

Relationship between Organizational Justice and Effectiveness of Human Resource Management Practices: A Mediating Role of Demographic Information in Greater Irbid Municipality (GIM) in North Region | of Hashemite Kingdom of Jordan (HKJ)

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ABSTRACT

The purpose of this study is to investigate the impact of organizational justice on effectiveness of human resources management (HRM) practices in Greater Irbid Municipality (GIM) in the north region of Hashemite Kingdom of Jordan (HKJ). The population of the study consisted of 440 employees in all. The study was conducted during the month of July, 2018. The data required for the study was collected through a well-structured questionnaire; and the sample consisted of 102 employees. The main findings of the study showed that organizational justice (OJ), distributive justice and interactional justice dimensions registered the highest mean scores. Recruitment and selection recorded the highest mean scores of effectiveness of human resource management. There was a significant correlation between OJ and effectiveness of HRM practices. Future research can be undertaken to find the relationship and impact between OJ and effectiveness of HRM practices in non-governmental organizations and quasi-governmental bodies.

Keywords: Organizational justice (OJ), human resource management (HRM), municipality, Jordan.

1. Introduction

Organizations are increasingly looking at human resources as a rare asset that provides a sustained competitive advantage (Devanna et al., 1981). In addition, human resource is an important resource of the companies and one of its substantial roots (Islam et al., 2015). The human being is the most important factor in the operation of the companies. A human resource plan must ensure that there is the right number and structure of employees in the right jobs at the right time. These employees need to meet the required company's objectives (Koltnerová et al., 2012). In fact, employees expect to perceive the organizational support because they believe that the organization cares about their goals and values (Islam et al., 2015).

Further, researches perceived that the feeling of organizational justice is one of the factors that cause employees to demonstrate their involvement above and beyond the duties (Colquitt et al., 2001). Studies have shown that the process of justice can play an important role in the organization; and how this behavior with people affects beliefs, feelings, and attitude of employees. Justice can lead to employees' high commitment (Yaghoubi et al., 2012). Organizational justice demonstrates what the organizations can do for their staff to make them feel that they are being treated fairly. Organizational justice has been classified into four categories: distributive justice, procedural justice, interactional justice and informational justice (McDowall & Fletcher, 2004).

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Today, human concept is getting serious; and organizations recognize that they must manage human resources in an efficient way, if they desire to compete with their competitive firms. As a result, there has been an increase in the organizational justice studies, but only a limited number of these studies have focused on examining the relationship between organizational justice and human resources management practices. Further, none of the studies has tried to find the impact of organizational justice on human resource management practices (HRM) with respect to municipalities in Jordan. However, this study examines the impact of organizational justice on effectiveness of human resource practices with the mediator role of demographic information of employees at Greater Irbid Municipality in north of Jordan to provide better service to the society.

2. Literature Review

2.1 Human Resource Management Practices

A number of studies have focused on human resource management practices to facilitate a better service climate by focusing on staff and customers. The public sector continues to face the competitive challenges from the private sector (Gamedze, 2012). Jackson & Schuler (2000) explain human resources as the talents and energies of people as well as potential contributors in creating the achievement of the organization's mission, vision, strategy and goals. Towards career development, Nadarajah et al. (2012) studied the relationship between human resource practices that affect academic performance and career development. An association between human resource practices and job performance was found to be useful for senior management in developing HR practices to achieve high performance for faculty members.

HR practices have been grouped into four main categories, viz. Methods of recruitment, training and development, reward systems, and appraisals of employee performance (Bisharat et al., 2016).

2.2 Effectiveness of Human Resource Management

An effective human resource management practices can be the prime factor for the prosperity of a company (Stavrou, 2005). HRM practices on business performance, viz HR planning, teamwork, compensation, training and development, employee security, and performance appraisal help mend company' business performance including employees' productivity, product quality and flexibility, as supported by Lee and Lee (2007). Saifalislam, Osman, & AlQudah, (2014) examined the impact of human resource management (HRM) practices on factors affecting recruitment, selection, training and development of the organization's performance at the Public University of Jordan. A positive relationship existed between recruitment, selection and organizational performance at the Public University of Jordan. Bisharat et al. (2016) found that recruitment and selection had a significant impact on the continued commitment to two pharmacies in Jordan; and the reward system had also positively impacted commitment. Further, training and development had positively impacted emotional commitment. A positive relationship also existed between training, development and organizational performance.

