

Organizational Justice and its Impact on Improvement the Performance Efficiency of the Industrial Companies A Case Study of Jordanian Potash Company

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ABSTRACT

The study aimed at identifying the level of the employee's perception of the organizational justice and its dimensions in the Jordanian Potash Company and impact of such perception on improvement the performance efficiency in the mention company. To achieve the study objectives, a questionnaire composed of (54) items has been prepared. The tool sincerity has been tested by being presented to a set of referees. The internal consistency of the questionnaire's items has been tested using Cronbach's Alpha Coefficient; the overall reliability coefficient of the tool has been (0.91). The study concludes a number of results, including:

1. The results refer to the level of the employee's perception to the organizational justice concept and its dimensions in the Jordanian Potash Company were (high). Also, the analysis results show that the employee's performance efficiency level in the Jordanian Potash Company was (high).
2. There is a statistically significant impact at the significance level ($\alpha = 0.05$) for the organizational justice dimensions (distributive justice, procedural justice, dealing's justice, and evaluative justice), in any one from the dimensions of improvement the employee's performance efficiency in the Jordanian Potash Company.

In the light of the foregoing results, the study arrival to a number of recommendations and suggestions.

Keywords: Organizational Justice, Performance Efficiency, Potash Company, Jordan.

Introduction

The organizational justice is considered an important subject in the management field, this subject has been increasingly discussed in several research and studies dealing with the organizational behavior and the knowledge development of the human resources in organizations, and it helps create the appropriate organizational culture required for administrative, human, and societal purposes. the organizational justice seeks to bridge the gap between the member's objectives and the organization's objectives, and create the connections that help establish methods and means that enable the administrative bodies to spread positive organizational climate for dealing those employees in the administrative organizations, since the organizational justice is considered an indicator that included multiple values of work and

organizational behavior in addition to the administrative processes in the organization. (Al-Qatawneh, 2003).

The connection of organizational justice, as an interpretative component, with the job performance is obviously noticed, since improvement of employee's performance is the cornerstone of the administrative development, the organizational justice is the tool to monitor the employee's performance and improve their functions capabilities, and it effects in the employee's behavior and the working groups, so that the performance outcomes will keep pace with the organization's objectives. It also provides the employee with the ability to tasks achievement and duties entrusted to them and enable them to assume additional responsibilities that provide them with high degree of the functional satisfaction and enable them to adapt to the work environment. Therefore, the elements caused by the human performance, as to the productive efficiency, can be explored which in turn positively effects the total efficiency of the organization.

When a one realizes the organizational justice, through perception of integrity and probity of the procedures and outputs of the organization at which

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he/she works, the state of the functional satisfaction will be created. If the organizational justice is not realized, frustration will arise which in turn drives the employee to behave adversely to achieve the required objective such as decrease the productivity, frequent absence, non-work, and lack of loyalty to the organization (Bradley, 2006). To improve performance, the objectives to be achieved should be clear, specific, and measurable.

It is known that the organizations spare no effort to improve the employee's performance through a number of variables such as discipline at work, tasks achievement, relationship with superiors, and relationship with colleagues, where all these factors lead to achievement of the organization's objectives if well invested. Due to the increasing rates of career alienation and labor turnover and absence resulting from the psychological and intellectual wide gap between the individuals and the organization they work at, satisfaction of individuals at organizations has become an issue that the organization cannot choose nor can it waive, rather it has become an unavoidable issue that cannot be ignored. Therefore, it is noticed that the organizations that aspire after success and excellence seek to stratify their own employees since such organizations are aware of impact of the employee's satisfaction on the overall performance and as they are to satisfy their internal customer before doing so with the external customer in order to be able to maintain their competitive advantage.

Methodology

The Study Problem and its Questions:

The study problem is that the concept of organizational justice is a modern concept and it has not been extensively examined in studies by the interested people. Therefore, absence of this concept in organizations might lead to a low level of employee's performance in such organizations which requires making a survey on impact of the organizational justice on improvement of the employee's performance in the Jordanian Potash Company. Thus, the study problem is represented by the following questions:

1. What is the level of the employees' perception of the organizational justice and its dimensions in Jordanian Potash Company?
2. What is the level of employee's performance efficiency in Jordanian Potash Company from the perspective of the study sample?
3. Is there a significant impact for the organizational

justice and its dimensions on improvement of the employees' performance in the Jordanian Potash Company?

The Study Importance:

The study importance may be summarized by the following points:

1. This study offers a new development in the academic domain especially that it deals with an important aspect of the individual's behavior in organizations, i.e. the organizational justice concept, which is insofar a new concept at the Arab World in general and particular in Jordan.
2. This study offers new ideas that help scholars and researchers who deal with this domain and it deals with new aspects of the individuals' behavior in organizations such as the organizational force, organizational trust, organizational similarity and other new conceptions in the management science.
3. The study results and its recommendations might serve as a scientific reference that helps the decision-makers to design the plans and procedures that contribute to increase the feeling level of the organizational justice among employees which in turn positively effects their performance and the Jordanian Potash Company performance.

The Study Objectives:

The fundamental objective of this study is to identify the impact of the organizational justice on improvement the employee's performance in the Jordanian Potash Company. This can be made through achievement of the following objectives:

1. Identifying on the organizational justice concept and its dimensions and the most important theories that deal with this conception.
2. Identifying on the employees' performance and the most important dimensions of improvement the performance efficiency.
3. Analyzing the impact of the organizational justice and its dimensions on improvement the employee's performance in the Jordanian Potash Company.

The Study Terms:

Organizational Justice: means the achievement degree of equality and fairness in rights and obligations that reveal relationship of the individual with the organization. The idea of justice represents the principle of fulfillment of obligations by the employees towards the organization they work in and establishment of the required organizational trust between both parties

(Sumadi, 2008).

Distributive Justice: means the degree of the employees' feeling toward justice of material and immaterial values offered to them by the organization, and it is measured by degree of the respondents' responses to the questionnaire items.

Procedural Justice: means the degree of the employees' feeling toward justice or the organizational procedures used to determine the organizational outputs, and it is measured by degree of the respondents' responses to the questionnaire items.

Dealing's Justice: means the degree of the employees' feeling of the humane and organizational dealing they receive when applying the procedures and it is measured by degree of the respondents' responses to the questionnaire items.

Evaluative Justice: means the degree of feeling of the employee of integrity of the management evaluation as to his performance, behavior, and work, which reinforces his comfort as to promotion, career development and performance evaluation, and it is measured by degree of the respondents' responses to the questionnaire items.

Moral Justice: means the degree of the administrative officer's feeling of humane and moral justice derived from faith and cultural values when interacting with the exhibiting atmosphere of the organization, and it is measured by degree of the respondents' responses to the questionnaire items.

