INVESTIGATING THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL EXCELLENCE IN EGYPTIAN TRAVEL AGENTS

MOHAMED MAHMOUD MOSTAFA

MOHAMED EZZAT

FACULTY OF TOURISM AND HOTELS, MINIA UNIVERSITY, EGYPT

HALA AHMED ALI GOMAA

FACULTY OF TOURISM AND HOTEL MANAGEMENT, HELWAN UNIVERSITY, EGYPT

SABREEN G. ABD ELJALIL

FACULTY OF TOURISM AND HOTELS, LUXOR UNIVERSITY, EGYPT

ABSTRACT

Organizational justice represents people's perceptions about the extent of fair treatment within organizations. It consists of four dimensions; distributive, procedural, informational and interpersonal justice. On the other hand, organizational excellence could be illustrated as the impressive management which leads to the best results. It includes seven dimensions; mission statement, leadership, strategy, knowledge management, products, human resources management and customer relationship management. This study attempts to define the relationship between organizational justice and organizational excellence in Egyptian travel agents. This study applied descriptive methodology which used a cross-sectional design. Questionnaire was implemented to the gather the primary data from the sample of study from 1th August till 20th September 2020. The study included 329 tourism companies who participated with 400 employees, after revising questionnaires; only 358 questionnaires were valid for statistical analysis. The main result is that organizational justice has a predictive ability of organizational excellence in Egyptian travel agents.

KEYWORDS: Distributive justice, Informational justice, Interpersonal justice. Organizational justice, Organizational excellence, Procedural justice.

INTRODUCTION

Recently, the business environment is constantly changing and evolving. The challenges which emerged in business environment due to globalization and fierce competition put a lot of pressure on managers to keep their organizations within the market (Agarwal and Vrat, 2016). In

this context, managers realized that traditional management approaches which focus on developing performance temporally are not effective enough (Bolboli and Reiche, 2014). Consequently, a large number of organizational excellence models have emerged to provide organizations with the best solutions for developing and maintaining excellence in their work. Organizational excellence was illustrated by Qawasmeh and Al-Bourini (2016) as the impressive management of the organization which leads to the greatest results.

On the other hand, organizational justice is considered to be a reciprocal relationship between the organization and its employees (Aryee, Walumbwa, MondeJar, and Chu, 2015). Organizational justice is illustrated by Khan and Habib (2012) as " the extent to which people perceive that they are treated fairly at work" (p.36). In this regard, it is pivotal for mangers to create a system which employees perceive as just, transparent and ethical system. Dealing with employees with clear rules which are applied on all members without exceptions, facilitates the workflow and avoids multiple conflicts between employees and management (Tatum and Eberlin, 2008).
Literature divided organizational justice into four categories; distributive justice, procedural justice, interpersonal justice and informational justice (Olkkonen and Lipponen, 2006; Jafari, Motlagh, Yarmohammadian and Delavar, 2011; Shan, Ishaq, and Shaheen, 2015; Kaynak, Sert, Sert, and Akyuz, 2015).

RESEARCH AIMS

This study aims to discuss the relationship between organizational justice and organizational excellence in Egyptian travel agents. This aim will be verified by achieving the following aims:
1- Discuss the relationship between organizational justice ((a) distributional justice, (b) procedural justice, (c) informational justice, (d) interpersonal justice) and organizational excellence in travel agents in Egypt.
2- Determine the predictive ability of organizational justice dimensions of organizational excellence dimensions in travel agents in Egypt.

LITERATURE REVIEW

It is critical for managers to build a system inside organizations to persuade employees that they work in a just, fair and disciplined environment. Otherwise, the failure in dealing with employees about justice and ethical issues may result in critical problems such as; increasing the turnover rate, decreasing the efforts which support the organization. Moreover, some employees may break the work rules as a reaction to

injustice in workplace through fraud or theft. Furthermore, reactions to injustice may result in more series consequences such as; workplace sabotage which reflects the intentions of employees in disrupting the companies' products and services. Likewise, workplace aggression which includes the negative attitudes of employees towards their managers, colleagues and organizations (Scott and Colquitt, 2007; Tatum and Eberlin, 2008; Furnham and Siegel, 2012).

ORGANIZATIONAL JUSTICE CONCEPT

The concept of justice is an old concept and its origin extends back to the beginning of human civilization. It is believed to be a sophisticated concept because it has evolved over the years through different civilizations and it was addressed by different fields such as; politics, philosophy, law, psychology, sociology and management. Moreover, it is impossible for humans to avoid interactions with each other. Therefore, justice became a crucial element in communities to organize the social relationships between individuals and identify their duties and rights (Chegini, 2009; Fischer, 2012; Lather and Kaur, 2015).

Different definitions of organizational justice could be illustrated as follows:

Cropanzano, Bowen, and Gilliland (2007) defined organizational justice as "personal evaluation about the ethical and moral standing of managerial conduct" (p.35). Durrah, (2008, p.32) defined Organizational justice as "the fair and ethical treatment of individuals within the organization". Moreover, Durrah, (2008, p.33) represented Organizational justice as "the method which are used by an individual to judge on the fair treatment which are used by the manager on the functional and humanitarian levels, and it reflects the justice of distributing outcomes and the procedures which are used to distribute these outcomes".

