

Perceived Organizational Justice and Work-Related Outcomes: An Empirical Study of the Egyptian Public Banks

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Abstract

The purpose of this study is to identify how bank employees perceive the fairness of organizational systems and how the issue of fairness affects the employees' attitudes and behaviors. This study examines the relationships between the four dimensions of organizational justice (distributive, procedural, interpersonal, and informational) and selected work-related outcomes, namely, job satisfaction and organizational commitment in the context of the Egyptian public commercial banks. The theoretical model is validated in a single cross-sectional empirical study of 207 participants. The data are analyzed using structural equation modeling to test the 9 hypotheses, derived from the research model, of which only 6 are supported. The results indicate that job satisfaction is positively influenced by distributive, interpersonal, and informational justice, while procedural justice does not show any significant association. Moreover, it is found that interpersonal justice is a better predictor of organizational commitment compared to procedural justice, while distributive justice and informational justice have no significant effect. These findings contribute to a better understanding of how each dimension of organizational justice differentially affect the employees' level of satisfaction and commitment in the banking context. This study also indicates empirical evidence that the employees' job satisfaction mediates the relationship between organizational justice and organizational commitment. This study provides guidelines to help the public sector banks managers understand how to increase the employees' job satisfaction and their organizational commitment.

Keywords: Organizational Justice Perception, Distributive Justice, Procedural Justice, Interpersonal Justice, Informational Justice, Job Satisfaction, Organizational Commitment, Banking industry, Egypt.

1. Introduction

The banking industry is the backbone of the national and global economy since the importance of the economic borders of the nations is diminishing continuously (Soproni, 2013). Banking employees play a vital role in the accomplishment of the predetermined goals of their institution. In addition, the quality of service is significantly influenced by the attitudes and behaviors of bank employees. In this regard, employees are primarily responsible for providing a sustainable competitive advantage for the banking industry. Therefore, success in the banking sector depends on managing and retaining employees.

In Egypt, the banking sector has gone through many stages since the establishment of the first bank, the Bank of Egypt, in 1856, followed by the emergence of private sector and joint venture banks during the period of the Open Door Policy in the 1970s. Moreover, the Egyptian banking sector has been undergoing reforms, privatization, and mergers and acquisitions since 1991 (American Chamber of Commerce in Egypt, 2013). In 2011, the Egyptian banking industry was comprised of 39 banks under the supervision of the Central Bank of Egypt. This number included 37 commercial banks of which 3 public banks, 27 private banks and 7 off-shore banks. Additionally, 2 specialized public banks provided mid and long term financing to the agriculture and real estate sectors (Central Bank of Egypt, 2011). Although the number of public commercial banks is still small relative to the total number of banks operating in Egypt, they account for a large share of banking activities. The three public commercial banks (National Bank of Egypt, Banque Misr, and Banque du Caire), are the largest banks operating in Egypt in terms of major financial indicators. These three banks accounted for 46%

of the Egyptian banking sector's total deposits and 38% of the total loans (CAMPAS, 2010).

In July 2014, a revolt has taken place in Egypt's public banking sector, when legislation placed a cap on a maximum wage for public employees in Egypt in order to cut government spending. Under this legislation, no public enterprise would be able to pay its top executives more than thirty-five times the minimum wage of 1,200 Egyptian pounds received by public sector employees. This sudden reduction in income led to a massive number of resignations in state-owned enterprises. By December 2014, over 140 of banking officials have resigned for better job opportunities and higher salaries in both private and foreign banks (Safi, 2015). As a result, Egypt's public banks lost senior specialist bankers to the private sector. However, by the end of 2015, public banks became exempted from applying the maximum wage on their employees after the judicial ruling which was issued by the Administrative Court at the State Council (Mounir, 2015).

In the light of this, a research is needed concerning how bank employees perceive the fairness of organizational systems and how the issue of fairness affects the employees' attitudes and behaviors. Organizational justice, a term coined by Greenberg (1987), refers to the employee's perceptions of fairness in the workplace. Organizational justice has been a popular research topic by human resources managers and organizational behavior researchers in the past three decades (for a historical review, Colquitt et al., 2005). Research findings have shown that organizational justice is a significant predictor of work attitudes, decisions, and behaviors (e.g., Robinson, 2004; Liao and Rupp, 2005; Samad, 2006; Fernandes and Awamleh, 2006; Ambrose et al., 2007; Scott et al., 2007; Suliman, 2007; Nadiri and Tanova, 2009; Abu Elanain, 2010; Elamin, 2012; Al-Afari and Abu Elanain, 2014; Khalil and Sharaf, 2014). Existing studies (e.g., Cohen-Charash and Spector, 2001; Colquitt et al., 2001) demonstrate that organizational justice is one of the most important topics in organizational science, because employees who have positive perceptions of organizational fairness are

