

:

(SPSS)

(919)

.1

.2

.3

Organizational

Justice

.2008/9/24

2007/6/24

(2003) .

()

.(Cremer, et.al, 2006)

-

-1

.(Crème, 2005)

-2

-3

.(Johnson & Hemberg, 1999)

-4

: -
:
-

(10)

):

(6815) .(

:

:(1)

38	250	2	10	
81	540	12	82	
215	1432	3	54	
57	380	9	58	
34	227	2	11	
28	184	2	16	
248	1650	8	50	
177	1180	8	20	
55	365	6	35	
38	250	3	21	
971	6458	55	357	

(1026)

(55)

(%15)

(971)

(1)

Niehoff and) (2003) (15) (879)
 (Rahim, 2000) (Moorman, 1993
 (Greenberg, 1991) (919) (864)
) (%13.5)
 ((%89.2)
 - - - - -
) : :
 (:
)
 (Cheney, 1982) ()
 (Johnson, Johnson & Hemberg,1999) (:
 .(2005) (2003))

: (2)

	40-1
	8-1
	16-9
	24-17
	32-25
	40-33
	67-41
	49-41
	56-50
.()	67-57

(3)

(10)

(0.91)
 (Cronbach Alpha Equation) (test-retest)
 (30)
 (0.90=)

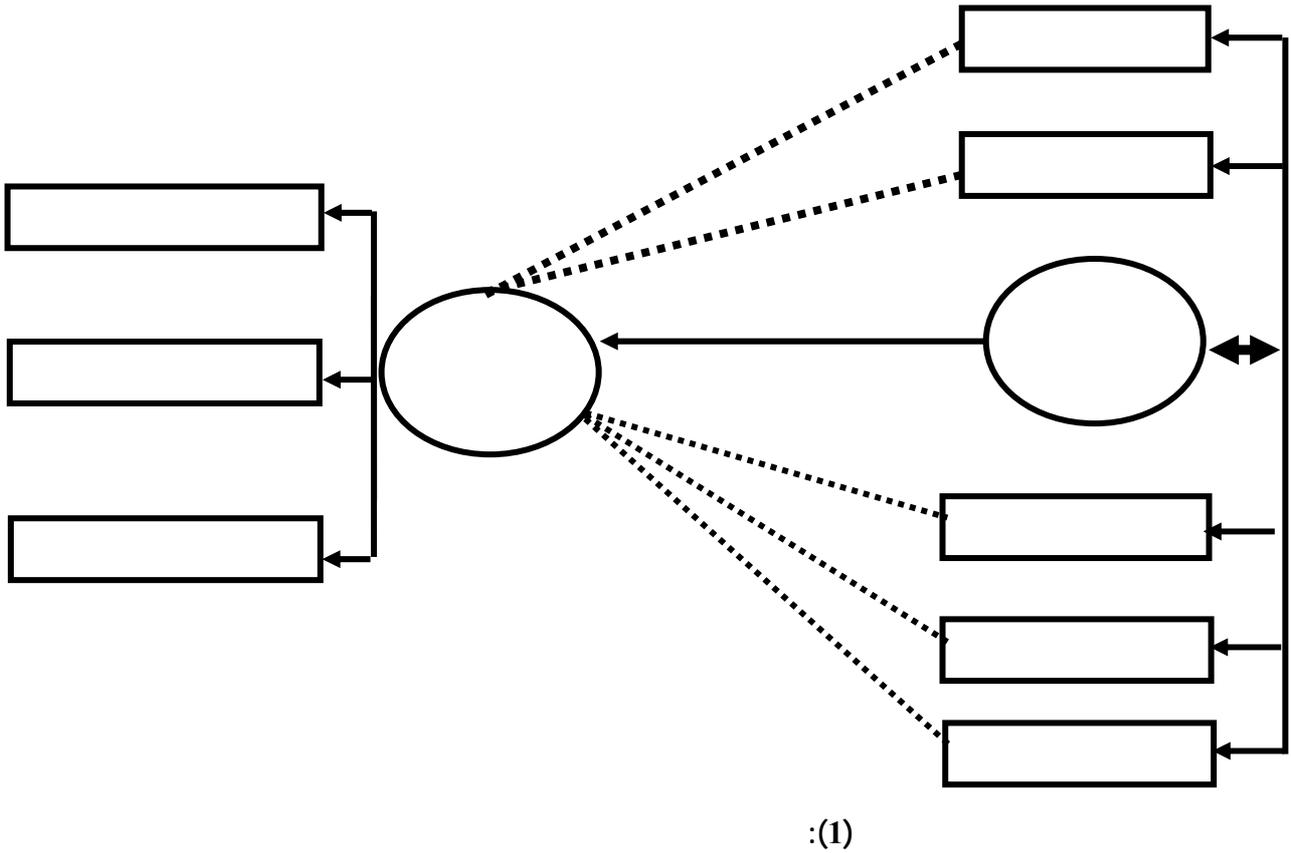
:(3)

