

## The impact of organizational justice on job involvement level on Saudi postal corporation



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### ABSTRACT

The purpose of this study is to analyze the impact of organizational justice on level of job involvement in the Saudi Postal Corporation of the Northern Border Region. The study uses analytical and descriptive methodology. The data were collected from different sources through the tool of questionnaire. The sample of 174 participants from the Saudi Postal Corporation was surveyed. The study uses the Statistical Package for Social Sciences (SPSS) program for testing the hypotheses and analyzing the data. The level of organizational justice and job involvement is above the average, also there is no significant difference between employees' perception, organizational justice dimensions, and job involvement level. Moreover, there is a positive correlation between organizational justice and job involvement. The dimensions of organizational justice inducing; distributive, procedural, and interactive are explained by (79.6%) of the changes that happened in the job involvement. The study addresses the necessity of reinforcing organizational culture on employees through rewarding the workers materially and morally. Moreover, it is necessary to connect moral and material incentives with a set of objective measurements and standards that are associated with the dimensions and requirements of organizational justice in order to increase the workers engagement opportunities in administrative decision making process and to create good relations with workers to guarantee organizational loyalty.

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### 1. Introduction

In recent days there have been rapid development and changes in managerial styles and processes. Undoubtedly these changes have great influence on human resources. The organizational justice is considered as one of the most important and vital subject in the field of management and the main component of the social and psychological structure of the organization. Moreover, organizational justice has a positive impact on human resources behavior and human resources performance improvement of the thing brings to the organization many advantages, particularly competitive advantages. On the other hand, the absence of organizational justice negatively affects the human resources behavior in terms of a lack of a sense of belonging, organizational loyalty and

increased turnover rates. It furthermore increases conflict intensity and wastes of the organization's time, effort and resources.

Organizational justice is one of the most important topics that have received great attention from researchers in the field of human resource management because, it is prominent role in the work environment. Currently, most business organizations face many challenges due to the rapid changes worldwide. Hence, companies are in an urgent need to develop their managerial methods and procedures. Human resources play the most important role in the success of any organization. For this reason most organizations strive to find appropriate ways to support human resources and bring out their best potential to improve work and production. So, this research is concerned with answering the following questions:

"To what extent there are relationship between organizational justice and job involvement? And to what extent does organizational justice contribute to improving the job involvement and performance?"

Moreover, this study aims to explain the important role of organizational justice and job

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involvement in improving the performance of the employees in the place of study. It also helps to create a work environment that contributes to increasing the employees' perception to the dimensions of organizational justice and improving the level of job involvement for the employees in the place of study. The investigating of the impact of organizational justice on the level of job involvement of employees in the place study is another objective for this study. Furthermore, addressing the most influential dimensions of organizational justice that impact the level of job involvement of employees in the field study as well as provision of suggestions that help in the improvement of administrative practices, the level of both organizational justice and job involvement of in the place study are considered as important objectives of this study. The present study has significance as it is a seriously attempts to test the relationship between organizational justice and job involvement and to highlight the vital role of organizational justice and job involvement, as well as focusing on their impact on human resources in the organization. Besides, providing an enabling environment that contributes to increasing the perception of employees to the dimensions of organizational justice. Moreover, settings of procedures are necessary to achieve organizational justice. Lastly provision of suggestions and recommendations to improve the performance of human resources in addition to that this study will help the decision makers and researchers in particular.

There is a growing interest among previous studies on the term "organizational justice", especially those exploring organizational behavior and the development of human resources in public and private organizations since it has a significant role in creating the organizational culture necessary for administrative and community purposes in general. The organizational justice is directly related to a wide range of organizational variables that affect the success and development of organizations and their ability to achieve their objectives. Moreover, it has a large role in encouraging individuals to improve their performance, and increasing job satisfaction because of their sense of justice and equality in the management's handling with them.

The concept of organizational justice returns to (Adams, 1963), which called for justice and equality in treating the individuals inside the organization, hence he believed that the determinant of the individual's efforts and performance is the extent of his awareness of justice and equality in his job. This clearly appears when achieving job satisfaction: the individual feels that all the material and moral advantages are distributed equally among the members of the organization in accordance with their competence and impartiality.

