical results contained in Table 6 show that follow-up values of the t test that the procedural justice and distributive justice are the most influential in organizational justice variables in the amount of work done, with 4.691 and 5.293 calculated t values, respectively, which are moral values at the level of significance ($\alpha \leq 0.01$). Results indicated that subordinates variables (interactional justice) have an influence on the amount of work done, with 2.471 calculated as the t values, which is statistically significance at the 0.05 $\alpha \leq$ level. This requires the following: rejection of the zero hypotheses, which states that there is no significant impact upon the statistical significance of organizational justice variables (procedural justice, distributive justice, and interactional justice) in the amount of work done.

Table 7. Results of "Stepwise Multiple Regression" to predict amount of work done through organizational justice dimensions as independent variables

Entry order of independent elements in forecasting equation	R ² value determination value	Calculated t value	level of significance t *
Distributive Justice	0.293	*5.481	0.000
Procedural Justice	0.321	*4.540	0.000
Interactional Justice	0.334	*2.930	0.004

* Statistically significant level ($\alpha \leq 0.05$)

When a stepwise multiple regression analysis was made to determine the importance of each independent variable individually contributing to the mathematical model, which represents the impact of organizational justice upon the amount of work done, as shown in Table 7; this shows the order of entry of the independent variables in the regression equation, and the variable distributive justice explains 29.3% of the variation in the dependent variable; the variable procedural justice with distributive justice explains 32.1% of the variation in the dependent variable, and the variable interactional justice, entered third, interpreted with previous variables that there was 33.4% of the variation in the dependent variable.

Recommendations

The following recommendations are made: 1) Encourage JCD employees to perform exceptionally by providing financial rewards and moral incentives. 2) Create an organizational environment supporting organizational excellence in the JCD. 3) Educate JCD employees with the goals and importance of job performance and its results through training courses, conferences, and workshops. 4) Train all JCD employees on available technology to optimize the performance of their work.

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