Alpha	Test-Retest			
0.87	0.88	8-1		1
0.84	0.86	16-9		2
0.86	0.89	24-17		3
0.79	0.81	32-25		4
0.84	0.85	40-33		5
0.91	0.90	40-14		.
0.90	0.86	49-41		1
0.86	0.83	56-50		2
0.87	0.86	67-57	.()	3
0.89	0.90	67-41		.
0.90	0.91	67-1		

(Regression Analysis

(VIF)

(Variance Inflation Factor)	.5	(SPSS.10)	
(Tolerance)		Descriptive Statistic)	.1
(Multicollinearity)		(Measures	
(Skewness)	.6		
(Normal Distributions)		Multiple Regression)	.2
		(Analysis	
)			
.((ANOVA)	.3
.(())			
		Stepwise Multiple)	.4



(Barry)

(Barry, 1989: 7)

(Campbell)

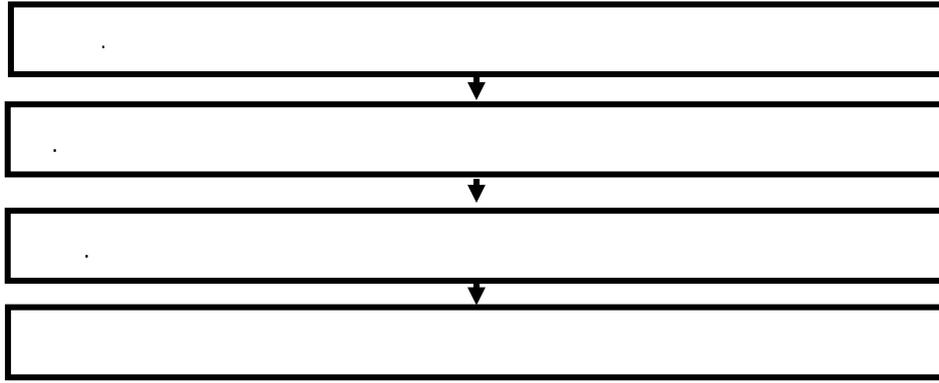
(Campbell, 1988: 11-12)

- Economic Justice -
- Political Justice -
- Educational Justice -
- Punitive Justice -
- Social Justice -

(Beardwell & Holden, 2001: 531)

(Byars & Rue)