A study was conducted in public sector universities of Pakistan. The study found that organizational policy and linear management have a greater impact on the effectiveness of recruitment and selection procedures. Second, the fairness of employment and selection processes is interrelated and interdependent (Nabi et al., 2014). Tiwari & Saxena (2012) reviewed the literature on human resource management practices, and found external and internal factors were affected by human resource management practices, directly or indirectly. They affected other variables such as employees' attitude, financial performance, employee employment relationship and employee productivity which ultimately contributed towards the overall performance of the company. Al-Qudah et al. (2014) found that recruitment, selection, and compensation are closely related to the performance of an MSI employee. Guest et al. (2003) explored the relationship between human resources management and performance. There is a strong correlation between human resource management, productivity and financial performance.

Vlachos (2009) conducted a study to evaluate human resources practices (job security, selective recruitment, self-managed teams, compensation policy, intensive training and information sharing) that may contribute towards the

growth of the company. The results confirmed that selection, training and reward of employees enhanced their ability to make a decision in favor of their company and contribute significantly towards its growth. Nwachukwu & Chladková (2017), in their study, established a significant correlation between HR planning, training and development, staff compensation and staff satisfaction. Kehoe & Wright (2013) found that employees' perceptions of the exercise of high-performance human resources at the working group level were positively related to all the dependent variables (organizational citizenship behavior and intention to stay with the organization). Keir & Youssif (2016), in their study, revealed that there is existed a direct relationship between HR practices and employees' perceptions of organizational performance. It also mediated organizational culture, employee retention and employee commitment.

Recently, El-Ghalayini (2017) noted that human resource management practices had balanced effects on the employee attitudes beyond their individual effects. However, there were significant positive effects of some packages of HRMs and the outcomes of employee attitudes.

2.3 Organizational Justice

The dimensions of organizational justice are essential as this play an important role for the organization as well as the staff (Greenberg & Colquitt, 2005). Organizational justice is a relative concept with workers and organizations. A sense of injustice can impact the workers' performance (Diab, 2015). Organizational justice has four types of dimensions as mentioned below:

1) **Distributive Justice:** It means the perceived equality of the distribution of results (Adams, 1965; Banerjee & Banerjee, 2013), and fairness of the decision-making procedures (Greenberg & Scott, 1996). Attention of organizational justice at the workplace reflects some different realities. For example, workers expect equal distribution of resources, such as wages, promotions and rewards (Greenberg & Colquitt, 2005).

2) **Procedural Justice:** It reflects the fairness of the outcome procedures received (Greenberg & Scott, 1996). Workers bring the fairness of decision-making and production that result in these outcomes.

3) **Interactional Justice:** It signifies fairness of personal treatment including honesty, respect and justification. People care about the interactive justice they receive from others, especially from the main regulatory authorities (Colquitt, 2001).

4) **Informational or evolutional Justice:** It clarifies the reasons for the procedures used in the evaluation, and rationalizes the distribution of remuneration to the staff members of the organization (Greenberg, 1993).

2.4 Importance of Organizational Justice

Organizational Justice (OJ) has a significant effect on the organization, employees, and customers. OJ is one of the organizational principles that are applied to improve organizational professional performance (Marquis & Huston, 2009). It corresponds to the correlational study undertaken by Moazzezi et al. (2014) study which examined the impact of OJ on the functionality of Payamenoor University staff in Ardebil province in Iran. The results established that OJ had a positive impact on the performance of employees. Employees' perceptions of educational institutions about procedural and interactive justice have a significant impact on their job satisfaction. In the Pakistani context, distributive justice had not a significant impact on job satisfaction (Iqbal, 2013).

Haar & Spell (2009) surveyed 184 staff members in New Zealand to explore the relationship between distributive justice (wages, benefits and rewards) and employees' attitude. The researchers proved that employees were satisfied because they were more independent due to the high distributive justice; and their turnover intentions were low. Further, procedural justice dimensions have been found to be powerful predictors of the turnover of nurses in the Midwest (Posthuma et al., 2007). A more descriptive study undertaken by Gim & Desa (2014) aimed to verify the relationship between procedural justice and turnover intention through the commitment of an employee at a distance learning school at the University of Singapore in Malaysia. The study brought out that the effective commitment of staff was highly and positively associated with distributive and procedural justice, which in turn had a significant but negative impact on the intention of turnover in the public and private sectors in Malaysia. In the Iranian company, perceptions of injustice led to a negative reaction in the organization, where managers proposed fair and consistent

rewards based on their performance and competence without personal bias, in order to create a positive perception of distributive and procedural justice (Heidari & Saeedi, 2012).