ORGANIZATIONAL JUSTICE DIMENSIONS

The business environment today has changed significantly. Recently, there is an increasing demand about trends which defend the employees' rights. This change happened because of severe competition and huge spread of information. Therefore, organizations were forced to consider achieving justice internally to face challenges in business environment (Akram, Lei, Haider, Hussain and Puig, 2017). In this context, the development of organizational justice dimensions could be discussed as follows:

The first dimension is distributive justice which appeared in Adams' (1965) theory of inequity. It represents the employees' perceptions about the fairness of distributing the organizational outcomes whether these outcomes were financial or non-financial (George and Wallio, 2017). Adams assumed that a person compares his different inputs to work and

outcomes with those of other persons within the workplace. Inputs could include what an employee gives to his work such as; time, effort, skills, education, and experience. On the other side, outcomes consist of salary and promotions.

The second dimension is procedural justice which was proposed by Thibault and Walker (1975). Procedural justice represents the perceptions of employees about the fairness of procedures which lead to distribution of outcomes (Thibault and Walker, 1975).

The third dimension is interactional justice. This dimension reflects the fair treatment and respect by managers. Moreover, interactional justice is concerned with the explanation of decisions which are made within the workplace (Bies and Moag, 1986). Furthermore, interactional justice is divided into two dimensions; interpersonal justice and informational justice (Greenberg, 1993). Literature illustrated that interpersonal justice is related to aspects of human relationships such as; respect, politeness, caring and appreciating. Informational justice represents the explanations which are provided by managers to their employees about decisions and the availability of information within organizations (Flint, Haley and McNally, 2012).

ORGANIZATIONAL EXCELLENCE CONCEPT

Organizational excellence is identified by Shirvani and Iranban (2014) as " the growth and promotion of organization in all its different aspects in the manner that by desirable satisfaction of all organization stakeholders and establishing equilibrium among them increase the probability of organization success in long-term" (p.1).

Regarding excellence models, literature has reported different models which belong to different institutions and countries. However, big number of previous studies such as; Hui and Chuan (2002), Antony and Bhattacharyya (2010), Brown (2013), Ringrose (2013), Ghicajanu, Irimie, Marica, and Munteanu (2015), Qawasmeh and Al-Bourini, (2016), Hashemy, Yousefi, Soodi, and Omidi (2016), Terouhid and Ries (2016), Vartiak and Jankalova (2017) agreed that the EFQM Excellence Model for the European Quality Award and the Baldrige Criteria for Performance Excellence are the most prominent excellence models worldwide. Previous studies came to an agreement with Mohammad, Mann, Grigg, Wagner (2011) who assured that there are 97 organizational excellence models used in 83 countries.

Regarding the EFQM model, it was founded by the European Foundation for Quality Management in 1992. This model illustrates that organizations cannot be excellent by focusing in one area. They should have the ability to develop the effectiveness of using all their resources and capabilities within the organization. Over the last 30 years, more than 50000

organizations range from multinational companies to small ones use the EFQM model as an excellence model (EFQM, 2018).

The EFQM excellence model consists of two parts. The first part is called enablers. It contains five criteria; leadership, people, strategy, partnerships and resources, processes, products and services. Enablers demonstrate what the organizational does and how it does it. The second part is called results which includes four criteria; people results, customer results, society results and business results. Results explain what the organization achieves (EFQM, 2018). The focus of this study is only on enablers part as it fits the study objectives to articulate a new model of excellence for tourism companies in Egypt.

Concerning the Malcolm Baldrige model which is demonstrated at figure 2.2 below, it was established by the U.S. Congress in 1987 to ensure that American companies follow a powerful and effective guideline for quality management. It was designed to be suitable for six categories as follows: manufacturing companies, service companies, small business, education, healthcare and nonprofit organizations. This model includes seven criteria as follows: leadership, strategy, customers, measurement, analysis and knowledge management, workforce, operations and results (Malcolm Baldridge National Quality Award [MBNQA], 2018).

The previous discussion illustrated that EFQM and Malcom Baldrige models have six similar points which are; leadership, strategy, knowledge management, products, human resource management and customer relationship management. These elements could be illustrated as follows:

LEADERSHIP

Leadership could be defined as "process whereby an individual influences a group of individuals to achieve a common goal" (Northouse, 2016, p.6). It reflects the ability of someone to influence others to push their performance towards certain direction. It is a process that involves guidance by several means of communication and persuading (Răducan and Răducan, 2014).

Moreover, leadership could contribute to excellence through several points as follows:

1) Leadership is responsible for building an organization that is focused on cooperation and continuous learning (Buch and Rivers, 2001).
2) Leadership appreciates the important role of knowledge management towards the organization (Singh, 2008).
3) Leadership push employees towards innovation through rewarding them because of their efforts (Li, Bhutto, Nasiri, Shaikh, and Samo, 2018).
4) Leadership supports the organization by spreading a culture of excellence all over the organization. Moreover, leadership should

establish a system that depends on accountability and sharing responsibility between management and employees. Furthermore, leadership has a huge responsibility in removing any obstacles which may affect the efforts of achieving excellence (Ringrose, 2013).

STRATEGY

Strategy is defined as "direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations" (Johnson, Scholes, and Whittington, 2008, p.3). It is evident that there are substantial changes occur to the world and the context of business at an accelerating pace. Challenges which face organizations have several forms. It could be political, technological, social, cultural and legal challenges. These challenges affect business development and market competition. Hence, the critical importance of strategy for organizations appears distinctly to lead the organization through these changes and challenges (Kourdi, 2003).