reported to have a higher level of job satisfaction, organizational commitment, and work performance. Prior to the empirical work of Colquitt et al. (2001), researchers conceptualized organizational justice into: distributive justice (fairness of outcome distribution in an organization); procedural justice (fairness of the processes that lead to decision outcomes); and interactional justice (fairness of interpersonal treatment that employees receive when policies and procedures are implemented in the workplace). Recently, Colquitt (2001) and Colquitt et al. (2001) demonstrated that there are four distinct and separate dimensions of justice: distributive, procedural, interpersonal, and informational, and that these dimensions have differing correlates. However, an overwhelming amount of organizational behavior literature has been done on distributive and procedural justice (e.g., Abu Elanain, 2010), unlike interpersonal and informational justice. Moreover, uncertainty still exists around the distinct effects of these four dimensions of organizational justice on work outcomes.

Accordingly, the purpose of this study is to develop and test a model that examines the relationships between the four dimensions of organizational justice (distributive, procedural, interpersonal, and informational) and selected work-related outcomes, namely, job satisfaction and organizational commitment in the context of the Egyptian public commercial banks. The findings of this study will expand our present knowledge of organizational justice and organizational behavior in several ways. First, the relationships between organizational justice and the key business outcomes, job satisfaction and organizational commitment, will be analyzed according to the four contemporary dimensions of justice that were proposed and validated by Colquitt (2001). Second, although a great deal of research has addressed the issue of organizational justice, there has been little evidence of theoretical or empirical research in the banking sector concerning the consequences of organizational justice, which may have important impacts on the employees' attitudes and behaviors. To address this concern, this study will be conducted within the context of the Egyptian

public commercial banks. Finally, the current study is designed to provide bank managers with insights into the formation of the employees' justice perceptions, and into how to manage employees to draw positive attitudinal and behavioral reactions. It will also help managers better understand how to retain valuable employees and increase the employees' commitment and satisfaction towards their work.

The research presented here is motivated and guided by four main questions. First, is there a differential effect for each dimension of organizational justice on work outcomes? Second, how do organizational justice perceptions relate to the job satisfaction of employees? Third, how do organizational justice perceptions relate to the organizational commitment of employees? Fourth, does job satisfaction mediate the relationship between organizational justice and organizational commitment?

2. Theoretical Background

2.1 Organizational Justice

Organizational justice, a term coined by Greenberg (1987), refers to the employee's perceptions of fairness in the workplace. The complexity of the justice construct evolved over the years from two dimensions in 1970s, to three dimensions in 1980s, and finally to four dimensions in the 1990s (Colquitt et al., 2005). Today, justice scholars generally agree that organizational justice is comprised of four major dimensions.

Distributive Justice

The earliest work on organizational justice focused on distributive justice, which refers to the perceived fairness of outcome distribution or allocation in an organization (Adams, 1965). The cornerstone work in the research of distributive justice in the organizational literature derives from Adams (1965) who introduced equity theory. According to this theory, employees judge the fairness of work outputs received from organizations such as salary, promotion, benefits, rewards, or pay raises with respect to the value of their work inputs such as education, knowledge, experience, time, or effort. Employees

assess the fairness of their input/output ratio by comparing their ratio to the ratios of referents such as colleagues or past-self. Fairness is perceived when there is equity between inputs and outcomes which is associated with feelings of satisfaction. However, when the ratio is higher or the employee is inequitably overpaid, he should feel guilty. Whereas when the ratio is lower or he is inequitably underpaid, the employee should feel angry. When inequity exists, a feeling of unfairness is experienced by both parties and an attempt to resolve this discrepancy is made. Adam's theory predicted that individuals would be motivated to make either behavioral adjustments (e.g., withdrawing from the organization, altering performance levels) or cognitive adjustments (e.g., changing referent others, modifying the evaluation of the equity ratio) to restore the balance of equity. Therefore, distributive justice is a significant predictor of work outcomes and behaviors. Equity theory has contributed greatly to the justice literature by drawing the attention of scholars to the concept of justice in the workplace. The distributive justice literature reviewed so far concentrated only on the social exchange between employees. As the development of organizational justice moved forward, researchers began to look at a new type of relationship in an organization: the social exchange between employees and the organization. This marks the beginning of the concept of procedural justice.