In addition to the characteristics of staff and mental health, this relationship was between organizational leadership practices and employee awareness of justice. A descriptive and cross-sectional study was conducted by Haynie et al. (2016) in which they tried to assess the impact of justice, Senior Manager Trust (SMT), and work engagement to perform functions and attitudes to find whether SMT could enhance OJ impact on employee willingness to invest full in their jobs. More specifically, in an earlier study conducted by Tremblay and Roussel (2001), it was reported that while comparing distributive justice effect with procedural justice, distributive justice was found to be a better predictor of pay satisfaction, while procedural justice was a better predictor of organizational satisfaction. Finally, organizational justice was found to mediate between servant leadership and employee job satisfaction (Mayer et al., 2008). Also, employees' trust on their supervisors was related to their perception of interactional justice (Hatam et al., 2013; Kumar et al., 2009).

2.5 Organizational Justice with Human Resource Management

Ahmadi et al. (2011) investigated the relationship between organizational justice and human resource productivity in public institutions in the Kurdistan region. There was a direct and significant relationship between the dimensions of organizational justice (procedural, distribution, and media) and productivity of human resources in public institutions. The purpose of this study was to examine the concept of equity in promotion, performance appraisal, and reward practices; and the impact of this concept of justice on employee satisfaction. This study was conducted on the staff of a leading dairy company in Konya Province, Turkey. The study established a positive relationship between organizational justice in human resource functions and employee satisfaction (Balaban, 2018).

Wu & Xiao (2014) studied organizational justice as a mediator of the discretionary human resource practice and organizational citizenship behavior in enterprises of China. Organizational justice performs the mediatory role in the relationship between HRP and organizational citizenship behavior (OCB). Therefore, the organization is able to strengthen the OCB by imposing HRP discretion in addition to promoting perceived organizational justice. Tremblay et al. (2010) showed that human resource management practices can stimulate greater in-role and extra-role performance, if defined as a support signal and procedural justice.

Finally, Warokka et al. (2012), after the performance appraisal process, provided a strong support for the relationship between employee perception of organizational justice in PAS and work performance. It also supported a statistically significant relationship between performance appraisal satisfaction and work performance.

2.6 Local Governance in Jordan

Local governance works at two complementary administrative levels. Administrative levels, in Jordan, are governed by the Ministry of Interior, and Municipalities under the Ministry of municipalities. Municipalities were established by law in 1955, three years after the adoption of the Constitution. The municipal system covers only populated areas in Jordan and excludes the deserts. There are four categories of municipalities: the governorate centers (eleven centers in addition to the Greater Amman Municipality), the provincial centers (with a population of more than 15,000), Caza centres (with a population of 5,000 to 15,000), and a fourth category for all other municipalities (Ababsa, 2013).

3. Problem Statement and Importance of the Study

The problem of this study focuses on knowing the level of practice of organizational justice at Greater Irbid Municipality; and organizational justice is a modern concept that has not been widely examined in studies with human resource practices (HRP). So, the lack of this concept in organizations might affect the perception toward HRP in such organizations to achieve the desired goals. A number of scientists and practitioners have realized the importance of organizational justice of both employees and organizations to achieve organizational objectives through the application of human resource practices in the organizations.

4. Purpose of the Study

This study aims to investigate how and to what extent organizational justice can impact effectiveness of HRM at Greater Irbid Municipality (GIM) in northern region of Hashemite Kingdom of Jordan (HKJ). In this regard, the impact of organizational justice dimensions on practices of human resource has been initially examined; and then the relationship between four main organizational justice dimensions (i.e., distributive justice, procedural justice, interactional justice and Informational justice) and four dimensions of human resource practices (HRP) (i.e., recruitment methods, training and development, performance appraisal, and rewards system) have been checked. As per the findings of the study, certain recommendations have been made to improve the level of human resource practices at Greater Irbid Municipality (GIM) in northern region of Hashemite Kingdom of Jordan (HKJ) through the development of organizational justice dimensions.

5. Objectives of the Study

This study explores the relationship levels of organizational justice (OJ) and effectiveness of human resource management (HRM) practices with the mediating role of demographic information at Greater Irbid Municipality (GIM) in the northern region of Hashemite Kingdom of Jordan (HKJ). It also identifies the level of employees' perceptions of organizational justice and human resource management practices.

6. Formulation of Hypotheses

H1. There are high levels of employees' perceptions of organizational justice (OJ) at Greater Irbid Municipality (GIM) in northern region of Hashemite Kingdom of Jordan (HKJ).

H2. There are high levels of employees' perceptions of effectiveness of human resource management (HRM) practices at Greater Irbid Municipality (GIM) in northern region of Hashemite Kingdom of Jordan (HKJ).

H3. Perceived organizational justice (OJ) is positively related to effectiveness of human resource management (HRM) practices at Greater Irbid Municipality (GIM) in northern region of Hashemite Kingdom of Jordan (HKJ).

H4. There are statistically significant differences ($\alpha = 0.05$) in organizational justice due to gender, job title, age, educational level and length of service variables.