As the study of Huseman et al. (1987) added "organizational justice" is the "degree of equality and impartiality of rights and duties that reflect the relationship of the individual towards the organization". In addition, the idea of justice shapes

the principle of fulfilling the obligations of the staff towards the organization, which in turn ensures the organizational trust between the two parties.

Conversely, James (1993) defined organizational justice as "the awareness of individuals and groups of the equality and justice offered to them by the institution, with a behavioral reaction to those perceptions."

On the other hand, previous studies stated that individual assesses the fairness of any decision or action in the organization according to the principles of balance and correction, since the balance is evaluating the outputs related to the employee's outcomes and comparing them with the value of the inputs provided to the organization. While the principle of correction refers to the quality of the decision or procedure that makes it appear fair and appropriate, and to the set of standards that promote the fairness of decisions as applied to all without exception, their accuracy and clarity and their relevance to the values and ethical principles prevailing in society and the organization (Sheppard et al., 1994).

Moreover, Cropanzano and Greenberg (1997) defined the organizational justice as "the recognized state of equality in treating employees in an organization". As the study of Rue and Byars (2000) stated, organizational justice is "an agreement between the made efforts and the achieved returns in a way that contributes to the achievement of the Organization's required objectives."

From the above, it is clear that "organizational justice" is a multidimensional concept that includes the employee's feelings towards equality in distributing the organizational returns (distributive justice), as well as the presence of justice in the procedures used to achieve these returns (procedural justice), and equality in the personal treatment of the employees in implementing formal procedures in the organization (interactive justice).

Most of the previous studies stated that there are three main dimensions for measuring the organizational justice, namely (distributive justice, procedural justice, and interactive justice) according to Moorman and Niehoff (1993). This research aims to study the three dimensions as follows:

- 1-Distributive justice: It is the individuals' perception of equality in the process of distributing the outputs of the organization (salaries, bonuses, promotion opportunities, etc.), as well as fairness in resource allocation and workload (Cho and Kessler, 2008).
- 2-Procedural justice: It is the process of recognizing justice for the procedures used in decision making, as the procedural justice is an important source of social exchange at all administrative levels within the organization. Procedural justice is the fairness of the procedures, methods and processes used within the organization, through which outputs can be determined. This kind of justice is achieved when staff have the opportunity to discuss the

bases and rules on which to evaluate their performance (Thibaut and Walker, 1975).

3-Interactive justice: It is the individual's sense of fairness of treatment when applying some formal procedures, and the person's knowledge of the reasons that led to applying these procedures. As it reflects the fairness of the personal treatment that staff is aware of when their supervisors implement procedures (Graham, 2009).

Developing work systems to meet the challenges imposed by the current changes at the local and international level had become a compulsive act, thus the need to find a term that describes the feeling of emotional attachment of employees towards the organization gave birth to a new research stream. Hence, the term "Job Involvement" is considered as a dually useful concept since both the firm and the employees can get benefits at the same time (Joshi and Sodhi, 2011).

The importance of job involvement is that it is considered the inner core of job relationships since it focuses on the individuals, their behaviors, roles and the factors affecting their organizational behavior in achieving both organizational and personal goals.

Paullay et al. (1994) defined job involvement as "the degree to which individuals are cognizant, integrated, and interested in their current jobs".

However, Beeler et al. (1997) distinguished between job satisfaction and job involvement. Job satisfaction is the extent to which employees enjoy their work, and have apposite emotional attitude towards the job, while job involvement reflects the degree of importance and role of work in the employee's life.

In addition, Robbins (1998) found that job involvement is "the extent to which a person is psychologically compatible with his / her job, and that the level of performance of his / her job is an important factor in his / her self-esteem."

Sweem (2008) also defined job involvement as "the ability to influence the minds and hearts of employees, to embed their self-desire and passion in order to achieve success and excellence, since committed employees develop a sense of union with their organization and wish their organization to succeed with all sincerity because they feel emotionally and socially connected with the vision, mission and purpose of the organization."

Moreover, the study of Kanungo (1982) has identified two job dimensions: the cognitive dimension of attitudes towards the job, and the psychological dimension of compatibility with the job, where job involvement is a tool of measuring the job's ability to satisfy a person's needs.

