

## The Relationship Between Organizational Justice Components and Innovative Behavior in Arab Society. Evidence from Government Department in Jordan

<sup>1</sup>Yaser Mansour Almansour and <sup>2</sup>Mohd Sobri Minai

<sup>1</sup>Al Balqa Applied University, Amman, Jordan

<sup>2</sup>College of Business, University Utara Malaysia

---

**Abstract:** This study explores the relationship between organization justice components (distributive justice, procedural justice and interactional justice) and innovative behaviors. It was conducted in Jordan where participants in the study consist of the middle and senior management staff of the greater Amman municipality in Amman, Jordan. A total of 175 samples was identified and from the analysis, it is found that only one organization justice components have a significant relationship with innovative behavior which is the instructional justice. The data does not support significant relationship of the other two components (distributive justice and procedural justice) with the innovative behavior. Although the results from the analysis do not show the expected relationship of the two components, the results indicate the effect of different scenario or environment in Jordan that leads to different findings. It is claimed here that such results could be helpful for developing a new model of organizational justice with new implementation techniques by replicating this study in different Arab countries and contexts.

**Key words:** Organizational Justice % Innovative Behavior % Distributive Justice % Procedural Justice % Interactional Justice

---

### INTRODUCTION

In an organization's, the employees are the key players in the organization's success [1]. Their innovative behaviors have been cited and suggested by many to particularly influence the performance of the organization [2]. Realizing the importance of innovation, the behaviors of employees leading toward innovation cannot be overlooked. Many researchers from universities and public organizations have given special attention to the question of why and how under certain circumstances employees have expressed innovative behavior within their organization whereas some others have not. This indicates the growing interest among scholars in order to reveal the importance of innovative behavior among employees and this is part of the important task in the organization, which is the human resource management (HRM).

Innovative behavior has been linked with many organization attributes and output. In the recent years, a number of articles are being published and one of the

major concerns is about the relationship between innovative behavior and the organizational justice. As the employees play an important role in determining and leading the success factors in a competitive environment, the employees' innovative behaviors are likely the result of the organizational justice. To [1], the perception of organizational justice relates to the behavior and attitude of the employee.

In this study, the basic of organizational justice is being drawn from the equity theory proposed by Adam back in 1965 and the way Lind and Tyler divided procedural justice in 1988. The self interest and the group-value models provide the details on how procedural justice is being established when an individual is allowed to comment on certain decision. For [3], they suggest that procedural justice can influence the trust of employees in the organization and managers and their tendency to leave the company. To them, when the employees are being treated more fairly, the employees in turn lower the tendency of conducting damaging and deviated behaviors against the organization and managers.

Researchers have engaged in a number of works on leadership and job satisfaction or worker motivation. Although there a small number of works investigating the impact of organizational justice on innovative behavior but such studies are based on a wide range of indicators that differ across studies. Moreover, in some cases there are contradictory findings. Whilst the impact of organizational justice on employees is documented, the impact on innovative behavior is worth studying and based on our study this paper focusing on the impact of organizational justice on innovative behavior is written.

**Previous Research:** Researches on organizational justice are well documented and have been undertaken for so many years and by so many researchers. Among the recent active researchers in the area are [4], [1] and [5] who have dedicated their research works on organizational justice.

In discussing the organizational justice and then relate it to the innovative behavior, we need to clarify the meaning of organizational justice being adopted in this paper. We refer to organizational justice as the activity or action within (inside) the organization that brings justice to the employees. This covers all activities or action including the day-to-day behavior and action such as decision-making, resource allocation, compensation and bonuses. All these have the effect on employees and many calls have been made for such actions to be handled fairly. It shall boost the employees' motivation and eventually transform them to be dedicated and motivated, if not innovative, workers.

The discussion to follow is being divided by three forms of organizational justice, which are (i) the distributive justice, (ii) the procedural justice and (iii) the interactional justice. The association with the innovative behavior of the employees shall be discussed within the context of the three forms of organizational justice.

**Distributive Justice:** The distributive justice has been highlighted as the common type of justice. [6] suggest that this type of justice is the commonly acknowledged type of justice. This type of justice deals with the perceived fairness of the outcome as suggested by [4]. In fact and interestingly, from the distributive justice a number of established theories have been formulated such as the justice judgment model [7-8], the distributive justice theory [9], the allocation preference theory [8] and the equity theory [10].

What is distributive justice? When [11] proposed distributive justice, he refers to the perception of justice

being formed in the outcome of distribution such as the perception of employees of certain actions by the company (i.e. Compensations, bonuses and dismissal). The perception of the employees varies and the distributive justice happens when the perception of employees is consistent or fair. [11] gave the example of justice when the compensation is considered fair if the result of distribution is consistent with the distribution of the workload. According to [12], the presence of distributive justice can be realized when someone compares the acquisition proportions and look at the group balance of inputs and outputs. For [13], the employees' perception and acceptance regarding payment, promotion and similar outcomes are determined by the distributive justice.