Discipline at Work: means a type of power exercised under a set of instructions, procedures, and application levels (Shama' and Hmoud, 2005), and it is measured by degree of the respondents' responses to the questionnaire items.

Tasks achievement: means attempt of the organization to achieve several objectives through explaining vision and mission of the organization to the employees who will feel that they can act freely in work instead of waiting for orders and instructions from the supervisors (Shama' and Hmoud, 2005), and it is measured by degree of the respondents' responses to the questionnaire items.

Relationship with Colleagues: means the relationship between colleagues that emerges due to the daily interaction between the individuals and that plays a key role in improvement the employee's performance (Al-Qaryouti, 2008), and it is measured by degree of the respondents' responses to the questionnaire items.

Improvement the Employee's Performance: means a set of variables followed by the organization in order to motivate the employees to carry out their tasks for the purpose of achieving objectives of the organization and it includes tasks achievement, discipline at work, relationship with superiors, and relationship with Colleagues (Al-Qaryouti, 2008), and it is measured by degree of the respondents' responses to the questionnaire items.

The Study Hypotheses:

In the light of the study problem and it's objectives, the hypothesis and null-sub-hypothesis of the study have been proposed:

Main Hypothesis:

There is no statistically significant impact of the organizational justice and its dimensions (distributive justice, procedural justice, dealing's justice, and evaluative justice, and moral justice) on improvement of the employee's performance in the Jordanian Potash Company.

Four sub-hypothesis are emanated from the main hypothesis:

1. There is no statistically significant impact of the organizational justice and its dimensions (distributive justice, procedural justice, dealing's justice, and evaluative justice, and moral justice) on the (discipline) in the Jordanian Potash Company.

2. There is no statistically significant impact of the organizational justice and its dimensions (distributive justice, procedural justice, dealing's justice, and evaluative justice, and moral justice) on (tasks achievement) in the Jordanian Potash Company.

3. There is no statistically significant impact of the organizational justice and its dimensions (distributive justice, procedural justice, dealing's justice, and evaluative justice, and moral justice) on (relationship with superiors) in the Jordanian Potash Company.

4. There is no statistically significant impact of the dealing's justice and its dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice, and moral justice) on (relationship with colleagues) in the Jordanian Potash Company.

The Study Model:

Figure (1) below shows the relationship between the organizational justice and its dimensions (distributive justice, procedural justice, dealing's justice, evaluative justice, and moral justice) with the employee's performance and its dimensions (discipline, tasks achievement, relationship with superiors, and relationship with colleagues).

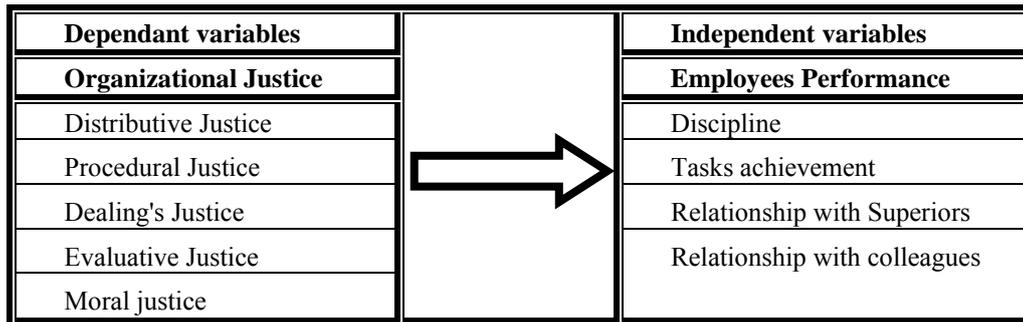


Figure (1): The Study Model

Source: Prepared by the researcher with reference to (Sumadi, 2008), (Ibrahim, 2006), and (Cremer, 2005).

The Study Theoretical Framework and Literature Review:

The Study Theoretical Framework:

Conception of Organizational Justice:

The organizational justice concept has been considered seriously and obviously by the administrators. It is a proportional conception since the action that is considered fair according to some people might be considered unfair from perspective of other people. It is determined according to objectivity and integrity of actions and outputs (Al-Sairafi, 2005: 15).

The studies hypothesize that the justice includes the various matters and issues that contain the individuals and their needs as vital and aware elements, (Campbell) explains that the justice, injustice, impartiality and partiality appear through behaviors and dealings of the human being which in a manner that distinguishes the human being as creature. Therefore, there are several forms of justice: economics justice, political justice, educational justice, criminal justice, and social justice.

According to (French and Jonior), the organizational justice is a set of procedures that leads to focus the attention on disclosure of grievances through specific procedures to deal with complaints and grievances taking place in the organization which requires development of a formal appeal system to protect individuals from deviations that might take place in culture of organizations and to protect, at the same time, values of organizations in general. (French and Jonior, 2000: 416).

The Theories that have dealt with the organizational justice:

1. Adams' Equity Theory:

It suggests that an employee measures level of justice through comparing the efforts made by him in work, which represent by inputs to revenues (outputs) with those efforts

made by other employees who work in similar functions and under the similar circumstances. If the result of comparison is just, then sense of satisfaction will appear, but if the result is inversely, then sense of dissatisfaction will appear (Al-Emyan, 2002: 22). This theory contributes to presenting a useful model that helps in process of interpretation and forecasting of the employees' trends toward the wages. Further, it focuses on importance of comparisons between employees at work which must be taken into account when developing a remuneration system. It also suggests some methods that can be used in solving problem of injustice and importance of solving such problem which causes negative organizational phenomena such as absence, resignation, negative trends, sense of injustice, or decrease level of performance. (Edris and Al- Mursi, 2002: 400).

2. Rawls's Justice Theory:

This theory is based on two imagines: the first state of nature; where persons are equal regardless of differences due to their political, economical, or social situation, and the second imagine, is the social contract, where people agree that they are equal and they are free and rational persons and agree on a set of principles that enable them to cooperate with each other to achieve their legal objectives and interests and share social obligations and responsibilities on fair and equitable basis. "Rawls" refers to the justice resulting from the unanimous agreement on these principles and bases in "Justice as Fairness", and he suggests that fairness is fall of all natural and social differences in that first suppositional case that forms the foundation of the civil society on which they will contract (Emam, 2003, 30).

3. Fredrickson's Social Equity Theory:

This theory was emerged from the backgrounds of the social situation that was dominant in the United States of American in sixties. This situation was characterized by

absence of justice and equality in relationships between people and the administrative institutions whether such people were members in the organization or in society. These situations lead to appearance of many researches and studies to treat the problems caused by these situations and emergence of the “new movement of the social Equity” that asserted the civil rights of minorities in the U.S society, provision of employment opportunities to all people, and offering functions for all people without discrimination. Based on these efforts that sought to establish justice in the public organizations, Frederickson presented his theory since it was a prerequisite for the public organizations management (Frederickson, 1982: 9).