The importance of job involvement is reflected in the fact that it increases the feeling of job satisfaction and the commitment of individuals towards work and the organization, improves the quality of work life, and enhances productivity and efficiency. It is also an effective factor to motivate employees and guide behavior, reduce absenteeism and delay rates

and increase behaviors of volunteerism (Khan et al., 2011).

From the above, the researchers conclude that job involvement is the commitment and loyalty of the individual to his work as a result of his emotional attachment to work, in addition to the emotional and social association with the organization to which he belongs.

## 2. Literature review

Bakhshi et al. (2009) examined the relationship between the recognition of organizational justice, job satisfaction and organizational commitment. The study was conducted on a sample of 128 employees in a government institution. The study concluded that there is a significant relationship between distributive justice and job satisfaction. The results of the study did not verify the relationship between procedural justice and job satisfaction. The results of the study also showed the significance of the relationship between both distributive justice and procedural justice with organizational commitment.

Moreover, the study of Devonish and Greenidge (2010) investigated the impact of three dimensions of organizational justice on job performance; the study was conducted on a sample of 211 public and private sector employees in developing countries. The study concluded that the three dimensions of organizational justice affect the performance of individuals and the tasks entrusted to them, as well as their behavior within the organization.

While, Nadiri and Tanova (2010) attempted to understand the role of organizational justice in job turnover, job satisfaction, and organizational citizenship behavior in the hospitality industry, the results showed that there is a positive relation between distributive justice and the justice of the procedures in the work outcomes of job satisfaction and the behavior of organizational citizenship and negative relation with the turnover of labor. The results also revealed that distributive justice had a greater effect than the effect of procedural justice on those outputs.

Moreover, the study of Ozgan (2011) aimed to explore the relationship between organizational justice, trust, organizational conflict management, and organizational loyalty among school managers in Turkey. The study sample consisted of 212 teachers who were randomly selected from eight secondary schools in southern Turkey. To achieve the objectives of the study, four measures were developed that include the measure of organizational justice, the measure of organizational trust, the measure of organizational conflict management, and the organizational climate measure. The results of the study revealed a strong positive correlation between organizational justice and organizational trust, management of organizational conflict and organizational loyalty.

The study of Balassiano and Salles (2012) aimed to identify the impact of organizational justice on organizational loyalty. The study consisted of a

sample of 73 teachers in secondary schools, who worked as technicians and administrators in the city of Vitoria, Brazil. The study concluded there was positive impact of organizational justice on organizational loyalty.

Meanwhile, [Al-Shemari \(2015\)](#) studied the relationship between organizational justice and the contextual performance of a faculty member at Hail University and the possibility of maximizing its contextual performance through achieving organizational justice within the university. The study concluded that there is a medium degree of organizational justice. Also, there a good amount of context performance, and a strong statistical correlation between organizational justice and contextual performance.

Furthermore, [Alshaya \(2016\)](#) aimed to identify the level of teachers' perception of organizational justice in secondary schools in the Qassim region, as the study investigated the relationship between the teacher's perception of organizational justice and the behavior of organizational citizenship . The study concluded that the level of teachers' perception of organizational justice is medium. On the other hand the level of organizational citizenship behavior is high. There is a positive correlation between organizational justice and organizational citizenship behavior. There are statistically significant differences in the perception of organizational justice attributed to the gender variable in favor of males, while there are no differences due to the variable of experience and type of qualification, and there are no statistically significant differences in the behavior of organizational citizenship due to the variables of the study.

[Chiu and Shiou \(2003\)](#) examined the relationship between job involvement and the organizational climate. The study was applied to a group of medical centers, and the results of the study showed a positive correlation between job involvement and the organizational climate, and that the more the work environment is characterized by the acceptance and satisfaction of the employees, the more they become involved in their jobs and thus improve performance.