KNOWLEDGE MANAGEMENT

Knowledge management could be defined as "the art of managing the knowledge accumulated in an organization's databases, practices, and routines (explicit knowledge) and that contained in the heads of its employees (tacit knowledge) to create value" (Al-Ali, 2003, p.79).
Knowledge management contributes to excellence by making organizational decisions rational and suitable to work conditions. Moreover, knowledge management coordinates tasks between departments and makes an alignment with the organizations' strategies and objectives. Furthermore, knowledge management integrates between individuals, their tasks and technology used in organizations to guarantee best work results (Maier, 2007; Ahmed and Elhag, 2017).

PRODUCTS

It is evident that tourism products are considered to be services with intangible nature. The intangibility of these products creates substantial difficulties for managers of tourism companies because tourism products cannot be examined before experience. In addition, purchasing tourism products is considered to be a matter of a high risk for tourists and it requires a mutual trust between consumers and provider of services (Holloway and Taylor, 2006).
literature indicated that tourism companies depend on three methods to differentiate its products. The first method is about adding distinctive features to the companies' offerings at competitive prices. The second method includes focusing on quality of products and services as a major

motivation for making purchase decision by tourists regardless the price. The third method reflects the focus of management on making offerings with low prices as an approach to attract more customers (Holloway, 2004). In line with Holloway (2004), Horner and Swarbrooke (2007) argued that tourism companies may differ in using methods for attracting customers. However, the final goal is the same which is meeting the customers' needs and wants.

HUMAN RESOURCES MANAGEMENT

Human resource management could be defined as "a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives" (Armstrong, 2006, p.1).

The contribution of human resources management to organizational excellence appears in two key points. The first point is talent management which means planning and developing career of employees (Armstrong, 2008). The second point is the significant impact of human resources practices on service quality. It is evident that tourism companies depend basically on interaction between employees and customers. Consequently, human resources department has an important role in improving employees' ability to employ their knowledge, skills, and attitudes to provide distinguished level of service quality. As a result, human resources enable tourism companies to overcome their rivals in market by achieving high level of competitiveness (Beech and Chadwick, 2006; Baum, 2012).

CUSTOMER RELATIONSHIP MANAGEMENT

Customer relationship management could be defined as "the building of a customer-oriented culture by which a strategy is created for acquiring, enhancing the profitability of, and retaining customers, that is enabled by an IT application; for achieving mutual benefits for both the organization and the customers" (Rababah, Mohd, and Ibrahim, 2011, p.22).

According to the previous definition, it is obvious that customer relationship management includes three critical elements. The first one is evaluating the impact of marketing, sales, and service costs on profitability of the organization. The second one is employing knowledge management activities to gather detailed information about customers' needs, behavior, and motivations. The third element is integrating between marketing, sales, and service providing to achieve best results for managing relationships with customers (Özgener and Iraz, 2006).

RESEARCH METHODOLOGY

The main aim of the current study is to investigate the relationship between organizational justice and organizational excellence in Egyptian travel agents. Moreover, this study aims to discuss the possible impact of organizational justice on organizational excellence.

The current study is a non-experimental research. It is considered to be a cross-sectional study which is applied in social sciences to describe a situation, phenomena, suggest solutions to a problem or identify attitudes towards specific issue (Kumar, 2011). In addition, this study used descriptive methodology which includes gathering and analyzing information about specific issue or phenomena to identify a relationship between variables and its reasons (Attia, 2017).

The current study employed questionnaire as a quantitative instrument. Questionnaire is an effective measurement for individuals' thoughts, attitudes, and behavior. The study implemented self-administrated questionnaires to provide respondents with enough time to read the statements and chose the best answers according to their opinions.

The questionnaire was designed depending on literature and was developed according to the reviewers' comments and observations.

It is divided into four sections as follows:

- The first section includes the demographic characteristics of the study's sample which are gender, age, occupation, years of work experience and qualifications.
- The second section includes the independent variable which is organizational justice with its four dimensions. The scale of organizational justice consists of 16 statements
- The third section includes the dependent variable which is organizational excellence with its seven dimensions. The third section consists of 22 statements.
- The fourth section includes two open questions.

The population of the study is composed from Egyptian travel agents category (A). It consists of 2293 company According to Egyptian Travel Agents Association. Moreover, this study employed a non-probability sampling design which is convenience sampling. The sample was determined according to Cochran (1977) formula which resulted in 329 tourism companies. Furthermore, the study targeted 364 tourism companies in Cairo. 35 of them refused to participate in the field study. However, 329 agreed to participate in the process of gathering data. Questionnaire was the major instrument to gather primary data from respondents. Numbers of respondents were 400. After revising questionnaires, 358 questionnaires were valid for statistical analysis. Then,

the questionnaires were coded and entered into the computer to be analyzed by Statistical Package for Social Science (SPSS V.21).

This study determined the validity of the scale by using:

Face validity: the scale was reviewed by four academic reviewers. The comments and observations of them have been considered before implementing the filed study.

Validity of internal consistency: Results demonstrated that all correlation coefficients of statements are significant at level of significance of ≤ 0.01 which ensures the validity of internal consistency of organizational justice scale and organizational excellence scale.

Regarding the reliability of scale, it was calculated using Cronbach's Alpha coefficient. Values of Cronbach's Alpha coefficients are (0.92, 0.87, 0.86, 0.98, 0.95) for distributive, procedural, informational, interactional and organizational justice scales respectively which ensure that the scale of organizational justice has a high degree of reliability. Regarding the scale of organizational excellence, values Cronbach's Alpha coefficients are (0.90, 0.89, 0.84, 0.85, 0.84, 0.89, 0.84, 0.96) for mission statement, leadership, strategy, knowledge management, products, human resources management, customer relationship management, organizational excellence respectively. These results indicate that organizational excellence scale has a high degree of reliability.