Procedural Justice

While distributive justice focuses on the fairness of the distribution of resources, procedural justice focuses on the perceptions of fairness of the procedures used to make those distributive decisions (Greenberg, 1987). Rather than just looking at inputs and outcomes, procedural justice addresses how and why things happen within organizations (Thibaut and Walker, 1975). Beginning in the mid-1970s, the focus of most justice research shifted to the processes associated with organizational decision-making. Thibaut and Walker (1975) are credited as the primary contributors to the development of procedural justice. They introduced a model that differentiated procedural justice from distributive justice by proposing that

individuals wish their voices to be heard when decisions are made involving methods, policies, and procedures. Their work focused primarily on legal processes and the perceptions of fairness for those involved. Leventhal (1980) and Leventhal et al. (1980) extended the notion of procedural justice into non-legal contexts, such as organizational context. Leventhal's theory of procedural justice judgments developed six specific rules for fair procedures: The procedures should (1) be applied consistently across all employees at all times; (2) be free from bias; (3) reflect that accurate information is gathered and used in the decision making process; (4) have a means of correcting flawed decisions in place; (5) be inclusive of all groups' opinions and interests; and (6) conform to personal or institutional ethical or moral standards. Procedural justice, in conjunction with distributive justice, formed the two dimensional model of organizational justice. This model became the standard for subsequent justice studies.

Interactional Justice

As work on organizational justice continued to advance, scholars realized that the two-factor model of justice concentrated only on outcomes and procedures, neglecting the effects of another important aspect of social exchange within an organization: interpersonal treatment. Starting from the mid-1980s and continuing today, justice researchers noticed that people also consider interpersonal treatment as a form of justice and started to pay more attention to the interpersonal aspects of justice. Prior to Bies and Moag (1986), there had been little significant discussion regarding the fairness of interpersonal interactions which is the perception of the quality of treatment an employee receives when policies and procedures are implemented in the workplace. They argued that quality of interpersonal treatment affected the evaluation of fairness in an organization and introduced the concept of interactional justice. Interactional justice refers to perceived fairness of interpersonal treatment that employees receive from their supervisors in implementing the organization's policy and procedures. The major determinants of interactional justice include explanation,

sensitivity, consideration, and empathy. Interactional justice primarily affects personal-level outcomes (attitude and behavior), while procedural justice affects organization-level outcomes (Bies and Moag, 1986). Greenberg (1993) suggests that interactional justice be separated into two distinct components: interpersonal justice and informational justice. Interpersonal justice refers to the social aspect of distributive justice. Informational justice refers to the social aspect of procedural justice.

Interpersonal Justice

Interpersonal justice is concerned with the way managers treat their subordinates and the response of these subordinates (Cohen-Charash and Spector, 2001). Interpersonal justice reflects the degree to which employees are treated with politeness, dignity, and respect by individuals in authority responsible for executing procedures or determining outcome decisions. Politeness, courtesy, respect for the individual's rights and justification of the decisions made, demonstrate fair treatment (Greenberg, 1993).

Informational Justice

Informational justice is concerned with the communication of information and the sufficiency of explanations about procedures in terms of their specificity, timeliness, and truthfulness (Greenberg, 1993). It focuses on the explanation provided to individuals, conveying information about why procedures were used or why outcomes were distributed in a certain way (Colquitt et al., 2001). It is the procedural explanations for why something occurred (Ambrose et al., 2007).

2.2 Work Outcomes

The work outcomes investigated in this study included job satisfaction and organizational commitment.

Job Satisfaction

Job satisfaction was initially proposed by Hoppock in 1935 (Tsai et al., 2007). It has been extensively studied and measured over the last four decades of organizational studies (Currivan,

2000). A review of literature indicates that research on job satisfaction is primarily based on theories of motivation and attitudes toward work. A variety of definitions has been proposed for job satisfaction, but the most commonly used is the one by Locke (1976), who defined it as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Previous studies (e.g., George and Jones, 2005; Robbins and Judge, 2007) have revealed that satisfied employees can be an asset for the organization, as they are expected to be creative, innovative and come up with breakthroughs that allow the organization to grow and expand. In addition, job satisfaction is critical for any organization since high levels of job satisfaction are associated with reduced stress, greater empowerment, increased productivity, organizational growth, and lowered absenteeism among employees. In the literature, job satisfaction has been conceptualized by some researchers (e.g., Currivan, 2000) as a five-faceted construct: the work itself, quality of supervision, relationship with coworkers, promotion opportunities, and pay. On the other hand, other researchers (e.g., Lee, 2000) agreed that job satisfaction is generally considered as a global construct. According to Lee (2000), the global approach is used when the overall attitude one has towards their job is the area of interest. This study uses the global approach over the facets approach.