Similarly, the study of [Richardson and Vandenberg \(2005\)](#) aimed to identify the relationship between job involvement, transformational leadership organizational citizenship behavior, absence, and the optional retirement. The study concluded that the existence of a significant correlation between job involvement and the behavior of organizational citizenship and absence from work, and that job involvement mediates the relationship between transformational leadership and absenteeism. There is significant relationship between job involvement, organizational citizenship behavior and absence from work. The study also concluded that job involvement also mediates the relationship between transformational leadership and the absence from work while the studies mediate the relationship between the transformational leadership and

behavior of organizational citizenship in part. The study also transformational leadership there is no correlation between leaving work, and both leadership and job involvement.

In addition, the study of [Word and Park \(2009\)](#) aimed to identify the differences between managers in the public and private sectors in terms of job involvement. The results of the study showed a difference in the degree of job involvement between managers in the public sector and managers in the private sector. Such difference is due to the differences in the organizational culture, since the organizational culture of non-profit organization (public sector) aims to provide services to the community in general.

On the other hand, [Liao and Lee \(2009\)](#) investigated the relationship between the big five personality traits and job involvement. The study sample consisted of 272 workers in the plastics industry in Taiwan. The study concluded that there is a negative correlation between job involvement and neuropsychological aspects. The results showed a positive correlation between job involvement and positivity, openness to experience, and conscience alertness.

Moreover, the study of [Lin et al. \(2011\)](#) aimed to examine the relationship between job involvement and the size and location of the organization, as the study focused on the relationship between administrative efficiency and job involvement. The results showed that individuals working in small organizations are less involved in their jobs than those in large organizations. Moreover, the study assured that there was a positive correlation between job involvement and administrative efficiency and that there was no impact on the position of the organization on job involvement.

Furthermore, [Raymond and Mjoli \(2013\)](#) studied the relationship between job involvement, job satisfaction and organizational commitment among employees at the operational level within Mercedes factories in East London and South Africa. Job involvement and job satisfaction were examined as independent variables while organizational commitment was perceived as a dependent variable. The data were collected from a random sample of 100 individuals. The study concluded that despite the strong correlation between job involvement and job satisfaction with the organizational commitment. The difference in ratio of job satisfaction in the organizational commitment is higher than that of job involvement. Also, the results revealed that the internal job satisfaction and the external job satisfaction are equally correlated with the organizational commitment. From the above it is concluded that several studies have contributed to highlighting the importance of both organizational justice and job involvement in raising the efficiency and effectiveness of various activities in the organization.

The study approaches to organizational justice varied from the focus on job rotation, job satisfaction, organizational citizenship behavior,

trust, management of organizational conflict, organizational loyalty and organizational commitment, as well as on job performance in general. Studies on organizational justice have been adopted as an independent variable in most cases, while studies on job involvement have been adopted in part as a separate variable in some, and as a dependent variable in others. Studies in job involvement varied, since some studies focused on the relationship between job involvement and job satisfaction, organizational commitment and the behavior of organizational citizenship, while other studies focused on the link between job involvement and transformational leadership, personal traits in addition to focusing on the working life quality and the organizational climate. There is a shortage in studies that focusing on the impact of organizational justice dimensions on job involvement, as well as determining the importance and the effect of each of these dimensions individually on job involvement in government agencies.

### 3. Methodology of the study

In order to achieve the study objectives and to detect the impact of organizational justice on the job involvement level in the Saudi Postal Corporation, the authors relied on the descriptive approach. As a questionnaire is developed in order to collect the primary data. The questionnaire was developed and analyzed in order to derive and interpret the relationship between the variables of the study.

From the above mentioned questions and research objectives several research hypotheses may be set as follows:

#### 3.1. Hypotheses of the study

H1: There are no significant differences in the level of employees' cognition of the dimensions of organizational justice in the place study.

H2: There are no significant differences in the job involvement level among employees in the place of study.

H3: There are no significant relationships between the dimensions of organizational justice and job involvement level among employees in the place of study.

### 4. Data collection tool

The authors developed a questionnaire consisting of 30 statements. The questionnaire was divided into two sections as follows: The first section is to measure the independent variable (organizational justice).

As it was measured using (20) statements distributed on three organizational justice dimensions, as follows:

- Distributive justice (from 1 to5).
- Procedural justice (from statement 6 to11).

- Interactive justice (from statement 12 to 20).