RESULTS AND DISCUSSION

This section aims to verify the study aims. It includes two parts. The first part includes table number 1 which illustrates correlations between organizational justice and organizational excellence. The second part includes table number 2 which reveals the predictive ability of organizational justice dimensions of some organizational excellence as follows:

Table 1: Correlations between organizational justice and organizational excellence in Egyptian travel agents (n=358)

Variables	Total degree of organizational excellence
Distributional justice	.804**
Procedural justice	.784**
Informational justice	.756**
Interpersonal justice	.730**
Total degree of organizational justice	.865**

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

Table 1 demonstrates significant correlation between organizational justice and organizational excellence in Egyptian travel agents. The correlation degree is 0.865 and it is significant at level of significance of ≤ 0.01.

The previous correlation could be explained through two main points. The first one is the critical importance of organizational justice in any institution which provides an atmosphere of safety and mutual trust between employees and managers. The second one is the difficulty of achieving success and excellence in work in the absence of justice.

As a result, aim one is achieved and also there is statistical significant positive relationship between organizational justice and organizational excellence in Egyptian travel agents.

Moreover, table 1 shows statistical significant relationship between distributional justice and the total degree of organizational excellence. The degree of this correlation is 0.804 and it is significant at the level of significance of ≤ 0.01. This correlation could be explained through the following points:

- Distributional justice encourages individuals at different levels to achieve their role in mission statement successfully.
- Achieving distributional justice enables management of organizations to have a powerful impact on employees and maximize impact of leadership.
- Well distributed rewards make employees more satisfied with their work and more encouraging to achieve their roles in organizational strategy.
- Fair distribution of rewards may result in enhancing employees' satisfaction, likewise their abilities to implement different skills of knowledge management.
- Fair distribution of rewards affects positively on the process of creation and presenting new products.
- Distributional justice may improve psychological wellbeing and satisfaction of employees. Consequently, they become more effective in managing relationships with customers.

As a result, aim one a is achieved and there is statistical significant positive relationship between distributional justice and organizational excellence in Egyptian travel agents.

Furthermore, table 1 demonstrates statistical significant relationship between procedural justice and the total degree of organizational excellence. The degree of this correlation is 0.784 and it is significant at the level of significance of ≤ 0.01. This correlation could be explained through the following points:

- Making decisions based on right procedures results in convincing employees with giving their organization more time and efforts to

achieve its mission statement. In addition, fair procedures create a state of respect towards leadership and facilitates achieving successful strategy.

- Procedural justice creates a state of discipline within organizations which facilitates knowledge management activities and designing new products and services.
- Fair procedures often are accompanied with powerful and effective policies of human resources management and enable employees to perform high levels of customer relationship management.

As a result, aim one b is achieved and there is statistical significant positive relationship between procedural justice and organizational excellence in Egyptian travel agents.

In addition, table 1 reveals statistical significant relationship between informational justice and the total degree of organizational excellence. The degree of this correlation is 0.756 and it is significant at the level of significance of ≤ 0.01. This correlation could be explained through the following points:

- Making interactive and fair distribution of information within organization results in improving abilities of employees' understanding to mission statement and helps to succeed maximizes the impact of leadership inside organizations.
- Informational justice provides a system that facilitates and maximizes benefits from knowledge management activities. Likewise, supports implementing successful business strategy.
- Informational justice represents an assistant factor which support decision makers in creating distinguished products and services for customers, implementing successful policy of human resources management and customer relationship management.

As a result, aim one c is achieved and there is statistical significant positive relationship between informational justice and organizational excellence in Egyptian travel agents.

In addition, table 1 highlights statistical significant relationship between interpersonal justice and the total degree of organizational excellence. The degree of this correlation is 0.730 and it is significant at the level of significance of ≤ 0.01. This correlation could be explained through the following points:

- Interpersonal justice raises the feeling of respect and appreciation towards management. Accordingly, the process of leadership becomes more effective and has greater impact on employees. Moreover, abilities of employees of understanding mission are developed to a better level.

- Interpersonal justice provides employees with great motivations to apply different activities of knowledge management and it represents the cornerstone for implementing a successful strategy.
- Existence of respect and fair treatment within organizations represents an assistant factor for successful policies of human resources management. Moreover, the possibility of a successful customer relationship management becomes higher when interpersonal justice exists.

As a result, aim one d is achieved and there is statistical significant positive relationship between interpersonal justice and organizational excellence in Egyptian travel agents.

Table 2 below includes one model which illustrates that procedural justice, interpersonal justice and total degree of organizational justice have the ability to explain changes which occur to mission statement in Egyptian travel agents by 56% as $\Delta R^2 = 0.561$. These results reveal that informational justice has no influence on mission statement.