7. Methodology

7.1 Research Design

A descriptive analytical approach has been followed to carry out this study as per the quantitative model.

7.2 Study Method

A descriptive approach based on the empirical method has been applied for the data collection process. Both the primary and secondary data have been used for the purpose of current study. Secondary data has been collected from the sources, such as previous relevant studies, traditional and electronic libraries, and various research journals. Primary data has been collected through a well-designed questionnaire administered to the employees of Greater Irbid Municipality (GIM) in northern region of Hashemite Kingdom of Jordan (HKJ).

7.3 Population and Sample of the Study

The study population consists of all employees working at Greater Irbid Municipality (GIM) in northern region of Hashemite Kingdom of Jordan (HKJ). According to the statistics of human resource department, they were 440 in number. Probability sampling method has been used for the purpose; and the sampling number is 102.

7.4 Data Collection and Instrument

A well-structured and pre-tested questionnaire was used for data collection. To achieve the study aims, a survey instrument that had a 1-5 Likert scale was designed and developed in line with earlier studies as (Niehoff & Moorman, 1993; Ajlouni, 2011; Shehree, 2010), while human resource management practices (Maloney & Milligan, 1992; Guchait, 2007; Mukiibi, 2016). The questionnaire was divided into three sections; section 1 focused on respondents'

demographic variables, while section 2 sought information on organizational justice dimensions; and section 3 emphasized on human resource management practices. As many as 160 questionnaires were distributed. However, only 102 questionnaires with a response rate of 67% were found complete in every respect; and thus, considered for statistical analysis.

7.5 Pilot Study

Table 1: Results of Cronbach Alpha

	Cronbach Alpha
Distributive justice	0.88
Procedural justice	0.93
Evolutional justice	0.93
Interactional justice	0.91
Organizational justice	0.96
Recruitment and Selection	0.88
Training and Development	0.84
Rewards and Promotion System	0.90
Performance Appraisal	0.93
Human Resource Management Practices	0.95

A pilot study was conducted by taking 35 employees of the organization under study. The sample size of the pilot study was considered appropriate for medium sample effect size (ESs) at Significance criterion Alpha of 0.05 (Whitehead at al., 2016). The pilot study aimed to assess the feasibility of the study (reliability, validity, applicability, readability, and the precise amount of time needed to fill in the questionnaire), and to find out any obstacle that could hinder the data collection process and to make necessary modifications before starting the data collection process. The pilot study showed that all items of the instrument were clear, readable, and simply understandable. The time needed to fill in the questionnaire was between 10-15 minutes for each person. The data showing the frequencies of demographic information is presented in Table 2.

Table 2: Frequencies of Demographic Information

Variable	Characteristics	Frequency	%
Gender	Male	63	61.8
	Female	39	38.2
Job Title	Engineer	14	13.7
	Accountant	24	23.5
	Data Entry	30	29.5
	others	34	33.3
Age	less than 30 years	13	12.7
	31 to 50 years	79	77.5
	more than 50 years	10	9.8
Educational level	Diploma and less	55	53.9
	Bachelor	38	37.3
	Post-graduate	9	8.8
Length of service	10 years or less	32	31.4
	More than 10 years	70	68.6
	Total	102	100.0