Organizational Commitment

The concept of organizational commitment has also grown in popularity in the literature on organizational psychology, due to its significant impact on organizational performance (Cohen, 2003). It is recognized as the bond or the linkage between the employee and the organization (Abu Elanain, 2010). A high level of organizational commitment is characterized by: 1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a definite desire to maintain organizational membership. Organizational commitment can be viewed as a multi-dimensional construct. Allen and Meyer (1990) identified three dimensions of organizational

commitment, namely: affective, continuance, and normative commitment, which were found to be correlated but distinct (Meyer et al., 2002). Affective commitment represents the employee's emotional attachment to the organization (Meyer and Allen, 1997, p. 11). Meyer and Allen (1997, p. 11) defined the continuance commitment as an awareness of the costs associated with leaving the organization. They also defined the normative commitment as a feeling of obligation to continue employment. Following the lead of Colquitt (2001), among these three dimensions, only the affective commitment dimension is used in this study.

3. Literature Review and Development of Hypotheses

Organizational Justice and Work Outcomes

The relationship between the four dimensions of organizational justice (distributive, procedural, interpersonal, and informational) and selected work-related outcomes, namely, job satisfaction and organizational commitment has been proposed by various researchers. Previous studies (e.g., Folger and Konovsky, 1989; McFarlin and Sweeney, 1992; Sweeney and McFarlin, 1993; Cobb et al., 1995; Hendrix et al., 1998; Lee, 2000; Cropanzano et al., 2002; Lambert, 2003; Robinson, 2004; Liao and Rupp, 2005; Samad, 2006; Fernandes and Awamleh, 2006; Ambrose et al., 2007; Scott et al., 2007; Suliman, 2007; Nadiri and Tanova, 2009; Abu Elanain, 2010; Elamin, 2012; Al-Afari and Abu Elanain, 2014; Khalil and Sharaf, 2014) reported that organizational justice dimensions have a significant positive relationship with job satisfaction and organizational commitment. This is supported by two meta-analyses of Cohen-Charash and Spector (2001) and Colquitt et al. (2001). They revealed that increasing the perception of organizational justice leads to a higher satisfaction and a greater commitment regarding the workplace. A range of empirical studies suggested that the various dimensions of justice have different effects on work outcomes. In general, distributive justice may be a more important predictor of personal outcomes such as pay and job satisfaction, than procedural justice. In contrast, procedural

justice may have a strong impact on organizational outcomes such as organizational commitment (Folger and Konovsky, 1989; Moorman, 1991; McFarlin and Sweeney, 1992; Cobb et al., 1995; Lee, 2000; Lambert, 2003; Robinson, 2004). Studies regarding the predictive effect of interactional justice are limited because the notion of interactional justice has recently appeared in the literature. However, the differential effects that have been found for interactional justice (Masterson et al., 2000; Cropanzano et al., 2002; Rupp and Cropanzano, 2002; Roberson and Stewart, 2006) relate strongly to the leader outcomes such as supervisory satisfaction. As mentioned earlier, interpersonal and informational justices are the two subcategories of interactional justice that have distinctive relationships with other variables. This is clearly consistent with Colquitt (2001) and Colquitt et al. (2001) arguments which suggest that the four justice dimensions have differing correlates.

Therefore, based on the literature review, the following hypotheses were developed to examine the relationship between the constructs of organizational justice and the employees' job satisfaction as well as the relationship between the constructs of organizational justice and the employees' organizational commitment in the Egyptian public commercial banks:

- H1: Perception of distributive justice (DJ) has a significant and positive effect on employees' job satisfaction (JS).
- H2: Perception of procedural justice (PJ) has a significant and positive effect on employees' job satisfaction (JS).
- H3: Perception of interpersonal justice (ITJ) has a significant and positive effect on employees' job satisfaction (JS).
- H4: Perception of informational justice (IFJ) has a significant and positive effect on employees' job satisfaction (JS).
- H5: Perception of distributive justice (DJ) has a significant and positive effect on employees' organizational commitment (OC).
- H6: Perception of procedural justice (PJ) has a significant and positive effect on employees' organizational commitment (OC).

H7: Perception of interpersonal justice (ITJ) has a significant and positive effect on employees' organizational commitment (OC).

H8: Perception of informational justice (IFJ) has a significant and positive effect on employees' organizational commitment (OC).