Table 2: The predictive ability of organizational justice dimensions of organizational excellence in Egyptian travel agents

Dependent variable	Model	B	R^2	ΔR^2	T	Sig
Mission statement	(Constant)	2.834	0.566	0.561	4.342	.000
	Procedural justice	.240			1.994	.047
	Informational justice	.136			1.445	.149
	Interpersonal justice	.234			2.610	.009
	Organizational justice	.362			5.726	.000
Leadership	(Constant)	2.483	0.583	0.579	4.013	.000
	Procedural justice	.382			3.351	.001
	Informational justice	.034			.376	.707
	Interpersonal justice	.139			1.638	.102
	Organizational justice	.331			5.533	.000
Strategy	(Constant)	4.324	0.583	0.579	7.404	.000
	Procedural justice	.046			.432	.666
	Informational justice	.031			.364	.716
	Interpersonal justice	.014			.175	.861
	Organizational justice	.212			3.755	.000

Knowledge management	(Constant)	2.738			5.876	.000
	Procedural justice	.097			1.134	.257
	Informational justice	.095	0.570	0.565	1.408	.160
	Interpersonal justice	.137			2.143	.033
	Organizational justice	.180			3.998	.000
Products	(Constant)	3.679			7.126	.000
	Procedural justice	.000			.003	.998
	Informational justice	.009	0.456	0.450	.121	.903
	Interpersonal justice	.104			1.471	.142
	Organizational justice	.158			3.155	.002
Human resources management	(Constant)	1.727			2.258	.025
	Procedural justice	.223			1.585	.114
	Informational justice	.056	0.614	0.610	.506	.613
	Interpersonal justice	.027			.261	.794
	Organizational justice	.340			4.600	.000
Customer relationship management	(Constant)	3.070			5.426	.000
	Procedural justice	.194			1.858	.064
	Informational justice	.044	0.421	0.415	.545	.586
	Interpersonal justice	.049			.626	.532
	Organizational justice	.189			3.445	.001
Organizational excellence	(Constant)	20.85			7.945	.000
	Procedural justice	.988			2.042	.042
	Informational justice	.230	0.752	0.749	.608	.544
	Interpersonal justice	.651			1.802	.072
	Organizational justice	1.772			6.977	.000

Moreover, table 2 exhibits that procedural justice and total degree of organizational justice have the ability to explain changes which occur to leadership in Egyptian travel agents by 58% as $\Delta R^2 = 0.579$. These results demonstrate that both informational and interpersonal justice have no influence on leadership. Consequently, it is important for managers of Egyptian travel agents to develop practices of informational and interpersonal justice to improve and benefit from its impact on leadership.

In comparison with previous studies, the current study addressed leadership as a dependent variable. However, previous studies such as Strom, Sears, and Kelly (2014), Armagan and Erzen (2015) and Nwokolo,

Ifeanacho, and Anazodo (2016) addressed leadership as a moderator and independent variable. Moreover, the current study has a significant contribution as previous studies did not examine the impact of organizational justice on leadership in the tourism industry.

Furthermore, table 2 illustrates that the total degree of organizational justice has the ability to explain changes which occur to strategy in Egyptian travel agents by 58% as $\Delta R^2 = 0.579$.

Additionally, table 2 shows that interpersonal justice and total degree of organizational justice have the ability to explain changes which happen to knowledge management in Egyptian travel agents by 57% as $\Delta R^2 = 0.565$. These results demonstrate that both procedural and informational justice have no influence on knowledge management. Accordingly, it is critical for managers of Egyptian travel agents to develop practices of procedural and informational justice to contribute to the level of knowledge management.

The current study came to similar conclusion with the study of Akram et *al*., (2017) as results demonstrated a positive impact of organizational justice on knowledge management in the Chinese telecommunications sector.

In addition, Table 2 assures that total degree of organizational justice has the ability to explain changes which happen to products in Egyptian travel agents by 45% as $\Delta R^2 = 0.450$. The previous result demonstrates high contribution of organizational justice to products which guide managers to improve level of organizational justice practices to develop the process of designing and introducing products.

Likewise, table 2 reveals that total degree of organizational justice has the ability to explain changes which occur to human resources management in Egyptian travel agents by 61% as $\Delta R^2 = 0.610$. The previous result reflects high impact of organizational justice on human resources management which guide managers to improve level of organizational justice practices to improve and enhance the policy of human resources management.

The current study represents an extension to the efforts of Lamprakis, Alamani, Malliari, and Grivas (2018) as their study did not examine the relationship between organizational justice and human resources management. The study of Lamprakis et al., (2018) only organizational justice as a key driver of human resources management practices and addressed its impact on work engagement. Results confirmed a positive effect of distributive and interactional justice on work engagement.

Similarly, Table 2 highlights that total degree of organizational justice has the ability to explain changes which occur to customer relationship management in Egyptian travel agents by 42% as $\Delta R^2 = 0.415$. The previous result reflects high impact of organizational justice on customer

relationship management which guide managers to improve level of organizational justice practices to provide customers with high quality of service.

Finally, Table 2 exhibits that procedural justice and total degree of organizational justice have the ability to explain changes which happen to organizational excellence in Egyptian travel agents by 79% as Δ R2 = 0.794. These results demonstrate that managers of Egyptian travel agents need to develop practices of informational and interpersonal justice to increase its contribution to the level of organizational excellence.

As a result, aim 2 is achieved and organizational justice dimensions have a predictive ability of organizational excellence dimensions in Egyptian travel agents.