The Organizational Justice Dimensions:

The Dimensions of organizational justice include:

1. Distributive Justice: according to (Hayak), distributive justice means the justice that represents a specific type that treating the human cases and situations through comparing between behaviors of the persons who work in similar positions and directly with each other to get revenues and benefits since revenues and burdens are made in framework of a systematic distributive process. The justifications of the distributive justice are considered through focusing on nature and amount of revenues resulting from the human activities, acts, and behaviors in the administrative organizations. Whenever a one’s perception of enlargement of difference between the foundation revenues or reference upon which distribution origin is based increases, the sense of distributive injustice increases (Khalifa 1997: 20).

2. Procedural Justice: (Fischer, 2005) provides several detentions of the organizational justice for example “a person’s perception of fairness of procedures used in taking decisions related to individuals”.

(Niehoff & Moorman) suggest that the organizational justice is formed through important key compoents; stablility of procedures, impartiality, accuracy of procedures and making sure of their validity, integrity and reality and being consistent with organizational and human morals existed in the organization. (Niehoff & Moorman, 1993: 532).

3. Dealing's Justice:

(Bies & Moag, 1986) are considered the first scholars who studied “dealing's justice” dimension. They agree that the dealing's justice is the employee’s perception of fairness of treatment when applying the procedures. They illustrate that the employee’s perception of the

organizational justice is determined according to four factors:

- a. Extent of clear justifications for the decisions taken.
- b. Extent of the superior’s frankness and probity so that he does not deceive when dealing with employees.
- c. Extent of the superior’s respect to the employees.
- d. Extent of the superior’s compliance with the etiquette when dealing with employees so that he does not use any words that might hurt their feelings, (Hunaiti, 2003: 11).

4. Evaluative Justice:

According to (Al-Hawamdeh, 2004), the evaluative justice means the justice that might be achieved through a set of characteristics and features to be existed in the performance evaluation system as to its appropriateness to nature of work made by the employee, the ability of being applied to all employees without discrimination, the persons in charge of this system to no be subject to external pressures or personal relationships and that they should be qualified and experienced to apply such system on fairness and equality basis to employees.

5. Moral Justice:

It means the justice that is based on its philosophical principles and its reference derived from teachings of divine religions where its philosophical principles are based on teleological and utilitarian conceptions and on goism and Altruism Ethics since ethicality of action (activity) is directly connected with results of such action and its utilitarian values whether as to the individual or others.

Therefore, the fair moral behavior is based on important moral values:

- a. Collective solidarity.
- b. Mutual respect.
- c. Independency and no compulsion.

Improvement of employee performance:

Employee performance means the quantity and quality of the tasks carried out by the individual or the group at the workplace (Schermerhorn, 1999). Performance is defined as total outcomes of a job, work, or activity (Brown & Harvey, 2006). Performance is also defined as the ultimate outcome of an activity carried out by the individual or the group at the workplace. The performance is considered the most important objective any organization seeks to achieve since performance directly contributes to development and increase of services or likely to regression and weakness of such

services. The performance can be considered as a scale through which the ability to continue the activity or work is determined. Also, through performance a judgment can be delivered on extent of mastering of work or extent of having a skill, information, and an idea by the individuals so that it is possible to determine positive or negative role of individual in the hierarchy adopted in the organization. At level of individuals, groups and organizations, the job performance is considered a fundamental objective for organizations, since no organization can last without making judgments on efficiency of individuals, groups and organizations. (Deisler, 2003:11).

The organization justice helps improve performance since it motivates the employees where the subordinate, after being authorized, will feel trust of his superior and therefore he will spare no effort to perform a greater role which leads to better and more favorable performance (Qurunful, 2007,44).

It is the responsibility of the manger to search for and develop the latent skills. The contemporary manager must search for the latent skills in every individual and attempt to extract and develop such skills. Undoubtedly, the performance forms the base for individuals at work, it is the cornerstone of productivity and it must contribute to achievement of objectives of the organization.

In fact, it is a value-added criterion where it is used in many organizations to evaluate importance of works and the employees who perform these works. Performance of each work must add the organized value of production for goods or services. For achievement of high level of performance at the workplace, the individual must have the suitable capabilities (to create the capability for achievement), work hard to achieve tasks (to show desire of achievement) and have the necessary support (to create performance opportunity). The above three factors are very important, failure of having any of them might lead to failure of performance and creation of specific limits of it. (Schermerhorn, 1999: 9).

The improvement of employee performance dimensions:

a. Discipline:

The organizational changes faced by organizations force the supreme managements to be more willing to rely upon those who are wishing a successful change for the purpose of providing requirements of formal work with additional and voluntary behaviors, since dependence of organization on behaviors specified under provisions of the law will make it a routine and

traditional organization that is unable to face these contemporary changes and challenges. Facing these changes and challenges requires creative behaviors other than the specified and traditional ones which increase efficiency of the organization and its ability to continue and reach the desired excellence. The organizations differ as to degree of clarity of the rules and procedures adopted in them and the regulations that control these organizations. Some organizations have accurate procedures and rules that determine powers, responsibilities and obligations of each individual in addition to the procedures to be followed when performing works required, while some organizations have ambiguous and unclear rules, procedures, and regulations necessary to control works (Qaryouti, 2008:42).

b. Tasks Achievement:

When an organization is established, there should be many objectives to achieve. It is worth mentioning at this point that determination of objectives is not an easy, simple, and clear process, where determination of objectives is a highly complicated process since objectives of organization are mostly unclear. Further, the objectives in general are composed of short-term and long-term objectives and the organization seeks to achieve several objectives some of which might hinder achievement of the other ones, and that objective might change from time to time. Therefore, the objectives must be clear, achievable and measurable.

When vision and mission of the organization are clarified to the employees, they will, undoubtedly, feel that they can act freely in their work, rather than waiting for orders and instructions from supervisors. There is no doubt that vision of the organization will provide challenge to the employees so that they will spare no effort to improve the organization performance and their own performance (Shama' & Hmoud, 2005, 15).

c. Relationship with Superiors:

The relationship with superiors is very important in the instructions that look for success. This can be achieved through the ongoing improvement and development in the employee performance especially if this process is made on impartial bases. The supreme management has a direct influence on performance through developing individuals' capacities and encouraging them by raising their morale, making them feel fairness, driving them to bear responsibility and

providing the objective basis for activities of human resources management:- employment, training and follow-up. This can be achieved if it is characterized by motivation, leadership skill, effective work relations, creative thinking, and encouragement of competition among individuals to reach new ideas. If the supreme management adopts the open-door strategy and supports direct communication between itself and individuals, this will offer an opportunity of exchange of information related to events of the organization, the ability to discuss this information, getting suggestions, and creation of new solutions for its problems (Shama' & Hmoud 2005:26).

d. Relationship with Colleagues:

The relationship with colleagues, formed due to the daily interaction among individuals, plays a key role in improving employee performance, since this collective and ongoing interaction and the cooperation, based on respect, understanding, and support, encourages bringing up of creative ideas, exchange of ideas and suggestions and enriching these ideas to create innovative solutions for work problems (Qaryouti, 2008:15).