Job Satisfaction and Organizational Commitment

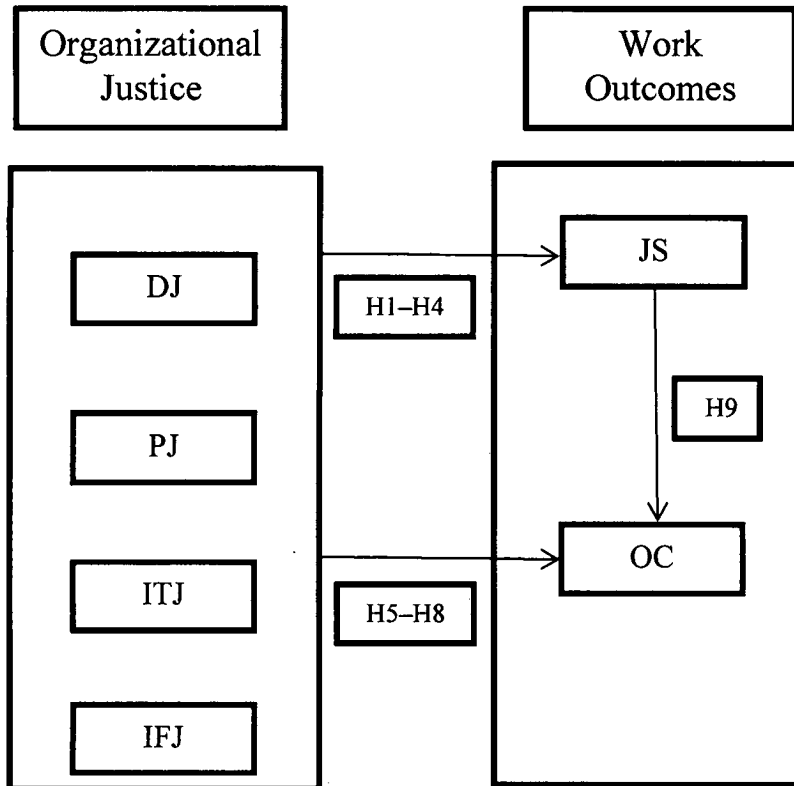
The relationship between job satisfaction and organizational commitment has been extensively investigated in previous studies. Although the literature showed mixed results, the evidence seems to be towards a direct linkage between job satisfaction and organizational commitment. More precisely, the theoretical literature strongly suggests that job satisfaction is considered to be an antecedent to organizational commitment (Guleryuz et al., 2008; Yang, 2010; Aghdasi et al., 2011; Salehi and Gholtash, 2011; Larsen et al., 2012; Yucel and Betkas, 2012).

Accordingly, in view of the above, it is hypothesized that:

H9: Employees' job satisfaction (JS) has a significant and positive effect on their organizational commitment (OC).

The model depicting all hypothesized relationships of the study is shown in Figure 1.

Figure 1
Research Model



4. Research Method

Questionnaire

In order to empirically measure and then test the relationships between variables, a review of instruments used in other studies regarding the model variables was undertaken. Based on this review, survey items were adapted from existing instruments used in previous researches. The measurement item scales used in the survey questionnaire for all constructs showed high reliability and demonstrated convergent and discriminant validity in previous studies.

A quantitative study, involving the administration of a survey, was used to collect data on the six constructs that were defined in the hypothesized model. Table 1 summarizes the scales used to measure constructs of this study. All constructs were measured using 26 items, and all items were measured with 5-point Likert scales ranging from 1 = strongly disagree to 5 = strongly agree. The Likert scale was used since it is one of the most frequently encountered formats for measuring attitudes (Bryman and Bell, 2011).

Table 1
Summary of Scales

Construct	Source	No. of items
DJ	Colquitt (2001)	Four
PJ	Colquitt (2001)	Six
ITJ	Colquitt (2001)	Four
IFJ	Colquitt (2001)	Three
JS	Hackman and Oldham (1975)	Four
OC	Allen and Meyer (1990)	Five

Participants and Sampling Techniques

The three Egyptian public commercial banks: the National Bank of Egypt, Banque Misr, and Banque du Caire were selected for the purpose of this study. The target subjects in this study are bank employees who have been working for two years or more in their current bank, to be sure that they have clear perceptions about organizational justice. No reliable data on this topic was available; therefore a non-probability sampling technique was used. It is worth mentioning that it is difficult to reach and collect data from the entire population owing to restrictions of time, money, and often access. The decision regarding the sample size in this study was based on the selected statistical

analysis method, Structural Equation Modeling (SEM). The SEM is selected for data analysis because (1) it can test the causal relationships between different constructs with multiple measurement items; (2) it has strong statistical procedures that can deal with complex models; and (3) it provides the link between scores on a measuring instrument and the underlying constructs that they are designed to measure, through a Confirmatory Factor Analysis (CFA) model which tests the relationships between constructs by using a structural model (Hair et al., 2010). Like other statistical techniques, SEM requires an appropriate sample size, not less than 200, which is recommended by Hair et al. (2010), in order to provide parameter estimates with any degree of confidence and guarantee robust SEM. Therefore, in order to get the required sample size and to ensure a satisfactory return, a total of 375 questionnaires were distributed equally with the help of the coordinators at the head offices across the three banks.