This study contributed significantly to literature theoretically and practically. Theoretical contribution could be illustrated through previous studies as follows:

- Studies of Severt (2006), Svari, Svensson, Slatten, and Edvardsson (2010) and Schoefer and Ennew (2014) addressed the impact of organizational justice of handling customers' complaints in tour operators.
- Studies of Hemdi and Nasurdin (2008), Nassar and Zaitouni (2015) and Zoghbi-Manrique-de-Lara and Ting-Ding (2017) discussed the impact of organizational justice on employees of hotels sector.
- The study of Fujimoto (2016) investigated the relationship between organizational justice and employee wellbeing in Australian tourism sector.
- Both studies of Tedmanson, Higgins-Desbiolles, and Whyte (2013), Zoghbi-Manrique-de-Lara and Guerra-Báez (2016) discussed the idea of justice and its connection with different aspects of local communities of destination.

According to the above presentation, the current study contributed significantly to the literature of tourism studies through investigating the relationship between organizational justice and organizational excellence in Egyptian travel agents.

Regarding practical contribution, this study discussed the impact of organizational justice dimensions on achieving excellence in Egyptian travel agents. Moreover, the study proposed a model to guide managers of Egyptian travel agents to achieve excellence for their companies.

CONCLUSIONS

This study has two variables. The first one is the independent variable which is organizational justice and it is divided into four dimensions as follows; distributional justice, procedural justice, informational justice and

interpersonal justice. The second variable is the dependent variable which is organizational excellence and it is divided into seven dimensions as follows; mission statement, leadership, strategy, knowledge management, products, human resources management and customer relationship management.

Moreover, this study used descriptive methodology to investigate the relationship between organizational justice and organizational excellence in Egyptian tourism companies. Questionnaire was the instrument which the study used to gather data from 329 tourism companies.

Furthermore, results showed statistical significant positive correlation between all dimensions of organizational justice with dimensions of organizational excellence. Moreover, organizational justice has a predictive ability of organizational excellence in Egyptian travel agents.

Finally, this study recommends that managers of Egyptian travel agents should focus on continuous development of all organizational justice practices to maximize its benefits to different aspects within Egyptian tourism companies.

FUTURE RESEARCH DIRECTIONS

It is recommended to implement further studies in the future as follows:
1- It is suggested to implement a study to investigate the relationship between organizational justice and organizational excellence in hotels.
2- It is suggested to implement a study to investigate the relationship between organizational justice and organizational excellence in airlines.
3- It is suggested to implement a study to assess the level of organizational justice in Egyptian Travel Agents using quantitative and qualitative methods.
4- It is suggested to implement a study to assess the level of organizational excellence in Egyptian Travel Agents using quantitative and qualitative methods.
5- It is suggested to implement an experimental study to assess the level of organizational justice in Egyptian Travel Agents.

REFERENCES

Adams, J.S. (1965). Inequity in Social Exchange. In L. Berkowitz (Ed.) Advances in Experimental Social Psychology (pp. 267-269). New York: Elsevier.

Agarwal, A., and Vrat, P. (2016). A Bio-Inspired Model of Organizational Excellence. Journal of Advances in Management Research, 13(2), 130-153.

Ahmed, A., and Elhag, M. (2017). Smart KM Model: The Integrated Knowledge Management Framework for Organisational Excellence. World Journal of Science, 14(2/3), 172-193.

Akram, T., Lei, S., Haider, M.J., Hussain, S.T., and Puig, L.C.M. (2017). The Effect of Organizational Justice on Knowledge Sharing: Empirical Evidence from the Chinese Telecommunications Sector. Journal of Innovation & Knowledge, 2, 134-145.

Al-Ali, N. (2003). Comprehensive Intellectual Capital Management: Step-by-Step. Hoboken, New Jersey: John Wiley & Sons.

Antony, J.P., and Bhattacharyya, S. (2010). Measuring Organizational Performance and Organizational Excellence of SMEs − Part 1: A Conceptual Framework. Measuring Business Excellence, 14(2), 3-11.

Armagan, Y., and Erzen, E. (2015). The Effect of Leadership on Organizational Justice In E.Karadag (Ed.), Leadership and Organizational Outcomes: Meta-analysis of Empirical Studies (pp. 239-254). Cham: Springer International Publishing.

Armstrong, M. (2006). A Handbook of Human Resource Management Practice (10th ed.). London: Kogan Page.

Armstrong, M. (2008). Strategic Human Resource Management: A Guide to Action (4th ed.). London: Kogan Page.

Aryee, S., Walumbwa, F.O., MondeJar, R., and Chu, C.W.L. (2015). Accounting for the Influence of Overall Justice on Job Performance: Integrating Self-Determination and Social Exchange Theories. Journal of Management Studies, 52(2), 231-252.

Attia, W. (2017). Research Methodology between the Argument of Classification and Methods of Using. In N.S. Ashour (Ed.), Research Methodology in Social Sciences (209-224). Algeria: Hussein Ras ALgabl.

Baum, T. (2012). Human Resource Management in Tourism: A Small Island Perspective. International Journal of Culture, Tourism and Hospitality Research, 6(2), 124-132.

Beech, J., and Chadwick, S. (2006). The Business of Tourism Management. Harlow, England: Pearson Education Limited.

Bies, R.J., and Moag, J.S. (1986). Interactional Justice: Communication Criteria of Fairness. In R.J. Lewicki, B.H. Sheppard and B.H. Bazerman (Eds.) Research on Negotiation in Organizations (pp. 43-55). Greenwich, CT: JAI Press.

Bolboli, S.A., and Reiche, M. (2014). Culture-Based Design and Implementation of Business Excellence. The Total Quality Management Journal, 26(4), 329-347.

Brown, A. (2013). How do excellent companies stay excellent?. Total Quality Management and Business Excellence Journal, 24(2), 108-118.