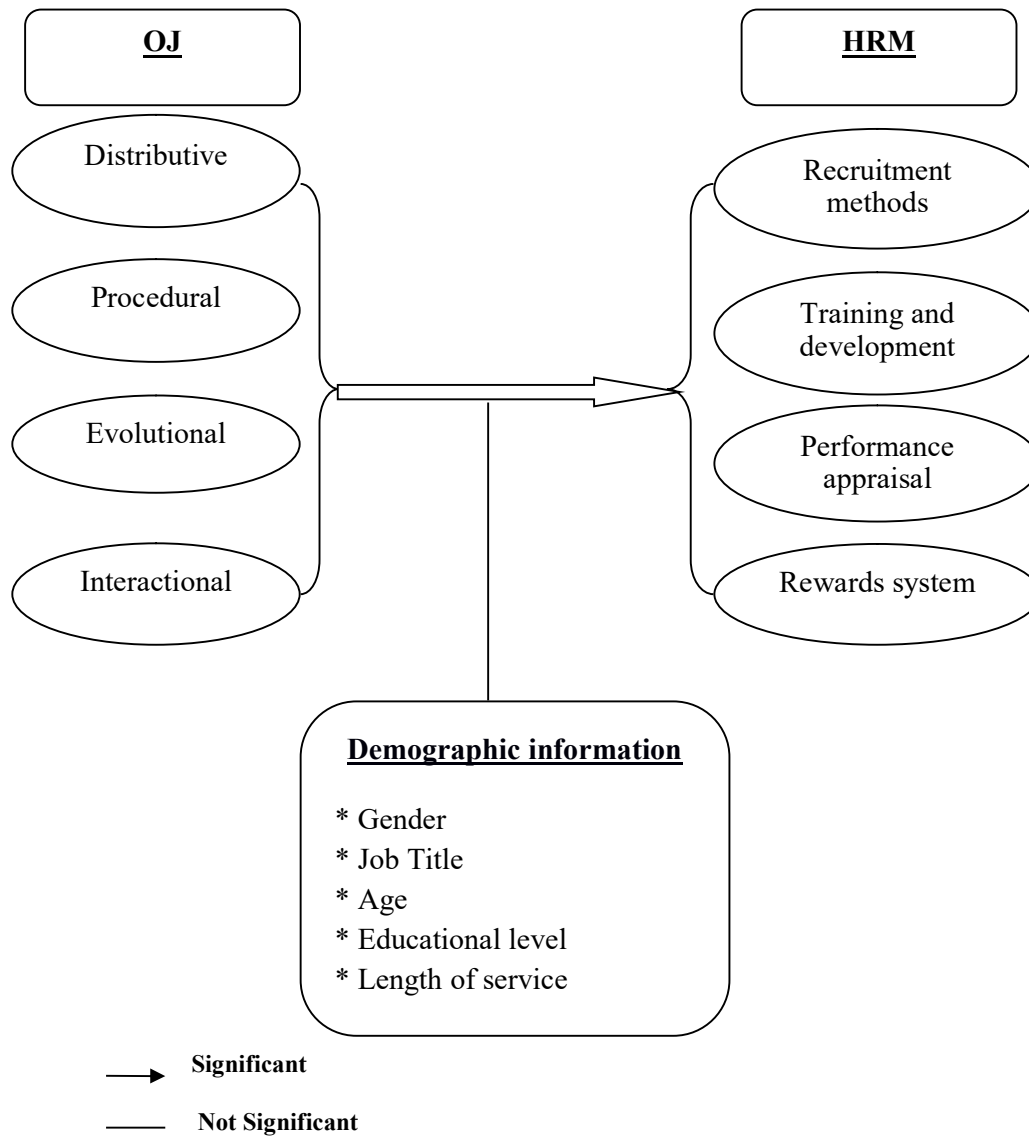


Figure1: Relationship of OJ and HRM Dimensions at a Glance

8. Results of the Study

H1. There are high levels of organizational justice (OJ) at Greater Irbid Municipality (GIM) in northern region of Hashemite Kingdom of Jordan (HKJ).

Table 3: Means and Standard Deviations of the Levels of Organizational Justice (OJ)

Rank	N	Item	Mean	Std. Deviation
1	1	Distributive Justice	2.88	0.785
1	4	Interactional Justice	2.88	0.918
3	2	Procedural Justice	2.74	0.863
4	3	Evolutional Justice	2.54	0.967
		Organizational Justice	2.77	0.757

The table clearly reflects that both distributive justice and interactional justice have the highest mean score of 2.88

each regarding the degree of agreement, followed by procedural justice having a mean score of 2.74, while evolutionary justice has recorded the least mean score of 2.54. The overall mean score is 2.77.

H2. There are high levels of effectiveness of human resource management (HRM) practices at Greater Irbid Municipality (GIM) in northern region of Hashemite Kingdom of Jordan (HKJ).

Table 4: Means and Standard Deviations of the Levels of Human Resource Management (HRM) Practices

Rank	N	Item	Mean	Std. Deviation
1	1	Recruitment and Selection	2.84	0.778
2	2	Training and Development	2.61	0.798
3	3	Rewards and Promotion System	2.53	0.940
4	4	Performance Appraisal	2.50	0.880
		Human Resource Management Practices	2.62	0.750

It is evident from the table that the dimension of recruitment and selection has recorded the highest mean score of 2.84 regarding the degree of agreement, followed by training and development having a mean score of 2.61, while performance appraisal has the least mean of 2.50. The overall mean score is 2.62.

H3. Perceived organizational justice (OJ) is positively related to effectiveness of human resource management (HRM) practices at Greater Irbid Municipality (GIM) in northern region of Hashemite Kingdom of Jordan (HKJ).