Through the daily interaction in work, the individuals can determine roles of each of them in the group they belong to. However, this determination might lead to low exchange relationships among the group members where an individual feels that he is merged into the group members and therefore relationships of trust, respect and cooperation among them will be weak, or it might lead to strong exchange relationships in the group that is characterized by mutual trust, respect, and cooperation in the work environment. This will increase interaction among individuals and opportunity of exchange of roles, ideas, notes, information, and reactions which will influence the employee performance (Harvard, 2001:15).

Relationship between the organizational justice and improvement of employee performance:

(Emyan, 2002) believes that when an employee feels that remunerations and incentives he receives for work are fair, his sense of stratification will be greatly determined which affects level of his performance and productivity. The performance of employees who believe that the remunerations they get are fair compared to others is always higher than performance of those who don't feel fairness. In this context, it is important to satisfy needs of employees to ensure being motivated to perform their duties more effectively efficiently. There is an important aspect to be considered, namely, the employee's desire to perform their duties since the high

performance equals the ability and desire of performance. This is represented in a high performance= ability of performance x desire of performance.

In absence of this desire of performance and without the subordinates being motivated by the manager, "no high level of performance will be ensured which requires the manager to understand how to motivate his subordinates so that he can get the best of their energies and talents" (Tawfiq, 1998:25).

Literature Review:

The Arabic and foreign studies that dealt with subject of the organizational justice and its impact on improvement of the employee performance have been examined and a number of studies that dealt with themes of the study have been reviewed.

The studies are:

- **Marameh (2000):** Sense of Employees of Jordan Public Departments in Karak and Tafila of the Organizational Justice.

This study concluded a set of conclusions: there were statistically significant differences in the relationship between behavior and the employees' sense of organizational justice attributed to variables such as the gender, academic qualification, experiences, and age.

The objectives of the study were:

1. Connection between organizational citizenship behaviors helps increase degree of correlation among the employees in the organization.

2. Development and designing of a remuneration system to encourage employees to stick to the proper behavior and therefore being accepted by the organization.

3. Ongoing development of employees who offer suggestions that benefit the organization and increase their loyalty.

- **Ajami & et al (2000):** Relationship Between some Personal Variables and Sense of Organizational Justice and its Impact on Sense of Job Satisfaction.

The study showed what mentioned in the above study where researchers concluded that there were a relationship between the personal variables and sense of organizational justice.

The study showed that there was a weak and non-statistically significant correlation between the employee's administrative level and sense of all types of organizational justice. Also, the study showed that there was similarity between men and women as for

classification of types of organizational justice according to their importance. Both genders agreed that interactional justice was ranked first followed by procedural justice and distributive justice, respectively.

- **(Lee, 2000):** About the Organizational Justice as a Mediator of the Interrelations between Superiors and Subordinates, Job Satisfaction, Organizational Loyalty, and Labor Turnover of Employees Working at Hospitality Sector.

The study aimed to identify impact of interrelations between superiors and subordinates on the employees' perceptions of the organizational justice, their trends toward work, and their behaviors. The study sample consisted of (562) members of employees working in two hotels out of four hotels, under control of one company. The results of the study showed that there was a positive effect for the distributive justice and the procedural justice on the job stratification. Also, the study showed that there was no effect for the procedural justice on the organizational loyalty and that there was an effect for the procedural justice on the duty circulation. The results of the study showed that there was a key role for the distributive justice and the procedural justice in the interrelations between the superior and subordinates and the procedural justice had a role in establishment of dispute management through bargaining, while the distributive justice showed preference of dispute management method through avoidance.

- **Hamed (2002):** Impact of Personal, Organizational, and Functional Variables on Employee's Perception of the Organizational Justice.

This study was conducted on a sample of employees working in the light industries sector. The study showed impact of the personal, organizational and functional variables on employees' perception of the organizational justice. The results of the study:

1. Both internal work motivation and control center of an individual through the personal variables separately influence the person's perception of the organizational justice.

2. The organizational justice affects and is affected by the personal variables as a whole as well as the organizational factors.

3. There are strong interrelations between personal variables of the study and the academic qualification & the position with the organizational justice.

The study provided a set of recommendations that reflected conceptions and questions of its outcomes:

application of standards to all employees in the framework of systems at the level of procedural justice and distributive justice leads to raise morale of the employees and therefore the justice to be realized by the organizations they live in.

- **Utaibi (2003):** Impact of Organizational Justice on Employees' Trends in Kuwait.

This study sample consisted of (520) employees working in the public sector. The study concluded a set of recommendations, including:

1. There is an important statistically significant effect between the employees' trends and the distributive justice & procedural justice.

2. There is statistically significant relationship as to the overall job satisfaction for the sample members where most influential paragraphs were those related to the career commitment as for the procedural justice.

3. Analysis of variance showed that the most influential relationships those relate to the procedural justice and its relationship with the job satisfaction.

- **Qatawneh (2003):** Impacts of Organizational Justice on the Organizational Loyalty.

This study aimed at identifying impacts of the organizational justice on the organizational loyalty of the employees working at the administrative departments of (Karak, Tafila, and Maan) governorates. The study population consisted of all (2444) employees working in the administrative departments of the said governorates. A simple random sample consisted of (700) an employee was selected where the questionnaires were distributed to the study members. The study concluded the following results:

1. There is a strong and important correlation between the organizational justice and the organizational loyalty.

2. There is a statistically significant effect for the organizational justice dimensions in the organizational loyalty.

3. There are statistically significant differences between the respondents' conceptions about the organizational justice attributed to the demographic variables (experience, salary, and age).

- **Cermer (2005):** Impact of the Procedural Justice and Distributive Justice on Organizational Similarity.

The study aimed to identify impact of interaction between the procedural and distributive justice on the organizational similarity. The researcher used a tool to measure the procedural justice, the distributive justice,

desire of cooperation, and employees' perception of similarity. The study sample consisted of (241) respondents in the largest industrial organization in France who were randomly selected. The results of the study showed that interaction between the procedural justice and the distributive justice was only among the employees who had perception of the organizational similarity and that if the percentage of procedural justice and the distributive was high among employees, this would lead to better cooperation and accordingly better similarity.

• **Floger & Konovsky (2006):** The Effects of Procedural and Distributive Justice on Reaction to Pay Raise Decision.