5. Results and Data Analysis

Response Rate and Non-Response Bias

The response rate for the survey analyzed here is 55%, 375 surveys were distributed and 207 valid surveys returned. A further 7 surveys were discarded because too many items were substantially incomplete. In order to assess the non-response bias, a method that was suggested by Armstrong and Overton (1977) was applied in this study. Respondents (N=207) were grouped as early (N=151) and late (N=56) respondents. The main assumption is that late responders share similarities with non-responders. The responses of the two groups are compared to the Likert scale questions using Mann-Whitney U test. No significant differences are found between the responses of early and late respondents, therefore the results indicate that the effect of the non-response bias can be safely ignored.

Descriptive Statistics

Table 2 provides the respondents' demographic profile. This profile reveals that most of the respondents were male with a

percentage of 72%. All the employees surveyed have been working in their current banks for at least two years since a considerable amount of time is required in order to have clear perceptions about organizational justice. The distribution of the participants according to their work experience is as follows: 33% were between 2–6 years; 49% were between 7–11 years; and 18% were over 11 years. The job titles in the banks were divided into four groups. The table shows that the percentage of respondents decreases; the higher is the level of management hierarchy. The highest percentage of responses came from the group of Junior Bankers by 44% and the percentage kept decreasing to reach 5% at the top management level.

Table 2
Demographic Profile

Variable	Category	Frequency	Percent
Gender	Male	149	72%
	Female	58	28%
Years of Experience	2–6	68	33%
	7–11	102	49%
	Over 11	37	18%
Job Title	Banker B/A (Junior)	91	44%
	Excellent banker (Senior)	75	36%
	Head/Deputy Head of Department	31	15%
	Manager/Deputy Manager	10	5%

Reliability and Validity of Constructs

The measurements were subjected to reliability and validity analyses prior to the research model testing and path analysis. Reliability and validity were applied in this study through measures of convergent validity and unidimensionality in order to evaluate the quality of the measurement items (Hair et al., 2010). Convergent validity is accessed through Composite Reliability (CR) and Average Variance Extracted (AVE), as

recommended by Fornell and Larcker (1981). As shown in the table below, the testing results of CR and AVE values have also exceeded the recommended value of 0.7 for CR and 0.5 for AVE as suggested by Hair et al. (2010).

Table 3
Composite Reliability and Average Variance Extracted

Constructs	CR	AVE
DJ	0.828	0.546
PJ	0.927	0.665
ITJ	0.869	0.574
IFJ	0.855	0.657
JS	0.784	0.509
OC	0.876	0.568

In order to test the unidimensionality of the scale items, a confirmatory factor analysis was conducted on the measurement models for each of the constructs. As shown in Table 4, the factor loadings are ranged from 0.634 (JS3) to 0.950 (IFJ3), hence, the unidimensionality is achieved since all the items exceed the recommended cut-off value of 0.5, suggested by Hair et al. (2010) which is another indication that all the constructs conform to the validity test.

Table 4
Factor Loadings (λ)

Items	Statements	λ
DJ1	The evaluation of my performance provides a good assessment of the effort I have put into my work	0.654
DJ2	The evaluation of my performance provides an appropriate assessment of the work I have completed	0.734
DJ3	The evaluation of my performance assesses what I have contributed to the organization	0.803

DJ4	My performance evaluation is justified, given my performance	0.708
PJ1	I am able to express my views and feelings about my organization's procedures	0.819
PJ2	The procedures used in my organization have been applied consistently	0.793
PJ3	The procedures used in my organization are free of bias	0.816
PJ4	The procedures used in my organization are based on accurate information	0.843
PJ5	When I am assessed, I am able to appeal the procedures used by my organization	0.782
PJ6	The procedures used in my organization uphold ethical and moral standards	0.819
ITJ1	My supervisor treats me in a polite manner	0.840
ITJ2	My supervisor treats me with dignity	0.724
ITJ3	My supervisor treats me with respect	0.696
ITJ4	My supervisor refrains from improper remarks or comments	0.694
IFJ1	My supervisor is candid in his communications with me	0.843
IFJ2	My supervisor communicates details in a timely manner	0.751
IFJ3	My supervisor tailors his communications to my specific needs	0.950
JS1	Generally speaking, I am very satisfied with this job	0.670
JS2	I rarely think of quitting this job	0.711
JS3	I am generally satisfied with the kind of work I do in this job	0.634
JS4	I am satisfied with the working conditions	0.650
OC1	I would be very happy to spend the rest of my career in this organization	0.716
OC2	I feel like part of the family at my organization	0.794
OC3	I feel a strong sense of belonging to my organization	0.831
OC4	I feel emotionally attached to this organization	0.739
OC5	This organization has a great deal of personal meaning for me	0.696

Evaluating Model Estimates and Goodness-of-Fit

The estimation of the structural model was constructed through the Analysis of MOment Structures (AMOS) version 21.0 using

Maximum Likelihood Estimate (MLE). It is worth mentioning that there is no single statistical test in SEM that can best describe the strength of the model's predictions (Byrne, 2010). Accordingly, multiple-fit indices should be used in order to assess goodness-of-fit and the final results.