Regarding the theories being developed based on the distributive justice, one should realize how the distributive justice is being emphasized. [10] has used the distributive justice concept in the equity theory. When every distribution is equal or the same for different individuals then the organization should realize the same impact on the outcome of the staffs. [13] highlighted that the equality and balance in the distribution of tasks and rewards representing a balance between inputs and outputs and this relates to distribution justice. Moreover, [14] suggested that distributive justice that is based on the fairness proper reward or rewarding system shall lead toward more employees' effort and the output shall reach the optimal level.

**Procedural Justice:** Procedural justice is referred to as the equality of methods, techniques and processes utilized to gauge the outcomes [6, 15]. These processes and procedures are illustrated by activities such as assessment, promotions, performance, opportunities sharing and rewards. According to [16], if any organization has a present procedural justice, the staff will have a say in decision making and the organization will support this participation. Accordingly, the commitment and risk-taking of the staff will be maximized and their motivation that used for entrepreneurship in the permanency of the organization that will show an increase [13].

**Interactional Justice:** [17] supported the two factor model of organizational justice. The third component of organizational justice was proposed and supported by [18] and it is generally identified as interactional justice. The interactional justice can be defined as the fairness of the interpersonal treatment of the employees by the authority figure [6]. The Interactional justice plays an

important role in the workplace due to the impacts of fair or unfair treatment [19]. It can be also defined as the technique in which the organization's management treats its employees with justice and it is related to the human element of the organizational practices [16]. Evidence was provided by [4] for supporting the three organizational components of justice namely distributive justice, procedural justice and interactional justice and related them to different employee behaviors and attitudes [6]. The main difference between procedural justice and interactional justice is the emphasis on perceived justice or injustice. However, in the procedural justice, the view of injustice is under attack towards the organization while in the interactional justice, it is managers toward the authority figure [20]. Therefore, it can be stated that the greater respecting shown to the staff and their needs, the more dedicated they will be in the job and the harder they will attempt to achieve the organizational goals and provide services and products that are of better quality [13].

The terms creativity and innovation has been used by both researchers and practitioners in a synonymous manner [21]. Nevertheless, these terms are linked; these terms do have some differences from each other. The creativity has been defined in prior research in various ways; it is a common relation between the two is how they are both considered as useful new ideas that are generated. Researchers have different views in the term creativity, for example, creativity can be considered as the generation of a useful as well as new idea. While, [22] used the term creativity to refer to something that is new. However, innovation is considered as an action that is carried out with the aim to develop, conduct, react to and change ideas. Moreover, the innovation has to perform with the intentional act of generating new ideas and their applications in dedicated to the organizational performance improvement [21], [23-25].

## MATERIALS AND METHODS

**The Theoretical Framework:** The theoretical framework for this work follows a simple direct link indicating the innovative behavior. The components representing the organizational justice which are the distributive, procedural justice and interactional justice. The theoretical framework in the diagrammatic form is shown as in Figure 1 to follow.

**Population, Sample and Procedure:** Participants in the study consisted of middle and senior management staff of the greater Amman municipality in Amman- Jordan.

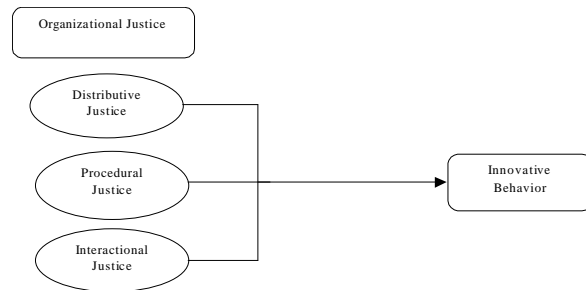


Fig. 1: Framework of this Study

A total of 190 questionnaires was sent out to the managerial staffs in the selected companies. The selection of the respondents was based on the simple random sampling method. Respondents were given two weeks to answer the questionnaires. In all, a total of 175 useable questionnaires was used in the statistical analysis.

**The Hypotheses:** The main purpose of the study conducted resulting in this paper write-up is to empirically examine the impact of organizational justice on innovative behavior. Thus, the hypothesis posited is pertaining to the possible relationship or significant impact of organizational justice on innovative behavior. The following hypotheses are actually tested.

- H<sub>1</sub> : There is no significant relationship between distributive justice and innovative behavior.
- H<sub>2</sub> : There is no significant relationship between Procedural justice and innovative behavior.
- H<sub>3</sub> : There is no significant relationship between interactional justice and innovative behavior.