The study was conducted on a sample of (217) employees in a private factory in the United States of America. The study showed that the procedural justice had moral effect on level of career commitment, mastication as to raises, and trust of the resident supervisor. As to the distributive justice, it was connected only with satisfaction for raise. This was because the employee's perception that the procedural justice had effect on the employees and their relationship with the organization as a whole and trend of an individual toward the organization which led to increase of degree of career commitment toward the organization. In other cases, the distributive justice had effect on the employee's perception of the personal outcomes received by him like satisfaction for raise.

• **Mahdi (2006):** Organizational Justice and Performance of Citizenship Behavior by Teachers in the Public Secondary Schools in Egypt.

The study aimed at identifying the organizational justice and performance of citizenship behavior by teachers in the public secondary schools in Egypt. A simple random sample of (1083) teachers from eight governorates was selected. The study concluded that:

1. There is an important correlation between the organizational justice and performance of citizenship behavior by teachers.

2. There is a statistically significant impact for organizational justice dimensions in performance of citizenship behavior by teachers.

• **Ibrahim (2006):** Reality of Organizational Justice in the Jordan Public Universities from Perspective of Faculty Staff and Employees.

The study aimed to identify reality of organizational justice in the Jordan public universities from perspective

of faculty staff and employees. The study population consisted of all faculty members and employees in the Jordan public universities for academic year 2004/2005; (18712) members by (3875) faculty members and (14837) employees.

To achieve objective of the study, the researcher used two questionnaires: the first one was to measure degree of practice of organizational justice in the Jordan public universities from perspective of faculty members, and the second one was to measure degree of practice of organizational justice from the employees' perspective.

The study concluded that:

- Degree of practice of organizational justice in the Jordan public universities from the faculty staff's perspective was average; arithmetic mean was (3.30).

- Degree of practice of organizational justice in the Jordan public universities from the faculty employee's perspective was average; arithmetic mean was (2.29).

- There were statistically significant differences (0.05 = α) among the arithmetic means for degree of exercise of the organizational justice in the Jordanian public universities from perspective of the faculty members and employees in favor of the faculty members.

• **Bashabsheh (2008):** Impact of Organizational Justice on Crystallization of Organizational Similarity in Jordanian Public Institutions: a Field Study.

This study aimed to identify impact of the organizational justice on the organizational similarity in Jordanian public institutions. To achieve objective of the study, a questionnaire was prepared to collect data and to be distributed to the sample members. a sample consisted of (919) items was selected and the statistical package (SPSS) was used to carry out the statistical analysis for this study. Standards of descriptive statistics, simple regression analysis, multiple regression analysis, Pearson Correlation, and regression coefficient were used in this study.

The study concluded a set of results:

1. The employees' perceptions of the organizational justice dimensions were average. The procedural justice dimension was ranked first while the distributive justice was ranked last.

2. The employees' perceptions of level of the organizational similarity were high. The organizational similarity dimension was ranked first while the organizational loyalty dimension was ranked last.

3. There was statistically significant effect for the organizational justice dimensions in the organizational

similarity.

The study ended with a set of recommendations: All administrative procedures and decisions must be characterized by impartiality and integrity in order to firmly establish conceptions of justice and organizational similarity among members.

Sumadi (2008): Impact of Organizational Justice on Career Commitment: a field study on pharmaceutical companies in Jordan.

The study aimed to identify impact of the organizational justice on the career commitment through shedding light on the organizational justice and its dimensions (procedural justice, distributive justice, and interactional justice) as an independent variable, and identify its effect on the dependant variable (career commitment) and its variables (directional and standard continuous variables). The researcher used primary and secondary sources in this study; books, journals, circulars, and reports related to this domain. A questionnaire was designed aimed to identify both the organizational justice and the career commitment. The questionnaire copies were distributed to (425) employees where (300) of which were collected by (70.5%). The researcher used a set of statistical methods to analyze data such as the arithmetic mean, standard deviation, Pearson Correlation Coefficient, and the linear regression analysis. The study concluded the set of results:

1. The Jordanian pharmaceutical companies practiced a high degree of organizational justice and that there was a high degree of career commitment.

2. There was a positive relationship between the organizational justice dimensions (procedural, interactional, and distributive dimensions) and the career commitment dimensions (standard, continuous, and directional).

Ababnah (2013): The Application Level of Organization Justice and Its Impact on Organization Commitment Public Hospital in Irbid Governorate: Form Employee s perspective.

The study aimed to determine The Application Level of Organization Justice and Its Impact on Organization Commitment Public Hospital in Irbid Governorate: Form Employee s perspective and its impact on improving the Performance of employees.

This study was conducted on a sample of (638) in government hospital in the Irbid of (8).

The study concluded the set of results:

1- The level of application of Organization Justice in Public Hospital in Irbid Governorate from the point of

view of employees that there was a moderate degree in various dimensions (Dealing's Justice, Procedural Justice, and Distributive Justice)

2- There were statistically significant differences (0.05 = a) among the level of significance in the trends of the respondents towards the application of organizational justice is attributable to demographic variables and functional with the exception of the two variables (sex, Job Title).

Shtnawi & Al Agla (2013): Organizational Justice in Yarmouk University and its Relationship with Faculty Performance and Ways for Improvement.

The study aimed to identify to investigate organizational justice level at Yarmouk university and its relationship with faculty performance, and to propose some suggestions for enhancement, A random sample of (481) faculty members was selected from Yarmouk university. Results of the study indicated moderate organizational justice level. Also, faculty members at Yarmouk University reported high level of job performance from their own perspectives. A significant correlation ($\alpha = 0.01$) was found between organizational justice and faculty job performance. No significant differences due to faculty and gender were found in all study domains. Significant differences were found due to academic rank in all study domains in favor of professors. Yarmouk University academic leaders suggest some ways for organizational justice enhancement.

Why this study differs from the previous studies:

Many previous studies aimed to identify the relationship between the organizational justice and performance of teachers. Further, the study of (Cermer, 2005) dealt with effect of the procedural and distributive justice on the organizational similarity, and the study of (Lee, 2000) dealt with the subject of organizational justice as a mediator for the interrelations, job satisfaction, organizational loyalty, and labor turnover in the hospitality sector.

As for this study, it is considered the first of its kind, to the best of the researcher's knowledge, that deals with impact of the organizational justice on improvement of performance of employees working at the Jordan Potash Company as an industrial sector where this subject has never been dealt with before which is considered an academic addition to the Arabic library.

Third: Method and Procedures of the Study:

1. The Study Methodology:

The Descriptive and Analytical Methods are used in

this study. This method is based on description of the study population and collection of data from this population through designing an questionnaire by reference to the literature as the study of (Bashabsheh, 2008) and study of (Smadi, 2008) in order to achieve objectives of the study. The questionnaire will be distributed to collect data and then to be entered into computer and analyzed. This method is considered an appropriate method since it is difficult to use other methods for data collection such as interviews and other tools.

2. The Study Population and it's Sample:

The study population consists of all employees working in the Jordan Potash Company; (2066) employees according to statistics of Department of Personnel.