The path analysis revealed a significant chi-square (χ^2) value of 704.53 with $p < .0001$. Baumgartner and Homburg (1996) reported that the chi-square test is not a reliable "fit index" since it is very sensitive to a sample size. However, other indices show a good fit for the measurement model. The table below shows a summary of the overall model fit measurements which suggest that the measurement model fits the data well.

Table 5
Measurement Model Fit Indices

Goodness-of-Fit Measures	Recommended Value by Byrne (2010)	Estimates
CMIN/DF	≤ 3	2.2
Adjusted Goodness-of-Fit Index (AGFI)	≥ 0.80	0.90
Goodness-of-Fit Index (GFI)	≥ 0.90	0.93
Comparative Fit Index (CFI)	≥ 0.90	0.95
Root Mean Square Error of Approximation (RMSEA)	≤ 0.08	0.06

Hypotheses Testing

Table 6 presents the results of the hypothesis testing on the basis of structural equation model. H1 to H4 suggest that there is a positive and significant relationship between the four different dimensions of organizational justice (namely: distributive, procedural, interpersonal, and informational justice) on one hand, and job satisfaction of bank employees on the other hand. Based on the results from the path coefficients and the significance level, only three dimensions of organizational justice (i.e. distributive, interpersonal, and informational justice) showed positive coefficients with a statistical significance. Among those three dimensions, distributive justice has the greatest effect on job satisfaction ($\beta = 0.44$, $p < .05$), followed

by informational justice ($\beta = 0.34, p < .05$) and interpersonal justice ($\beta = 0.32, p < .05$), providing support for Hypotheses 1, 3, and 4. However, the effect of procedural justice on job satisfaction is not statistically significant; therefore, H2 is not supported. Moreover, H5 to H8 suggest that there is a positive and significant relationship between the four different dimensions of organizational justice, and organizational commitment of bank employees. Analyzing the results shows that among the four dimensions of justice, only procedural justice ($\beta = 0.19, p < .05$) and interpersonal justice ($\beta = 0.55, p < .01$) are found to positively influence organizational commitment, while the effects of distributive and informational justice are not statistically significant. Hence, the results support H6 and H7, whereas H5 and H8 are not supported. Not surprisingly, job satisfaction is found to be positively related to organizational commitment ($\beta = 0.27, p < .05$), therefore, H9 is supported. In addition, the two endogenous variables (namely: organizational commitment and job satisfaction) are tested in the model. Organizational commitment was determined by DJ, PJ, ITJ, IFJ, and JS in an explanatory power (R^2) of 0.68. In other words, the aforementioned variables explained 68% of the variance in organizational commitment. On the other hand, the job satisfaction variable was explained by the explanatory power of 0.70.

Table 6
Structural Model Results

Construct	R ²	H	Path Description	B	Result
Job Satisfaction	0.70	1	JS <--- DJ	0.44**	Supported
		2	JS <--- PJ	0.09	Not Supported
		3	JS <--- ITJ	0.32**	Supported
		4	JS <--- IFJ	0.34**	Supported
Organizational Commitment	0.68	5	OC <--- DJ	0.03	Not Supported
		6	OC <--- PJ	0.19*	Supported
		7	OC <--- ITJ	0.55**	Supported
		8	OC <--- IFJ	0.01	Not Supported
		9	OC <--- JS	0.27*	Supported
Notes: *p-value < 0.05; **p-value < 0.01					

6. Conclusion

The main purpose of this study is to examine empirically the relationships between organizational justice with its various dimensions and selected work-related outcomes, namely, job