The second section: is to measure the dependent variable (job involvement), and 10 statements are used to measure this variable. All sections used a 5-points Likert-scale, starting from strongly disagree to strongly agree weighted from 1 to 5, to measure the respondents' agreement level towards the designed statements.

#### 4.1. The population of the study

The population study consists of all employees of the Saudi Postal Corporation in the Northern Border Region in the Kingdom of Saudi Arabia from 11 branches.

#### 4.2. The sample of the study

The authors employed stratified random sample of employees of the Saudi Postal Corporation in the Northern Border Region.

### 5. Study model

Fig. 1 shows the study model, which includes the variables of the study. The authors used (Moorman and Niehoff, 1993) scales for measuring the independent variable (organizational justice), as it included three main dimensions: distributive justice, procedural justice and interactive justice. While, the authors relied (Kanungo, 1982) on scales for measuring the dependent variable (job involvement).

### 6. Result

#### 6.1. Descriptive statistics

This part of descriptive statistics addresses the mean, and standard deviation, for the independent and the dependent variables.

It is clear from Table 1 that the views of the sample on the elements of organizational justice were medium, ranging from (2.92) minimum and (3.22) maximum, which means that the degree of practices for the dimensions of organizational justice by the leaders in the applied area was average.

The value of the total weighted mean for procedural justice is (3.22), which means that there is an obligation to apply the provisions of the civil service system. However, the factor of allowing the manager to oppose to accept the decisions he issued was less than average, which may have negative effects or imbalance in the relationship between the manager and workers. Consequently, this may result in future disadvantages that lack a sense of adequate organizational justice.

Moreover, the distributive justice value of the total weighted mean is (2.92), which is the smallest average mean among all the dimensions. In fact, this is due to the fact that the employees need an

adequate explanation from the managers about the salary systems and incentives, as well as their need for training courses on the burdens, duties of work

and responsibilities of each job, which ensure further clarification of those details to the employees in the area of applying this study.