**The Variables and Questionnaires:** The independent variable of this study is obviously the organizational justice. The organizational justice questionnaire was employed based on a developed instrument by [26] containing 20 items based on the 5 point likert scale. The dependent variable of this study is innovative behavior. Similarly, the innovative behavior questionnaire was also employed based on a previous instrument and this one is by [27]. The questionnaire which contains 14 items is also based on a 5 point likert scale instead of the original 7 point likert scale.

## RESULTS AND DISCUSSION

**Correlation Matrix for Testing the Hypotheses:** Table 1 illustrates the Pearson's correlation coefficients between distributive justice, procedural justice and interactional justice with the innovative behavior.

Table 1: Correlation test results between organizational justice components and innovative behavior

		Innovative Behavior
Distributive Justice	Pearson Correlation	-0.048
	Sig. (2-tailed)	0.528
	N	175
Procedural Justice	Pearson Correlation	-0.032
	Sig. (2-tailed)	0.675
	N	175
Interactional Justice	Pearson Correlation	.270**
	Sig. (2-tailed)	0
	N	175

\*\* . Correlation is significant at the 0.01 level (2-tailed)

From the result, we can only reject hypothesis 3, meaning to say the data collected shows there is significant relationship between one component of the organizational justice, which is the interactional justice with the innovative behavior. For the other two components, the data does not support for the claim to show there is a significant relationship with innovative behavior.

### CONCLUSION

The main purpose of this study is to examine the relationship between organization justice components and innovative behavior of the Arab society. Whilst the expected findings should be the significance relationship of all organizational justice components with the innovative behavior as suggested by the literature, the finding only shows that in Arab society, only instructional justice has a significant relationship with the innovative behavior. However, the innovative behavior cannot be determined by the other two components of organizational justice, namely the distributive justice and the procedural justice in the Arab society.

This finding clearly does not go along with the understanding of the relationship between organizational justice and innovative behavior as suggested by the literature. Whilst the authors are not in the position to challenge such model, we urge researchers to look into this issue regarding its application or suitability on the Arab society. There must be something which does not fit regarding the model to the Arab society.

To this end, we conclude that the results could be very helpful for developing a model of organizational justice and innovative behavior specific to the Arab society. It can also be replicated in the different Arab countries or context so that the finding can be further confirmed.

### REFERENCES

1. Turcsik, R., 1999. Breakin out. *Progressive Grocer*, 78(11): 22-30.
2. Colquitt, J.A., D.E. Conlon, K. Yee Ng, M.J. Wesson and C.H.O. Porter, 2001. Justice at the Millennium: A meta -Analytic Review of 25 years of organizational Justice Research, *Journal of Applied Psychology*, 86: 445-524.
3. Dailey, R.C. and D.J. Kirk, 1992. Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover. *Human Relations*, 45(3): 305-317.
4. Cohen-Charash, Y. and P.E. Spector, 2001. The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86: 278-321.
5. Cropanzano, R. and J. Greenberg, 1997. Progress in organizational justice: Tunneling through the maze. In: C. Cooper and I. Robertson, (Eds.), *International Review of Industrial and Organizational Psychology*, pp: 317-372.
6. Zainalipour, H., Sheikhi, A.A. Fini and S.M. Mirkamali, 2010. A study of relationship between organizational justice and job satisfaction among teachers in Bandar Abbas middle school. *Procedia Social and Behavioral Sci.*, 5: 1986-1990.
7. Leventhal, G.S., 1976. Fairness in social relationships. In: J.W. Thibaut, J.T. Spence and R.C. Carson, (Eds.), *Contem-porary Topics in Social Psychology*, pp: 211-239.
8. Leventhal, G.S., 1980. What should be done with equity theory? In: K.J. Gergen, M.S. Greenberg and R.H. Willis, (Eds.), *Social exchange: Advances in Theory and Research*, pp: 27-55.
9. Homans, G.C., 1961. *Social behavior: Its elementary forms*. New York: Harcourt, Brace and World.
10. Adams, J.S., 1963. Wage Inequities, Productivity and Work quality. *Industrial Relations*, 3: 9-16.
11. Fortin, M., 2008. Perspectives on organizational justice: Concept clarification, social context integration, time and links with morality. *Int. J. Manag. Rev.*, 10(2): 93-126.
12. Paterson, J.M., A. Green and J. Cary, 2002. The measurement of organizational justice in organizational change programs: a reliability, validity and context-sensitivity assessment, *Journal of Occupational and Organizational Psychology*, 75(4): 393-408.