Due to the large size of population, a stratified random sample of all employees (15%) was selected. Therefore the total size of the sample has become (310) employees. The questionnaires were distributed to all respondents. (265) questionnaires were collected (85.5%) and (24) questionnaires were excluded since they were inadequate for the statistical analysis. The number of questionnaires suitable for the statistical analysis was (241) questionnaires, i.e. (77.7%) of the study sample which is an accepted percentage for purposes of scientific research.

The Study Tool

For the purposes of collection of the study data, a questionnaire consisted of the following sections was used:

First section: includes necessary demographic information about the respondent (age, academic qualification, years of experience, and job title).

Second section: represents variable of the organizational justice. Paragraphs of this variable were formulated by reference to the study of Smadi (2008) and Ibrahim's study (2006). It contains five sub-dimensions (distributive justice, procedural justice, interactional justice, evaluative justice, and moral justice) for measurement of the organizational justice.

Third section: it represents the variable of employee performance. This variable deals with four dimensions (discipline, completion of tasks, relationship with superiors and relationship with co-workers).

Likert-Scale was used to measure the organizational justice and its effect on improvement of performance efficiency of the industrial companies.

A scale was used for evaluation of organizational

justice dimensions and evaluation level of performance efficiency divided into three levels, where cut degree was calculated by dividing the difference between the higher value of scale (5) and the lowest value (1) into three levels, i.e. cut degree was $(1-5 / 3 = 1.33)$. The three levels of evaluation are as follows:

Low evaluation degree	Average evaluation degree	High evaluation degree
2.33 - 1	3.67 - 2.34	5 - 2.68

The validity and reliability of the study was measured as follows:

A. Validity of Tool:

The questionnaire was presented to a number of referees from faculty members in the Jordanian universities who are technically and academically qualified in order to verify validity of content of the questionnaire's paragraphs and give opinion on each paragraph of the questionnaire and its consistency with the study variables and dimensions. Upon reviewing the referees' opinions, contents of five paragraphs were modified, one paragraph was excluded and two paragraphs were combined so that they were clearly understood by the respondents.

B. Reliability of Tool:

The reliability coefficient was measured according to Cronbach's Coefficient Alpha to test the internal consistency of the questionnaire's paragraphs and all variables' dimension, as shown in table (1) below:

The results listed in table (1) show that the reliability coefficients for all variables and dimensions of the study are high; they are accepted reliability percentages for the purposes of the statistical analysis and scientific research.

Statistical Treatment Methods:

Some descriptive and analytical statistical methods available in Statistical Package for the Social Sciences (SPSS) were used in order to answer the study questions and test the study hypothesis.

1. Cronbach's Alpha Coefficient: to test the internal consistency of the questionnaire paragraphs and each variable including its dimensions.

2. Descriptive Statistic Scale: to describe features of the study sample using the percentages: to answer the study questions and arrange dimensions in descending order.

3. Variance Inflation Factors (VIF), to ensure that Multicollinearity is not noticed between the independent

variables.

4. Skewness Coefficient: to realize that the data distributed normal distribution.

5. Multiple Regression Analysis: to test effect of the independent variables on the dependant variables.

Table 1: results of testing reliability of the study tool (internal consistency of the questionnaire items)

Variables and dimensions	Number of items	Cronbach's Alpha
Organizational justice:	51	0.91
Distributive justice	6	0.87
Procedural justice	7	0.84
Interactional justice	6	0.86
Evaluative justice	7	0.90
Moral justice	5	0.89
Employee performance:	21	0.88
Discipline	7	0.87
Completion of tasks	5	0.92
Relationship with superiors	4	0.90
Relationship with co-workers	5	0.83
Overall tool	52	0.91

Fourth: Results of Analysis and Testing Hypotheses:

Before starting to answer the study questions and test the study hypothesis, some tests (VIF test and Skewness test) must be verified in order to verify that multicollinearity phenomenon does not exist between the independent variables and make sure that data of the study variables follow the normal distribution. Table (2) below shows the results of both tests:

The results listed in table (2) show:

A. There is no multicollinearity among the independent variables. This is proven by the values of standard of (VIF) test calculated for the organizational justice dimensions where all these values are lower the critical value of the test which is (5).

B. Data of the organizational justice dimensions follow the normal distribution. This is established by values of Skewness Coefficient calculated for organizational justice dimensions where all these values are lower than (1).

In the light of the results above, and after it has been verified that there is no Multicollinearity among the independent variables and that data of the study variables are following the normal distribution, the study questions will be answered and the hypothesis related to measurement of effect will be tested using the multiple

linear regression method, as follows:

1. Results related to answering the first question:

What is the level of the employees' perception of the organizational justice and its dimensions in Jordanian Potash Company?

To answer the first question of the study, the means and standard deviations of the respondent's estimates in the Jordanian Potash Company have been calculated for the organizational justice dimensions in these companies in order to determine level of perception of dimensions on the one hand, and diagnose extent of dispersion of answers from their arithmetic means on the other hand.

The results of table (3) show that the general mean of the (organizational justice) is high where it is (4.00) and its standard deviation is (0.35). The results show that the general arithmetic mean is higher than the test standard which is (3) out of (5) degrees. This result shows that the evaluation made by the respondents was (positive) which means that level of the employee's perception to the (organizational justice) in the Jordanian Potash Company was (high).

As for each dimension of the variable (organizational justice), the results show that the dimension (moral justice) is ranked (first) form perspective of respondents in the Jordan Potash Company by mean (4.05) and standard deviation (0.37), while the dimension (interactional justice) is ranked (fifth) and last by mean (3.92) and standard deviation (0.42). The results above show that all means of the organizational justice dimensions are higher than the test standard which is (3) out of (5) degrees. These results show that level of the employee's perception to the organizational justice concept and its dimensions in the Jordanian Potash Company was (high).

2. Results related to answering the second question:

What is the level of employee's performance efficiency in Jordan Potash Company from the perspective of the sample members?

To answer the second question of the study, the means and standard deviations of the respondent's estimates in the Jordanian Potash Company have been calculated for the organizational justice dimensions in these companies.

The results of table (4) show that the general mean of the (performance efficiency) is high where it is (4.08) and its standard deviation is (0.47). The results show that the general mean is higher than the test standard which is (3) out of (5) degrees. This result shows that the evaluation

made by the respondents for the above variable was (positive) which means that the level of evaluation of the

variable (performance efficiency) of the Jordanian Potash Company made by the respondents was (high).