Buch, K., and Rivers, D. (2001). TQM: The Role of Leadership and Culture. Leadership & Organization Development Journal, 22(8), 365-371.

Chegini, M.G. (2009). The Relationship between Organizational Justice and Organizational Citizenship Behavior. American Journal of Economics and Business Administration, 1(2), 173-176.

Cochran, W.G. (1977). Sampling Techniques (3rd ed). New York: John Wiley & Sons.

Cropanzano, R., Bowen, D.E., and Gilliland, S.W. (2007). The Management of Organizational Justice. Academy of Management Perspectives, 21(4), 34-48.

Durrah, O.M. (2008). Organizational Justice and its relationship to some Contemporary administrative trends. Cairo: Al Radwan.

EFQM (2018). Model Criteria. [online]. Retrieved from http://www.efqm.org/efqm-model/model-criteria.

Fischer, R. (2012). Organizational Justice Research: Present Perspectives and Challenges. Revista Psicologia: Organizações e Trabalho, 12(1), 97-112.

Flint, D., Haley, L.M. and McNally, J.J. (2012). Dimensionality of Organizational Justice in a Call Center Context. Psychological Reports, 110(2), 677-693.

Fujimoto, H.L.C. (2016). Inclusion, Organisational Justice and Employee Wellbeing. International Journal of Manpower, 37(6), 945-964.

Furnham, A., and Siegel, E.M. (2012). Reactions to Organizational Injustice: Counter Work Behaviors and the Insider Threat. In E. Kals and J. Maes (Eds.) Justice and Conflicts: Theoretical and Empirical Contributions (pp. 199-217). Springer-Verlag Berlin Heidelberg.

George, J., and Wallio, S. (2017). Organizational Justice and Millennial Turnover in Public Accounting. Journal of Employee Relations, 39(1), 112-126.

Greenberg, J. (1993). Stealing in the Name of Justice: Informational and Interpersonal Moderators of Theft Reactions to Underpayment Inequity. Organizational Behavior and Human Decision Processes, 54, 81-103.

Hashemy, S.H., Yousefi, M., Soodi, S., Omidi, B. (2016). Explaining Human Resource Empowerment Pattern and Organizational Excellence among Employees of Emergency of Guilan's University Hospitals. Procedia - Social and Behavioral Science, 230, 6-13.

Hemdi, M.A., and Nasurdin, A.M. (2007). Investigating the Influence of Organizational Justice on Hotel Employees' Organizational Citizenship Behavior Intentions and Turnover Intentions. Journal of Human Resources in Hospitality & Tourism, 7(1), 1-23.

Holloway, J.C. (2004). Marketing for Tourism (4th ed.). Harlow, England: Pearson Education Limited.

Holloway, J.C., and Taylor, N. (2007). The Business of Tourism (7th ed.). Harlow, England: Pearson Education Limited.

Horner, S. and Swarbrooke, J. (2007). Consumer Behaviour in Tourism (2nd ed.). Amsterdam: Butterworth-Heinemann.

Hui, K.H., and Chuan, T.K. (2002). Nine Approaches to Organizational Excellence. Journal of Organizational Excellence, 22(1), 53-65.

Jafari, p., Motlagh, F.S., Yarmohammadian, M.H., and Delavar, A. (2011). Designing an Adjusted Model of Organizational Justice for Educational System in Esfahan City (Iran). Journal of Procedia Social and Behavioral Sciences, 100, 1696-1704.

Johnson, G., Scholes, K., and Whittington, R. (2008). Exploring Corporate Strategy (8th ed.). Harlow, England: Pearson Education.

Kaynak, R., Sert, T., Sert, G., Akyuz, B. (2015). Supply Chain Unethical Behaviors and Continuity of Relationship: Using the PLS Approach for Testing Moderation Effects of Inter-Organizational Justice. International Journal of Production Economics, 162, 83-91.

Khan, S., and Habib, U. (2012). Procedural Justice and Organizational Performance. Abasyn Journal of Social Sciences, 4(1), 36-51.

Kourdi, J. (2003). Business Strategy: A Guide to Effective Decision-Making. London: The Economist.

Kumar, R. (2011). Research Methodology: A Step-By-Step Guide for Beginners (3rd ed.). Los Angeles: Sage.

Lamprakis, A., Alamani, K., Malliari, A., Grivas, I. (2018). The Organizational Justice as a Human Resources Management Practice and its Impact on Employee Engagement: The case of the Prefecture of Attica (Greece). Scientific Annals of Economics and Business, 65(1), 65-79.

Lather, A.S., and Kaur, S. (2015). Evolution of the Concept of Organizational Justice. Asia Pacific Journal of Research, XXVIV, 7-25.

Li, W., Bhutto, T.A., Nasiri, A.R., Shaikh, H.A., and Samo, F.A. (2018). Organizational Innovation: The Role of Leadership and Organizational Culture. International Journal of Public Leadership, 14(1), 33-47.

MacDonald, S., and Headlam, N. (2008). Research Methods Handbook: Introductory guide to research methods for social research. Manchester: Centre for Local Economic Strategies.

Maier, R. (2007). Knowledge Management Systems: Information and Communication Technologies for Knowledge management (3thed.). Heidelberg: Springer.

Malcolm Baldridge National Quality Award. (2018). Learn About Quality. Retrieved from http://asq.org/learn-about-quality/malcolm-baldrige-award/overview/overview.html.