Table 5: Pearson Correlation between Organizational Justice and Effectiveness of Human Resource Management Practices

		Recruit-ment and Selection	Training and Develop-ment	Rewards and Promotion System	Perfor-mance Appraisal	Human Resource Management Practices
Distributive Justice	Pearson Correlation	0.559**	0.511**	0.606**	0.618**	0.650**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	102	102	102	102	102
Procedural Justice	Pearson Correlation	0.624**	0.684**	0.674**	0.683**	0.752**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	102	102	102	102	102
Evolutional Justice	Pearson Correlation	0.676**	0.726**	0.758**	0.789**	0.836**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	102	102	102	102	102
Interactional Justice	Pearson Correlation	0.627**	0.649**	0.501**	0.523**	0.644**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	102	102	102	102	102
Organizational Justice	Pearson Correlation	0.709**	0.734**	0.733**	0.753**	0.828**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	102	102	102	102	102

* Correlation is significant at 0.05 level (2-tailed). ** Correlation is significant at 0.01 level (2-tailed).

The table is given above shows that a statistically significant correlation exists between organizational justice and

effectiveness of human resource management practices in all the variables.

Table 6 and 7, a simple and multiple linear regressions are carried out to explore the impact of the OJ on HRM practices.

Table 6: Simple Regression for the Impact of OJ on Effectiveness of HRM practices

Independent	R	R2	df	f	Beta	t	Sig.
OJ	0.921	0.849	405	2252.042	0.921	47.666	0.020

Significant at ($\alpha \leq 0.05$)

Table 7: Multiple Regression for the Impact of OJ Dimensions on Effectiveness of HRM practices

OJ	Beta	t	Sig.
Distributive Justice	0.299	9.003	0.000
Procedural Justice	0.398	13.379	0.040
Evolutional Justice	0.410	14.323	0.045
Interactional Justice	0.165	6.432	0.010

Significant at ($\alpha \leq 0.05$)

As appeared in Table 6 and 7, indicated that an overall OJ has a significant impact at ($\alpha \leq 0.05$) on effectiveness of HRM practices with distributive justice being at the top of these dimensions, followed by interactional justice, procedural justice and evolutional justice.

H4. There are statistically significant differences ($\alpha = 0.05$) in organizational justice due to gender, job title, age, educational level and length of service variables.

Table 8: Means, Standard Deviations and Number of Cases of Organizational Justice according to Gender, Job Title, Age, Educational Level, and Length of Service Variables

		Mean	Std. Deviation	N
Gender	Male	2.78	0.785	63
	Female	2.75	0.720	39
Job Title	Engineer	3.56	0.907	14
	Accountant	2.72	0.655	24
	Data entry	2.79	0.552	30
	Others	2.47	0.713	34
Age	Less than 30 years	2.96	1.155	13
	31 to 50 years	2.73	0.680	79
	More than 50 years	2.84	0.767	10
Educational level	Diploma and less	2.51	0.620	55
	Bachelor	3.05	0.734	38
	Post-graduate	3.21	1.054	9
Length of service	10 years or less	3.10	0.875	32
	More than 10 years	2.62	0.651	70

The table shows a slight variance in the mean scores of organizational justice with respect to gender, job title, age, educational level, and length of service variables. To find out whether there are statistically significant differences in these mean scores, four-way ANOVA was conducted; and the results are shown in the table given below.

Table 9: Four-way ANOVA Results of Organizational Justice related to Gender, Job Title, Age, Educational Level, and Length of Service Variables

Source	Sum of Squares	d.f.	Mean Square	F-value	Sig.
Gender	1.026	1	1.026	2.358	0.128
Job Title	5.761	3	1.920	4.415	0.006
Age	1.033	2	0.517	1.188	0.310
Educational Level	1.308	2	0.654	1.503	0.228
Length of Service	2.598	1	2.598	5.974	0.016
Error	40.016	92	0.435		
Corrected Total	57.933	101			

The table describes as follows:

- There are no statistically significant differences at ($\alpha = 0.05$) in the organizational justice due to the gender variable.
- There are statistically significant differences at ($\alpha = 0.05$) in the organizational justice due to job title variable. Pair-wise multiple comparisons post hoc tests using Scheffe method have been conducted; and the results are shown in Table 8.
- There are no statistically significant differences at ($\alpha = 0.05$) in the organizational justice due to age variable.
- There are no statistically significant differences at ($\alpha = 0.05$) in the organizational justice due to educational level variable.
- There are statistically significant differences at ($\alpha = 0.05$) in the organizational justice due to length of service variable. The results favor the category of 10 years or less.