Table. 2: Results of (Skewness) and (VIF) Test

No.	Organizational justice dimensions	Tolerance	VIF	Skewness Coefficient
1	Distributive justice	0.372	2.692	0.207
2	Procedural justice	0.345	2.896	0.210
3	Interactional justice	0.239	4.190	0.159
4	Evaluative justice	0.405	2.468	0.457
5	Moral justice	0.359	2.788	0.211

Table. 3: Means and standard deviations of the organizational justice dimensions

No.	Organizational justice dimensions	Means	Standard deviation	Ranks	Perception level
1	Distributive justice	4.01	0.45	3	High
2	Procedural justice	4.00	0.49	4	High
3	Interactional justice	3.92	0.42	5	High
4	Evaluative justice	4.02	0.39	2	High
5	Moral justice	4.05	0.37	1	High
-	Organizational justice	4.00	0.35	-	High

Table.4: Means and standard deviations of the performance efficiency and its dimensions

No.	performance efficiency dimensions	Means	Standard deviation	Ranks	Perception level
1	Discipline	4.12	0.61	1	High
2	Tasks achievement	4.08	0.64	2	High
3	Relationship with superiors	4.04	0.83	4	High
4	Relationship with colleagues	4.06	0.72	3	High
-	Performance efficiency	4.08	0.47	-	High

As for each dimension of the variable (performance efficiency), the results show that the dimension (discipline) is ranked (first) form perspective of respondents in the Jordanian Potash Company by mean (4.12) and standard deviation (0.61), while the dimension (relationship with superiors) is ranked (fourth and last by mean (4.04) and standard deviation (0.83). The above results show that all means of the performance efficiency dimensions are higher than the test standard which is (3) out of (5) degrees. These results show that evaluation of the above dimensions by the respondents was (positive) which means that level of evaluation of performance efficiency of the Jordanian Potash Company made by the respondents was (high).

3. Testing the study hypothesis and sub-hypotheses:

Before applying regression analysis method to test the study sub-hypotheses, validity of models of the multiple linear regressions related to testing the four sub-hypotheses should be verified, table (5) below shows this:

The results in table (5) above show that:

a. Validity of models of multiple linear regression is proven, this is asserted by the value of (F) calculated for the four models, and that all statistical significance values are lower than level of significance ($\alpha = 0.05$).

b. The organizational justice dimensions interpret (46.4%) of the variation in (discipline) dimension as an independent variable, (37.2%) of the variation in (Tasks achievement) dimension, (33.8) of the variation in (relationship with superiors) dimension, and (29.8%) of the variation in (relationship with colleagues).

Based on the foregoing, testing the study sub-hypotheses can be made, as follows:

A. Testing the first sub-hypotheses:

There is no statistically significant impact for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evaluative justice, and moral justice) on the (discipline) dimension.

To test whether the first sub-hypothesis is valid or not, the multiple linear regression method was used as

specified in table (6) below:

Table 5: Results of table of Multiple Linear Regression analysis for verification of validity of the multiple regressions models related to testing the four sub-hypotheses of the study

Dependent variables	Correlation coefficients	Determination coefficient	(F) values	Sig.
Discipline	0.681	0.464	127.60 *	0.000
Tasks achievement	0.610	0.372	87.18 *	0.000
Relationship with superiors	0.581	0.338	75.13 *	0.000
Relationship with colleagues	0.546	0.298	62.47 *	0.000

(*) means that the multiple linear regression model is significant at level of significance ($\alpha = 0.05$).

Table (6): Results of Multiple Linear Regressions for testing impact of the organizational justice dimensions on (discipline)

Organizational justice dimensions	Regression coefficients (β)	(t) values	Sig.
Distributive justice	0.134	2.863 *	0.000
Procedural justice	0.203	4.943 *	0.000
Interactional justice	0.108	2.183 *	0.029
Evaluative justice	0.268	6.491 *	0.000
Moral justice	0.061	1.689 *	0.092

(*) means statistically significant at the significance level ($\alpha = 0.05$).

Upon results of table (6) and the test (t), it is noticed that the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice) has an impact on (discipline) as a dimension for improvement of performance of the employees working in the in Jordanian Potash Company, where the calculated (t) values (2.863, 4.943, 2.183, and 6.491) respectively, are statistically significant values at the significance level ($\alpha = 0.05$). The results show also that (moral justice) dimension has no effect on (discipline) as a dimension for improvement of performance of the employees working in the in Jordanian Potash Company, where (t) value calculated for it was not statistically significant at the significance level ($\alpha = 0.05$). Upon the foregoing, the null hypothesis (There is no statistically significant impact for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice,) on the (discipline) as a dimension for improvement of performance efficiency of the employees working at the Jordanian Potash Company) must be rejected.

B. Testing the second sub-hypothesis:

There is no statistically significant impact for organizational justice dimensions (distributive justice,

procedural justice, interactional justice, evaluative justice, and moral justice) on (Tasks achievement).

To test whether the second sub-hypothesis is valid or not, the multiple linear regression method was used as specified in table (7) below:

Upon results of table (7) and the values of test (t), it is noticed that the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice) has an impact on (tasks achievement) as a dimension for improvement of performance of the employees working in the Jordanian Potash Company, where the calculated (t) values (4.373, 2.172, 2.068, and 4.833) respectively, are statistically significant values at the significance level ($\alpha = 0.05$). The results also show that (moral justice) dimension has no impact on (tasks achievement) as a dimension for improvement of performance of the employees working in the Jordan Potash Company, where (t) value calculated for it was not statistically significant at the significance level ($\alpha = 0.05$). Upon the foregoing, the null hypothesis (There is no statistically significant effect for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice,) on the (tasks achievement) as a dimension for improvement of performance efficiency of the employees

working at the Jordanian Potash Company) must be rejected.

C. Testing the third sub-hypothesis:

There is no statistically significant effect for organizational justice dimensions (distributive justice, procedural justice, interactional justice, evaluative

justice, and moral justice) on (relationship with superiors).

To test whether the third sub-hypothesis is valid or not, the multiple linear regression method was used as specified in table (8) below:

Table 7: Results of multiple linear regressions for testing impact of the organizational justice dimensions on (Tasks achievement)

Organizational justice dimensions	Regression coefficients (β)	(t) values	Sig.
Distributive justice	0.199	4.373 *	0.000
Procedural justice	0.106	2.172 *	0.030
Interactional justice	0.107	2.068 *	0.039
Evaluative justice	0.220	4.833 *	0.000
Moral justice	0.066	1.670	0.095

(*) means statistically significant at the significance level (α = 0.05).

Table 8: Results of multiple linear regressions for testing impact of the organizational justice dimensions on (relationship with superiors)

Organizational justice dimensions	Regression coefficients (β)	(t) values	Sig.
Distributive justice	0.195	4.285 *	0.000
Procedural justice	0.133	2.569 *	0.010
Interactional justice	0.126	2.452 *	0.025
Evaluative justice	0.234	5.122 *	0.000
Moral justice	0.023	0.573	0.567

(*) means statistically significant at the significance level (α = 0.05).