satisfaction and organizational commitment. Organizational justice is conceptualized as four distinct dimensions: distributive, procedural, interpersonal, and informational justice. The nine hypotheses derived from the research model were tested in the Egyptian public commercial banks. Generally, the results of this study reveal that the perception of organizational justice is one of the factors that positively affect employees' work-related outcomes. In other words, employees who tend to have positive perceptions of justice are likely to report higher level of job satisfaction and organizational commitment. It should be noted that not all the dimensions of justice have a significant effect on job satisfaction and organizational commitment. However, the significant results are generally supported by the existing literature, confirming previous findings that organizational justice has positive associations with these outcome variables (e.g., Folger and Konovsky, 1989; McFarlin and Sweeney, 1992; Sweeney and McFarlin, 1993; Cobb et al., 1995; Hendrix et al., 1998; Lee, 2000; Colquitt, 2001; Cohen-Charash and Spector, 2001; Colquitt et al., 2001; Cropanzano et al., 2002; Lambert, 2003; Robinson, 2004; Liao and Rupp, 2005; Samad, 2006; Fernandes and Awamleh, 2006; Ambrose et al., 2007; Scott et al., 2007; Suliman, 2007; Nadiri and Tanova, 2009; Abu Elanain, 2010; Elamin, 2012; Al-Afari and Abu Elanain, 2014; Khalil and Sharaf, 2014). The results of this study also indicate that job satisfaction is positively influenced by distributive, interpersonal, and informational justice while procedural justice did not show any significant associations. These results are also consistent with previous studies, as most of the researchers had reported that distributive justice is more influential than other justice dimensions in predicting job satisfaction, whereas procedural justice would be more related with organizational commitment and the attitudes of employees toward the institution (e.g., Folger and Konovsky, 1989; McFarlin and Sweeney, 1992; Sweeney and McFarlin, 1993; Cobb et al., 1995; Lee, 2000; Lambert, 2003; Robinson, 2004; Ambrose et al., 2007).

On the other hand, it is found that interpersonal justice is a better predictor of organizational commitment compared to procedural justice, while distributive justice and informational justice have no significant effect. In other words, the quality of the interpersonal treatment between employees and their managers in the Egyptian public commercial banks is more important than procedures in predicting commitment. These results are also consistent with previous studies (e.g., Liao and Rupp, 2005). In addition, the results reveal that employees' job satisfaction is positively related to their organizational commitment. This goes in line with the previous research which emphasized on the positive correlation and direct link between job satisfaction and organizational commitment, where job satisfaction is an antecedent of organizational commitment (Abu Elanain, 2010). Hence, job satisfaction mediates the relationship between organizational justice and organizational commitment.

Theoretical and Practical Implications

From a theoretical perspective, the current study contributes to the existing literature in several ways. First, it sheds light on the significant role that justice plays in creating positive work outcomes in developing countries such as Egypt. Second, it also reveals that justice in the banking contexts can be best conceptualized as the four distinct dimensions proposed by Colquitt (2001). These findings contribute to a better understanding of how each dimension of organizational justice differentially affect the employees' level of satisfaction and commitment in the banking context. Most notably, the results support that interpersonal and informational justice are two distinct constructs rather than a single construct of interactional justice as discussed in the previous studies (e.g., Ambrose et al., 2007; Scott et al., 2007). The differentiation of interpersonal and informational justice acknowledges that the politeness and respectfulness of communication is distinct from its honesty and truthfulness. Within this study, the independent contributions of these two dimensions were examined. Interpersonal justice

accounted for more variance in job satisfaction and organizational commitment compared to informational justice. The results of this study have also several valuable practical implications for the management of public sector banks in understanding how to increase employees' job satisfaction and their organizational commitment. First, the results of this study indicate that the perceptions of unfairness can result in dissatisfied and uncommitted employees who exhibit negative reactions to the organization. Therefore, management should be alert to the outcomes and procedures by which decision making for the distribution is done. Rules must be applied fairly and consistently to all employees and rewards must be based on performance and merit without personal bias, in order to create or maintain a positive perception of justice. Second, according to the current study's results, employees in eastern cultures and particularly in Egypt tend to care more about social aspects of justice. Therefore, bank managers should communicate effectively with their subordinates and treat them with dignity and respect in order to improve the satisfaction as well as the commitment level at the workplace. Finally, the results indicate that job satisfaction mediates the relationship between organizational justice and organizational commitment. Hence, bank managers should create and foster high justice perceptions in their working environment that enhance job satisfaction levels which in turn raise the level of commitment.

Limitations and Future Research

There are few limitations to this study which call for future research to gain a better understanding of organizational justice and its associated work-related outcomes. First, the research design uses cross-sectional data, rather than longitudinal data. It is arguable that cross-sectional data limits the extents to which causality can be inferred from the results. Fortunately, though, the posited causal relationships in the current study are grounded in a well-developed model and as such have the theoretical support for the direction of the relationship. Future research, however, will certainly benefit from longitudinal design

approach which provides the in-depth description and evidence that are necessary to capture complex phenomena. Therefore, a longitudinal investigation would make the findings more robust. Another limitation is related to the sample of this study, which was collected from one sector, the banking one, and only gathered from public banks in Egypt. Therefore, this setting may limit the generalizability of this study's findings. Hence, future research should expand the sample size by including private banks in order to obtain a complete picture regarding organizational justice in this sector, as this could be generalized to the Egyptian banking context.

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