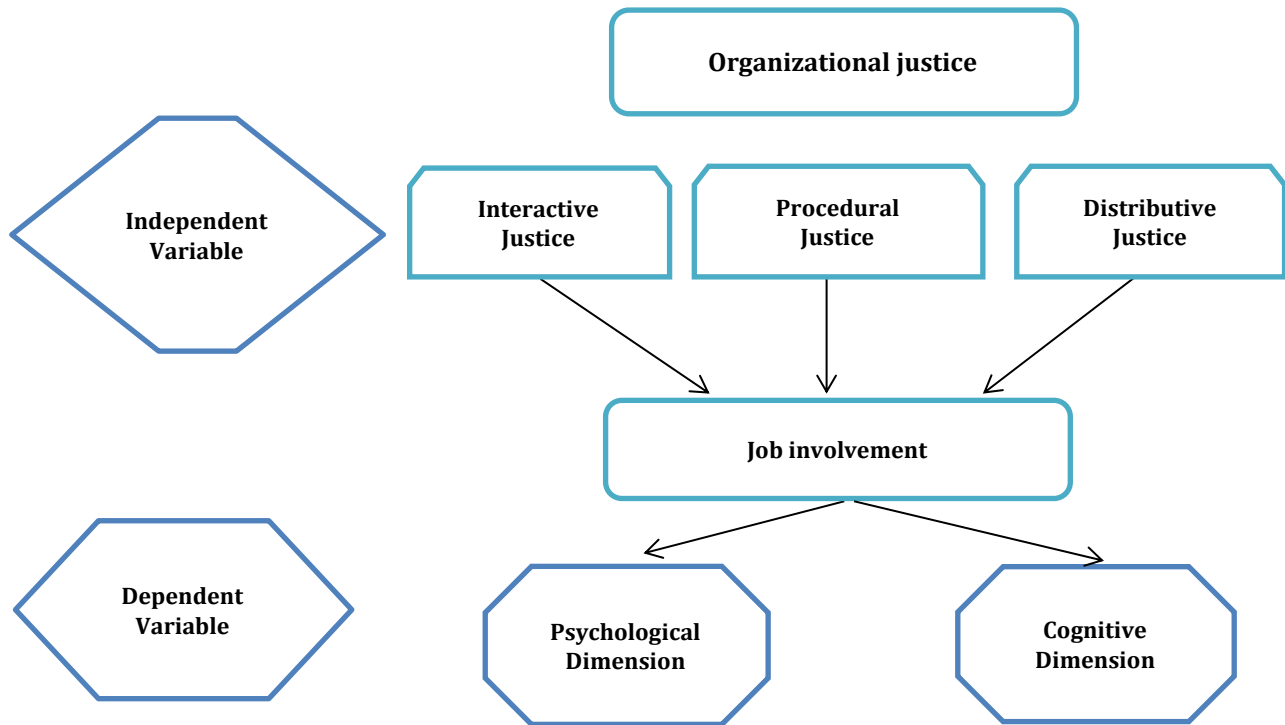


Fig. 1: Study model

On the other hand, it is clear that the respondents’

Answers tended to be neutral towards the dependent variable (job involvement). Since the mean is (3.16) which returns to the fact that the employees always suffer from the feelings of fear and anxiety of losing their jobs, therefore they are adhering to those jobs that provide them with a great sense of stability. Hence, the job is a very important aspect of their lives.

Which makes them involving in the job, and these results are in line with the findings obtained by Argon (2010) and Caliskan (2010). However, the study of Moorman and Niehoff (1993) showed low level in employees’ perception towards organizational justice. On the other hand, the studies of Egan (1994) and Lee (2000) are also differed from the present study because these studies revealed that the level of organizational justice realization by employees is high.

The results of present study are deviated from the results obtained by Khan and Nemati (2011) which revealed that the level of employees perception for job involvement is high.

Table 1: measure the significance of respondents' answers on the dimensions of organizational justice and job involvement

Dimension	No. of elements	Mean	St. deviation
Distributive justice (x1)	5	2.9207	1.39443
Procedural justice (x2)	6	3.2280	1.14594
Interactive justice (x3)	9	3.0524	1.20477
Job involvement (x4)	10	3.1681	1.1853

## 6.2. Testing of the hypotheses

H1: There are no significant differences in the level of employees’ perception of the dimensions of organizational justice in the study. As hypothesis (1) is divided into three sub-hypotheses, as follows:

H1a: There are no significant differences in the level of employees’ perception of the dimensions of distributive justice in the study.

H1b: There are no significant differences in the level of employees’ perception of the dimensions of procedural justice in the study.

H1c: There are no significant differences in the level of employees’ perception of the dimensions of interactive justice in the study.

In the following sub section, the authors present the t-test for H1a:

H1a: There are no significant differences in the level of employees’ perception of the dimensions of distributive justice in the study.

Table 2 shows that the differences between the mean opinions of the study sample on all the elements are not significant at 5%, since the values of the P-Value are greater than the level of significance, which indicates that there are no significant differences between the average opinions of the sample of the study on the dimensions of distributive justice and accordingly we find that there are no differences between the workers in the main center and the employees in the branches.

**Table 2:** Test results for the difference between the two means

Statement	T	d f	Mean for main center	Mean for branches	P value
1- I think the working hours match with my circumstances	2.505	172	3.1111	2.9493	.593
2- I think that my monthly salary is suitable	5.736	172	2.6667	2.7464	.788
3- I think that my work burdens are suitable	1.938	172	2.8333	2.7246	.721
4- I think the financial incentives I get are appropriate	4.136	172	3.1944	3.1304	.811
5- I think my work duties are suitable	2.103	172	3.0833	2.9783	.661
X1	1.942	172	2.9778	2.9058	.784

**H1b:** There are no significant differences in the level of employees' perception of the dimensions of procedural justice in the study.

Table 3 shows that the differences between the mean opinions of the respondents on all the elements are not significant at 5%, since the values

of the P-Value are greater than the significance level, which by turn refers that there were no significant differences between the average views of the respondents on procedural justice dimensions. Therefore, we find that there are no differences between the workers in the main center and the employees in the branches.