Mohammad, M., Mann, R., Grigg, N., and Wagner, J.P. (2011). Business Excellence Model: An Overarching Framework for Managing and Aligning Multiple Organizational Improvement Initiatives. Total Quality Management and Business Excellence Journal, 22(11), 1213-1236.

Nassar, M.A., and Zaitouni, M. (2015). Perceived Performance Appraisal Justice in Egyptian Chain Hotels. Tourism and Hospitality Research, 9(3), 329-345.

Northouse, P.G. (2016). Leadership: Theory and Practice (7th ed.). London: Sage Publications.

Nwokolo, E.E., Ifeanacho, N.C., and Anazodo, N.N. (2016). Perceived Organizational Justice and Leadership Styles as Predictors of Employee Engagement in the organization. Nile Journal of Business and Economics, 4, 16-28.

Olkkonen, M., and Lipponen, J. (2006). Relationships between organizational justice, identification with organization and work unit, and group-related outcomes. Journal of Organizational Behavior and Human Decision Processes, 100, 202-215.

Özgener, S., and Iraz, R. (2006). Customer Relationship Management in Small–Medium Enterprises: The Case of Turkish Tourism Industry. Tourism Management, 27, 1356-1363.

Qawasmeh, F.M., Al-Bourini, F.A. (2016). Assessing University Excellence Management Practices by using the European Excellence Model according to Students' and Employees' Perspectives in Jadara University. Arab Economic and Business Journal, 11, 93-104.

Qawasmeh, F.M., Al-Bourini, F.A. (2016). Assessing University Excellence Management Practices by using the European Excellence Model according to Students' and Employees' Perspectives in Jadara University. Arab Economic and Business Journal, 11, 93-104.

Rababah, K., Mohd, H., and Ibrahim, H. (2011). Customer Relationship Management (CRM) Processes from Theory to Practice: The Pre-implementation Plan of CRM System. International Journal of e-Education, e-Business, e-Management and e-Learning, 1(1), 22-27.

Răducan, R., and Răducan, R. (2014). Leadership and Management. Procedia - Social and Behavioral Sciences, 149, 808-812.

Ringrose, D. (2013). Development of an Organizational Excellence Framework. The TQM Journal, 25(4), 441-452.

Schoefer, K., and Ennew, C. (2004). Customer Evaluations of Tour Operators' Responses to Their Complaints. Journal of Travel & Tourism Marketing, 17(1), 83-92.

Scott, B.A., and Colquitt. (2007). Are Organizational Justice Effects Bounded by Individual Differences? An Examination of Equity Sensitivity, Exchange Ideology, and the Big Five. Journal of Group & Organization Management, 32(3), 290-325.

Severt, D.E. (2006). An Investigation of Perceived Justices and Customer Satisfaction. In J.S Chen (Ed.) Advances in Hospitality and Leisure (pp. 275-290). Emerald Group Publishing Limited.

Shan, S., Ishaq, H.M., Shaheen, M.A. (2015). Impact of Organizational Justice on Job Performance in Libraries: Mediating Role of Leader-Member Exchange Relationship. Journal of Library Management, 36(1/2), 86-98.

Shirvani, A., and Iranban, S.J. (2013). Organizational Excellence Performance and Human Force Productivity Promotion: A Case Study in South Zagros Oil and Gas Production Company, Iran. European Online Journal of Natural and Social Sciences, 2(3), 1-6.

Singh, S.K. (2008). Role of Leadership in Knowledge Management: A Study. Journal of Knowledge Management, 12(4), 3-15.

Strom, D.L., Sears, K.L., and Kelly, K.M. (2014). Work Engagement: The Roles of Organizational Justice and Leadership Style in Predicting Engagement Among Employees. Journal of Leadership & Organizational Studies, 21(1), 71-82.

Svari, S., Svensson, G., Slatten, T., Edvardsson, B. (2010). A DIP-Construct of Perceived Justice in Negative Service Encounters and Complaint Handling In the Norwegian Tourism Industry. Managing Service Quality: An International Journal, 20(1), 26-45.

Tatum, B.C., and Eberlin, R.J. (2008). The Relationship between Organizational Justice and Conflict Style. Business Strategy Series Journal, 9(6), 297-305.

Tedmanson, D., Higgins-Desbiolles, F., and Whyte, K.W (2013). Tourism and Environmental Justice. In K. Schwab and D. Dustin (Eds.) Just leisure: things that we believe in (1st ed., pp. 91-100). Illinois, United States: Sagamore.

Terouhid, S.A., and Ries, R. (2016). Organizational Sustainability Excellence of Construction Firms – A Framework. Journal of Modelling in Management, 11(4), 911-931.

Thibault, J., and Walker, L. (1975). Procedural justice: A psychological analysis. Hillsdale: Erlbaum.

Vartiak, L., and Jankalova, M. (2017). The Business Excellence Assessment. Procedia Engineering, 192, 917-922.

Zoghbi-Manrique-de-Lara, P., and Guerra-Báez, R.M. (2016). Fairness in the Local Movements of Tourists within a Destination: Justice Perceptions, Bus Services, and Destination Loyalty. International Journal of Culture, Tourism and Hospitality Research, 10(3), 323-339.

Zoghbi-Manrique-de-Lara, P., and Ting-Ding, J. (2017). Employees' Justice Perceptions as a Factor Influencing Successful Outsourcing in the Hospitality Industry. International Journal of Contemporary Hospitality Management, 29(6), 1619-1637.