Table 10: Pair-wise Multiple Comparisons Post Hoc Tests using Scheffe Method due to Job Title Variable

(I) Job Title	(J) Job Title	Mean Difference (I-J)	Std. Error	Sig.
Engineer	Accountant	0.84(*)	0.231	0.006
	Data Entry	0.77(*)	0.222	0.009
	Others	1.08(*)	0.218	0.000
Accountant	Engineer	-0.84(*)	0.231	0.006
	Data Entry	-0.07	0.188	0.987
	Others	0.24	0.183	0.627
Data Entry	Engineer	-0.77(*)	0.222	0.009
	Accountant	0.07	0.188	0.987
	Others	0.31	0.172	0.356
Others	Engineer	-1.08(*)	0.218	0.000
	Accountant	-0.24	0.183	0.627
	Data Entry	-0.31	0.172	0.356

* The mean difference is significant at 0.05 level.

The table clearly shows that there are statistically significant differences at ($\alpha = 0.05$) between the engineer and accountant categories; and the results favor the engineer category. Similarly, significant differences exist between the categories of engineer and data entry; and the results appear in favor of engineer category. Further, the results are not different in any ways as far as the engineer and others categories are concerned.

H5. There are statistically significant differences ($\alpha = 0.05$) in effectiveness of practices human resource management due to gender, job title, age, educational level and length of service variables.

Table 11: Means, Standard Deviations and Number of Effectiveness of Human Resource Management Cases according to Gender, Job Title, Age, Educational Level, and Length of Service Variables

		Mean	Std. Deviation	N
Gender	Male	2.67	0.756	63
	Female	2.55	0.745	39
Job Title	Engineer	3.43	0.977	14
	Accountant	2.45	0.646	24
	Data Entry	2.59	0.637	30
	Others	2.43	0.603	34
Age	Less than 30 years	2.90	1.023	13
	31 to 50 years	2.58	0.713	79
	More than 50 years	2.61	0.626	10
Educational Level	Diploma and less	2.38	0.635	55
	Bachelor	2.91	0.699	38
	Post-graduate	2.85	1.128	9
Length of Service	10 years or less	2.93	0.824	32
	More than 10 years	2.48	0.675	70

The table shows a slight variance in the mean scores of effectiveness of human resource management with respect to gender, job title, age, educational level, and length of service variables. To find out whether there are statistically significant differences in these mean scores, four-way ANOVA has been conducted; and the results are presented in Table 10.

Table 12: Four-way ANOVA Results of effectiveness of Human Resource Management related to Gender, Job Title, Age, Educational Level, and Length of Service Variables

Source	Sum of Squares	d.f.	Mean Square	F-value	Sig.
Gender	1.668	1	1.668	3.824	0.054
Job Title	6.294	3	2.098	4.809	0.004
Age	0.137	2	0.069	0.157	0.855
Educational Level	1.242	2	0.621	1.424	0.246
Length of Service	1.880	1	1.880	4.309	0.041
Error	40.135	92	0.436		
Corrected Total	56.881	101			

The table explains as hereunder:

- There are no statistically significant differences at ($\alpha = 0.05$) in the effectiveness of human resource management due to the gender variable.
- There are statistically significant differences at ($\alpha = 0.05$) in the effectiveness of human resource management due to job title variable. Pair-wise multiple comparisons post hoc tests using Scheffe method have been conducted; and the results are presented in Table 11.
- There are no statistically significant differences at ($\alpha = 0.05$) in the effectiveness of human resource management due to the age variable.
- There are no statistically significant differences at ($\alpha = 0.05$) in the effectiveness of human resource management due to the educational level variable.
- There are statistically significant differences at ($\alpha = 0.05$) in the effectiveness of human resource management due to length of service. The results favor the category of 10 years or less.

Table 13: Pair-wise Multiple Comparisons Post Hoc Tests using Scheffe Method due to Job Title Variable

(I) Job Title	(J) Job Title	Mean Difference (I-J)	Std. Error	Sig.
Engineer	Accountant	0.98(*)	0.230	0.001
	Data Entry	0.84(*)	0.221	0.004
	Others	1.00(*)	0.217	0.000
Accountant	Engineer	-0.98(*)	0.230	0.001
	Data Entry	-0.15	0.187	0.891
	Others	0.01	0.182	1.000
Data Entry	Engineer	-0.84(*)	0.221	0.004
	Accountant	0.15	0.187	0.891
	Others	0.16	0.171	0.829
Others	Engineer	-1.00(*)	0.217	0.000
	Accountant	-0.01	0.182	1.000
	Data Entry	-0.16	0.171	0.829

* The mean difference is significant at 0.05 level.

The table shows that there are statistically significant differences at ($\alpha = 0.05$) between the engineer and accountant categories; and the results appear in favor of engineer category. Similarly, significant differences exist between engineer and data entry categories. Further, the results are not different in any way as far as engineer and others categories are concerned.