**Table 3:** Test results for the difference between the two means

Statement	t	d f	Mean for main center	Mean for branches	P value
6- The manager takes the job decisions fairly	.083	172	3.3889	3.3696	.934
7- The manager is keen to consult employees before making decisions	.726	172	3.3889	3.2101	.469
8- The manager makes work decisions after collecting the relevant information.	.965	172	3.5278	3.3116	.335
9- The manager explains the decisions to the employees in case of inquiring about those decisions.	-.204-	172	3.1944	3.2464	.838
10- Employees without exception.	.800	172	3.3889	3.1739	.425
11- The manager allows the employees to accept or to oppose the decisions he makes	.587	172	3.0556	2.9058	.558
X2	564	172	3.3241	3.2029	.547

**H1c:** There are no significant differences in the Level of employees' perception of the dimensions of interactive justice in the study.

Table 4 shows that the differences between the mean of the opinions of the study sample on all the elements are not significant at 5%. The values of the P-Value are greater than the level of significance, which indicates no significant differences between the average opinions of the study sample on dimensions of justice Interactive. Therefore; we find

that there are no differences between the workers in the main center and the employees in the branches. Based on the above, the authors concluded that the first hypothesis is valid: "There are no significant differences in the level of employees' perception of the dimensions of organizational justice in the study".

Based on the above mentioned studies the present study is consistent with the studies of Yilmaz and Tasdan (2009) and Judeh (2011).

**Table 4:** Test results for the difference between the two means

Statement	t	d f	Mean for main center	Mean for branches	P value
12- When the manager makes a decision relating to my position, he deals with me with respect and appreciation.	.487	172	3.2778	3.1739	.627
13- When the manager makes a decision regarding my job, he treats me with respect.	.487	172	3.2778	3.1739	.627
14- When the manager makes a decision regarding my job, he discusses it frankly.	.693	172	3.1944	3.0217	.489
15- When the manager makes a decision regarding my job, he takes into account my personal demands.	.487	172	3.2778	3.1739	.627
16- When the manager makes a decision regarding my job, he shows interest in my own benefit as worker.	.787	172	3.4444	3.2899	.432
17- The manager discusses with me the consequences of decisions that may affect my job.	.487	172	3.2778	3.1739	.627
18- The manager explains to me the reasons for making decisions regarding my job.	.175	172	2.8611	2.8116	.861
19- When the manager makes a decision regarding my job, he explains the reasons why he has to make it.	-.094-	172	2.6389	2.6667	.926
20- The manager clearly explains any decision relating my job.	-.476-	172	2.7222	2.8551	.635
X3	.310	172	3.1080	3.0378	.757

**H2:** There are no significant differences in the job involvement level among employees in the study.

Table 5 shows that most of the elements are insignificant at a significance level of 0.01, where the values of the P-Value are greater than the

significance level, indicating that there are no significant differences between the average opinions of the study sample on the job involvement level. As a result, there are no significant differences between the levels of job involvement of the workers in the study. Based on the above, the second hypothesis is

valid, which states that “There are no significant differences in the job involvement level among employees in the field study”.

Based on the above mentioned studies the present study is consistent with the study of [Almugrabi \(2004\)](#).

**Table 5:** Test results for the difference between the two means

Statement	t	d f	Mean for main center	Mean for branches	P value
1- My job is an important part of my life.	.834	172	3.1944	2.9348	.405
2- I am keen to control the things that affect my job.	-.028	172	2.8511	2.8696	.978
3- Most of my concerns are concentrated in my job.	.224	172	2.8889	2.8188	.823
4- I always feel fear and anxiety about my work.	.417	172	3.2500	3.1304	.677
5- I am not thinking of leaving my current work.	.782	172	3.1111	2.8768	.435
6- I do not wish to have an early retirement.	.649	172	3.0833	2.8768	.517
7- It is difficult to move to another job elsewhere.	-.305	172	2.8056	2.8986	.761
8- I feel safe for my future career.	.308	172	2.9444	2.8476	.758
9- It is difficult to lose my job.	.371	172	3.3056	3.2029	.711
10- I do not feel anxious about losing my job	.510	172	3.4722	3.3333	.610
Y	.398	172	3.0917	2.9790	.691

**H3:** There are no significant differences between the dimensions of organizational justice and job involvement level among employees in the study, and it is divided into three sub hypotheses, as follows:

**H3a:** There are no significant differences between distributive justice and the job involvement level among employees in the study.