Upon results of table (8) and the values of test (t), it is noticed that the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice) has an impact on (relationship with superiors) as a dimension for improvement of performance of the employees working in the Jordanian Potash Company, where the calculated (t) values (4.285, 2.569, 2.452, and 5.122) respectively, are statistically significant values at the significance level (α = 0.05). The results also show that (moral justice) dimension has no impact on (relationship with superiors) as a dimension for improvement of performance of the employees working in the Jordanian Potash Company, where (t) value calculated for it was not statistically significant at the significance level (α = 0.05). Upon the foregoing, the null hypothesis (There is no statistically significant impact for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice,) on the (relationship with superiors) as a dimension for improvement of performance efficiency of the employees

working at the Jordanian Potash Company) must be rejected.

D. Testing the fourth sub-hypothesis:

There is no statistically significant effect for organizational justice dimensions (distributive justice, procedural justice, interactional justice, evaluative justice, and moral justice) on (“relationship with co-workers).

To test whether the third sub-hypothesis is valid or not, the multiple linear regression method was used as specified in table (9) below:

Upon results of table (9) and the values of test (t), it is noticed that the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice) has an impact on (relationship with colleagues) as a dimension for improvement of performance of the employees working in the Jordanian Potash Company, where the calculated (t) values (3.652, 2.842, 2.122, and 3.714) respectively, are statistically significant values at the significance level (α = 0.05). The results also show that (moral justice)

dimension has no impact on (relationship with colleagues) as a dimension for improvement of performance of the employees working in the Jordanian Potash Company, where (t) value calculated for it was not statistically significant at the significance level ($\alpha = 0.05$). Upon the foregoing, the null hypothesis (There is no statistically significant effect for the organizational

justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice,) on the (relationship with colleagues) as a dimension for improvement of performance efficiency of the employees working at the Jordanian Potash Company) must be rejected.

Table 9: Results of multiple linear regressions for testing impact of the organizational justice dimensions on (relationship with colleagues)

Organizational justice dimensions	Regression coefficients (β)	(t) values	Sig.
Distributive justice	0.184	3.652 *	0.000
Procedural justice	0.136	2.842 *	0.005
Interactional justice	0.119	2.122 *	0.029
Evaluative justice	0.212	3.714 *	0.000
Moral justice	0.027	0.675	0.581

(*) means statistically significant at the significance level ($\alpha = 0.05$).

In the light of the sub-hypotheses emanated from the study hypothesis, it is established that there is a statistically significant impact at the significance level ($\alpha = 0.05$) for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice,) on improvement of performance efficiency of the employees working at the Jordanian Potash Company.

- Depend upon the knowing of researcher, there is no any study that agreement or disagreement with the current study result.

Conclusions and Recommendations

Conclusions:

a. The results of the means show that the employees' perception of the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evaluative justice, and moral justice) in the Jordanian Potash Company was (median) and this is attributed to that fact that the organizational justice and its dimensions have value, psychological, legal, and positive origins which makes it extremely extendible in perception and sensation, where this might prejudice the material information and the perceptible facts and this is why the respondents preferred the average case.

b. The results of the arithmetic means show that level of evaluation of the employee performance (discipline, tasks achievement, relationship with superiors, and relationship with colleagues) in the Jordanian Potash Company made by the respondents was (high). This is attributed to the fact that the employees spare no effort to

promote the organization, the employees' feelings of loyalty toward the organization, and since the organization satisfies their different needs.

c. There is a statistically significant impact for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice) on (tasks achievement) as a dimension of improvement of performance of the employees working in the Jordanian Potash Company.

d. There is a statistically significant impact for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice) on (relationship with superiors) as a dimension of improvement of performance of the employees working in the Jordanian Potash Company.

e. There is a statistically significant impact for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, and evaluative justice) on (relationship with colleagues) as a dimension of improvement of performance of the employees working in the Jordanian Potash Company.

Recommendations

a. The industrial companies in Jordan should adopt a lot of concepts that reflect the dimensions of the organizational justice in order to identify the employee performance levels through spreading out concepts of transparency and rightness. This could be made through open meetings that establish spirit of directive and positive relationships and ensure connecting of financial and moral compensations with requirements of

achievement of the organizational justice, not being granted under false or deceptive considerations.

b. Spreading out spirit of management education and illustrating dimensions of the organizational justice for the employees. This should include informing the employees about principles of the justice and how to maintain good relationships in practicing the management works.

c. Provide employees with opportunity for participation in making the management decisions especially those related to their work which increases their acceptance and response to these decisions which in turn will positively affect performance of duties as required. The management procedures and decisions

should be shaped with impartiality and integrity which requires being away from the narrow personal and factional interests.

d. Reviewing methods and mechanisms of performance evaluation and avoiding routine and stereotyped methods which will positively affect performance, stratification and loyalty of the employees.

e. The researchers specialized in studying the organizational justice should conduct future studies and examine their relationships with variables of another management such as the organizational similarity in order to get multi-purpose analyses necessary in reinforcing these relationships between systems and behaviors.

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العدالة التنظيمية وأثرها في تحسين كفاءة أداء للشركات الصناعية دراسة حالة: شركة البوتاس الأردنية

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ملخص

هدفت الدراسة تعرف مستوى إدراك العاملين للعدالة التنظيمية وأبعادها في شركات البوتاس الأردنية، وأثر ذلك في تحسين كفاءة الأداء في الشركة المذكورة. ولتحقيق أهداف الدراسة، تم إعداد استبانة اشتملت على (54) فقرة بصيغتها النهائية، وتم التحقق من صدق الأداة عن طريق عرضها على مجموعة من المحكمين، كما تم اختبار الاتساق الداخلي لفقرات الاستبانة باستخدام معامل (كرونباخ ألفا)، إذ بلغ معامل الثبات الكلي للأداة (0.91). وقد توصلت الدراسة إلى عدد من النتائج نذكر منها:

1. أشارت النتائج إلى إن مستوى إدراك العاملين لمفهوم العدالة التنظيمية وأبعادها في شركة البوتاس الأردنية كان بدرجة (عالية) من وجهة نظرهم. كما بينت نتائج التحليل ان مستوى كفاءة أداء العاملين في شركة البوتاس الأردنية كان بدرجة (عالية).

2. يوجد أثر ذو دلالة إحصائية عند مستوى المعنوية ($\alpha = 0.05$)، لأبعاد العدالة التنظيمية المتمثلة بـ(العدالة التوزيعية، العدالة الإجرائية، عدالة التعاملات، والعدالة التقييمية) في كل بعد من أبعاد تحسين كفاءة أداء العاملين في شركة البوتاس الأردنية.

وفي ضوء ما تقدم من نتائج، توصلت الدراسة إلى عدد من التوصيات وبعض المقترحات.

الكلمات الدالة: العدالة التنظيمية، كفاءة الأداء، شركة البوتاس، الأردن.

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