13. Kursad, Y. and T. Murat, 2009. Organizational citizenship and organizational justice in Turkish primary schools. *Journal of Educational Administration*, 47: 108-126.
14. Kim, T., W.G. Kim and H.B. Kim, 2008. The effects of perceived justice on recovery satisfaction, trust, word-of-mouth and revisit intention in upscale hotels, *Tourism Management*, XXX: 1-12.
15. Folger, R. and K. Crpanzano, 1998, *Organizational Justice and Human Resource Management*, Sage Publications.
16. Cathleen, L.M., H.S. Philip and R. Alan, 2010. Auditor and non-mentor supervisor relationships Effects of mentoring and organizational justice *Managerial Auditing Journal*, 26(1): 5-31.
17. McFarlin, D. and P. Sweeney, 1992. Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of Management Journal*, 35(3): 626-637.
18. Rutherford, M.W. and D.T. Holt, 2007. Corporate entrepreneurship, an empirical look at the innovates dimension and its antecedents, *Journal of organizational changes management*, 20(3): 429-446.
19. Frey, B.S., 1997. A Constitution for Knaves Crowds Out Civic Virtues, *The Economic Journal*, pp: 1043-53.
20. Masterson, S.S., K. Lewis, B.M. Goldman and M.S. Taylor 2000, Integrating justice and social exchange: the differing effects of fair procedures and treatment on work relationships. *Acad Manage J.*, 43(4): 738-748.
21. Scott, S.G. and R.A. Bruce, 1994. Determinants of innovative behavior a pathmodel of individual innovation in the workplace. *Academy of Management Journal*, pp: 580-607.
22. Woodman, R.W., J.E. Sawyer and R.W. Griffin, 1993. Toward a Theory of Organizational Creativity. *Academy of Management Review*, 18(2): 293-321.
23. Janssen, O., 2004. How fairness perceptions make innovative behavior more or less stressful, *Journal of Organizational Behavior*, 25(2): 201-16.
24. Kanter, R., 1988. When a thousand flowers bloom: structural, collective and social conditions for innovation in organizations, In: B.M. Staw and L.L. Cummings, (Eds), *Research in Organizational Behavior*, (10), JAI Press, Greenwich, CT, pp: 169-211.
25. West, M.A. and J.L. Farr, 1989. Innovation at work: psychological perspectives, *Social Behavior*, 4: 15-30.
26. Niehoff, B. and R.H. Moorman, 1993. Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3): 527-556.
27. Kleysen, F.R. and T.C. Street, 2001. Towards a multi-dimensional measure of innovate behavior. *Journal of Intellectual Capital*, 2: 284-296.

---

Employees' Perceptions towards Distributive Justice

Items

1. My work schedule is fair.
2. I think that my level of pay is fair.
3. I consider my work load to be quite fair.
4. Overall the rewards I receive here quite fair.
5. I feel that my job responsibilities.

---

Employees' Perceptions towards Procedural Justice

6. Job decisions are made by the manager in a biased manner.
7. My manager makes sure that all employee concerns are heard before Job decisions are made
8. To make job decisions, my manager collects accurate and complete information
9. My manager clarifies decisions and provides additional information when requested by employees.
10. All jobs decisions are applied consistently to all affected employees.
11. Employees are allowed to challenge or appeal job decisions made by their managers.

---

Employees' Perceptions towards Interactional Justice

12. When decisions are made about my job, the manager treats me with kindness and consideration.
13. When decisions are made about my job, the manager treats me with respect and dignity.
14. When decisions are made about my job, the manager is sensitive to my personal needs.
15. When decisions are made about my job, the manager deals with me in a truthful manner.
16. When decisions are made about my job, the manager shows concern for my right as employee.
17. Concerning decisions made about my job, the manager discusses with me the implications of the decisions.
18. The manager offers adequate justification for decisions made about my job.
19. When making decisions about my job, the manager offers explanations that make sense to me.
20. My manager explains very clearly any decisions made about my job.

---

Source: Niehoff and Moorman (1993).

*Innovative Behavior*

---

Items

1. Employees' look opportunities to improve an existing process, technology, products and services organization.
  2. Employees' often recognize opportunities to make positive way in work, department, organization
  3. Employees' give attention to non routine issues in organization
  4. Employees' tries to create new ideas and solution
  5. Employees' define problems more broadly in the way to gain greater insight
  6. Employees' like to experiment new ideas or solution to do things
  7. Employees' test all their ideas and solutions
  8. Employees' evaluate the strength and weakness of their new ideas and solution
  9. Employees' try persuade others of the importance of new ideas and solutions
  10. Employees' push their ideas forward
  11. Employees' also take the risk in supporting their ideas
  12. Employees' implement the changes that seem to be beneficial
  13. Employees' bugs out the new approaches when applying an existing process, technology, products or services
  14. Employees' implement new ideas for improving an existing process, technology, product or service
- 

Source: Klesyen and Street (2001).