**H3b:** There are no significant differences between procedural justice and the job involvement level among employees in the study.

**H3c:** There are no significant differences between interactive justice and the job involvement level among employees in the study.

From [Table 6](#), it is clear that there is a positive correlation between distributive justice and the job involvement level, where the value of the correlation coefficient is (0.518). As there is a positive correlation between the interactive justice and job involvement level, where the correlation coefficient (0.491). Also there is a positive correlation between procedural justice and the job involvement level, where the correlation coefficient value is (0.466). All coefficients are significant at 0.01.

Based on the above, there is a significant correlation between the three dimensions of organizational justice (distributive justice, interactive justice, procedural justice) and job involvement level.

**Table 6:** Pearson correlation matrix between research variables

The variables	Distributive justice	Procedural justice	Interactive justice	Job involvement
Distributive justice	1			
Procedural justice	.891**	1		
Interactive justice	.912**	.943**	1	
Job involvement	.581**	.466**	.491**	1

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

From [Table 7](#) it is found that:

1. Distributive justice (33.8%) is explained by the changes in the dependent variable (job involvement level in the study).
2. Procedural justice (21.7%) is explained by the changes in the dependent variable (job involvement level in the study).
3. Interactive justice (24.1%) interprets the changes in the dependent variable (job involvement level in the study).
4. The regression coefficients are positive, indicating the positive effect of the three dimensions of organizational justice (distributive justice-procedural justice-interactive justice), so if managers were concerned with distributive

justice, procedural justice and interactive justice, this will positively affect the job involvement level in the study.

5. Distributive justice is considered the most important dimension of the organizational justice dimensions that affects job involvement level in the study.

Based on the above, the authors reject the third hypothesis which states that “There are no significant differences between the dimensions of organizational justice and job involvement level among employees in the study”.

Based on the above mentioned studies the present study is consistent with the studies of [Hassan \(2010\)](#) and [Paoline and Lambert \(2012\)](#).

**Table 7:** The effect of organizational justice dimensions on the job involvement level

The dependent variable	R <sup>2</sup>	F (Sig.)	The independent variable	Estimates		
				b	t	Sig.
Job involvement (Y)	.338	87.637 (0.000)	Distributive justice	1.166	5.365	.000
				.622	9.361	.000
	.217	47.623 (0.000)	Interactive justice	.024	3.366	.001
				.613	6.901	.000
	.241	54.566 (0.000)	Procedural justice	1.127	4.130	.000
				.614	7.387	.000



## 7. Recommendations

1. Improving the perception of the employees and enhancing their awareness of the organizational justice dimension's and its role in improving the job involvement level, since it achieves equality and integrity in rights and duties. Moreover, it embodies the essential principles at the organizational level foremost of which is the principle of achieving the obligations of the workers towards the organization, and the confirmation of organizational trust between the parties.
2. Taking all actions and organizational steps that will increase individuals' perception of equity in the distribution of the organization's outputs (salaries, bonuses, promotion opportunities, etc.).
3. Enhancing the organizational culture of employees that enhance the concepts of justice, by organizing periodic meetings and workshops to help employees understand the basics of organizational justice. As well as establishing good relations in the practicing of work between leadership and employees. In addition to the positive impact on perceiving and spreading organizational justice.
4. Linking rewards, materialistic and moral incentives with a set of objective criteria and standards in line with the dimensions and requirements of organizational justice, in order to achieve the organizational affiliation and improve the job involvement level.
5. Increasing the employees participating opportunities in the managerial decision making process, especially the decisions related to their core jobs in the organizations, with the necessity to emphasize the neutrality of those decisions, which is reflected in their acceptance and responsiveness to those decisions and increases their sense of organizational justice.
6. Setting periodic measurements to measure the level of employees' perception of organizational justice with its dimensions and the job involvement level, thus identifying ways and means to raise their awareness of these variables permanently, since both variables have an important impact on performance in the organization as a whole.

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## Compliance with ethical standards

## Conflict of interest

The authors declare that they have no conflict of interest.

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