8. Discussion and Conclusion

The study aims to explore the relationship between organizational justice (OJ) and effectiveness of human resource management (HRM) practices with the mediating role of demographic information. Of the total 102 participants, 61.8 percent were male; and the remaining 38.2 percent were female. The respondents in the others category were more than the engineers with the respective percentages of 33.3 and 13.7. Education-wise, 53.9 percent represented the diploma and less category; 37.3 percent were holding a bachelor's degree; and 8.8 percent were post-graduate. Age-wise, majority of the respondents, i.e., 77.5 percent belonged to the age category of 31 to 50 years, followed by those in the age categories of less than 30 years and over 50 years with the respective percentages of 12.7 percent and 9.8 percent. Experience-wise, majority of the respondents, i.e., 68.6 percent had an experience of more than 10 years, while the remaining 31.4 percent represented the experience category of less than 9 years. Kolmogorov-Smirnov test was used to examine the normal distribution of data; and these were normally distributed as ($p > 0.05$). Therefore, Pearson correlation coefficient was used to examine the test between the variables.

The findings of the study supported the hypotheses proposed in the theoretical model. As predicted by Hypothesis 1, there were high levels of employees' perceptions of organizational justice (OJ). It was also found that distributive justice and interactional justice received the highest mean scores of 2.88 each. This finding is consistent with previous literature of Ajlouni et al. (2018), Demirkiran et al. (2016), Akram et al. (2015) and Hatam et al. (2013) about having a high level of OJ at organizations.

Hypothesis 2 related to the existence of high levels of employees' perceptions of effectiveness of human resources management (HRM). The results of the current study showed that recruitment and selection received the highest mean score of 2.84, while the overall mean score was 2.62. This result is consistent with the recent study of Madanat & Khasawneh (2018) about having a high level of HRM at organizations. Hypothesis 3, showing a positive relationship between organizational justice (OJ) and effectiveness of human resource management (HRM) practices were confirmed by the findings of this study. It was found that a statistically significant correlation existed between organizational justice and effectiveness of human resource management practices in all the variables. This finding also concurs with those of (Yiğitöl & Balaban (2018) and Zhang & Agarwal (2009) who assert that the statistically significant correlation exists between OJ and HRM.

The study also demonstrated that demographic information could play a mediating role between OJ and effectiveness of HRM practices (Hypothesis 4). A statistically significant difference existed at ($\alpha = 0.05$) in organizational justice and HRM due to gender, job title, age, educational level and length of service variables. This consistent with the results studies of Meldahl (1995), Golparvar & Oreyzi, (2007) and Hatam et al. (2013) who found small statistical significant differences of demographic information in males and females among employees at different job levels, and the mean score of perceived justice was little higher in men than women.

9. Implications and Future Research

This study has implications for further research. Cross-cultural empirical studies are required to test the relationship between organizational justice (OJ) and HRM on the basis of HRM functional areas and the consequent focus in different organizational environments. As the current study was restricted to the relationship between organizational justice (OJ) and HRM, further research can also explore how HRM affects the organizational performance through its influence on employees' attitude and behavior. Future research can also focus on the relationship between Organizational justice and human resource management practices in all the public sectors at different times. It can also be undertaken on the relationship between OJ and HRM practices in non-governmental organizations and quasi-governmental bodies.

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العلاقة بين العدالة التنظيمية وأثرها على فعالية ممارسات إدارة الموارد البشرية في بلدية اربد الكبرى في المنطقة الشمالية من المملكة الأردنية الهاشمية

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ملخص

الغرض من هذه الدراسة هو التحقيق في تأثير العدالة التنظيمية على فعالية ممارسات إدارة الموارد البشرية في بلدية اربد الكبرى في المنطقة الشمالية من المملكة الأردنية الهاشمية. ويتكون مجتمع الدراسة من 440 موظفًا. وأجريت الدراسة خلال شهر تموز 2018. تم جمع البيانات المطلوبة للدراسة من خلال الاستبيان الذي أعد مسبقاً. وتألّفت العينة من 102 موظف. وأظهرت النتائج الرئيسية للدراسة أن العدالة التنظيمية (OJ) العدالة التوزيعية والعدالة التفاعلية سجلت أعلى متوسط حسابي سجل التوظيف والاختيار أعلى متوسط حسابي لفعالية إدارة الموارد البشرية. كان هناك ارتباط كبير بين العدالة التنظيمية وفعالية ممارسات إدارة الموارد البشرية. ويمكن إجراء البحوث المستقبلية للعثور على العلاقة، والتأثير بين العدالة التنظيمية وفعالية ممارسات إدارة الموارد البشرية في المنظمات غير الحكومية، والهيئات شبه الحكومية.

الكلمات الدالة: العدالة التنظيمية، إدارة الموارد البشرية، المملكة الأردنية الهاشمية.

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