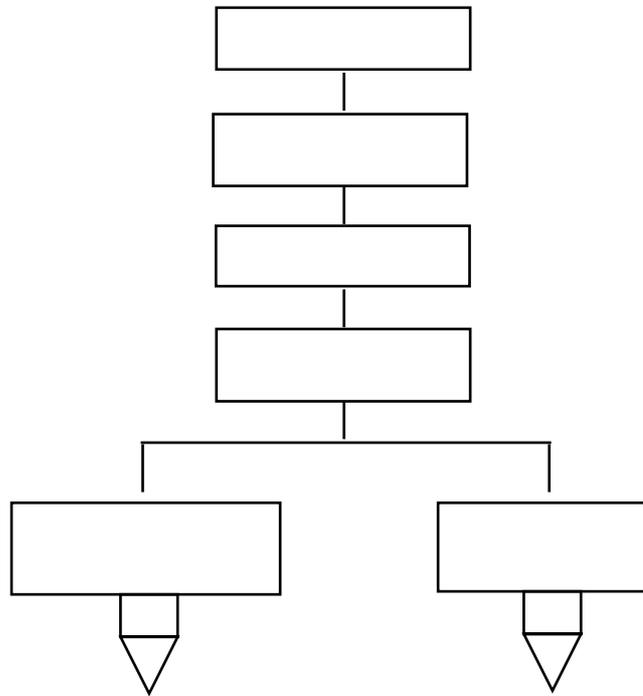
. (416 :2000) Byars & Rue,) . (1997: 325
 (Cropanzano & Greenberg) (Saal & Moore)
 Cropanzano &). Saal &) . (Moore, 1993: 106
 (Greenberg, 1997: 317 (Adams)
 (Equity)
 (Exchange Theories) Adams, 1965:) :
 (267-276
 : (242 :1994)
 -1
 -2
 :
 ()
 (2) : (127 :2002)



(2):

(Moorman & Griffin)

(3):



شكل رقم (3): أنماط السلوك التنظيمي من منظور العدالة

Moorman & Griffin, p134 :

/
 " :
 (Duncan , 2002,3) -1
 " :
 : -2
 " :
 (Carol ,2001) -3
 -127 :2002) .
 (132

(Organizational Identifications)

:
 -1
 .(Dessler, 1999)
 -2
 - 3 " (Cheney &Tompkins, 1987)
 " :
 (Hall & Nygren,1997,177)
 -4 " :
 " (Johnson etl.,1999,160)
 Dutton, Dukerich & ,1994).
 (Harquail " (Dutton,etl.,1994,239)

:			-5
" :	(2006)		
"			(Duncan, 2002)
			-6
	(1083)		
:		(Duncan, 2002).	
		-1	--7
		-2	
		-3	
"	(2006)		-8
"			-9
	(441)		
:		(Mael & Ashforth, 2001, 199-201)	
		-1	-1
			-2
		-2	-3
.()		-4
			-5
" :	(2005)		
"			

.2

(559)

" : (2003)
"

-1

)

-2

(2444)

(18)

-3

(700)

)

(%28.6)

.(

(631)

-4

(%25.8)

)

:

.(

-1

.(3.1541)

-2

.(3.394)

" : (2003)
"

-3

-4

-5

.() ,)

-6

(,
(400)

.(

)

:

" : (2001)

.1

"

-

(5,17)

(4,99)

(1999)	-		(493)
(246)			
		(%58.4)	
			(2000)
(1998)			
(500)		(15)	(450)
			()
(1995)			
(768)			(1999)
			(576)

: (Cremer, 2005) (1991)
 (241) (128)

: (Wiesenfeld , etal., 2001) :

.(Mael & Terick 1992)

" (Chan, 2006)
"

(Amanah Ikhtiar Malaysia)

(Grameen model)

Amanah) (96)

(Bamber & Lyer, 2002)

(Ikhtiar Malaysia

()

(1250)

(Rahim, 2000)

(202)

(Van. & Van, 2000)

()

(Lee, 2000)

(76)

(163)

(562)

(4)

(Fok, 2000)

(Hendrix & etal., 1998)

(310)

(85)

)
(Greenberg, 1991)

(Egan, 1994)

(362)

(Farh , etal., 1990)

(Moorman & Niehoof, 1993)

(195)

(213)

(11)

(Moorman, 1991)

(2003)

(2006)

(2000)

)
(

(225)

)
(2003)

(2005)

(2006

Chan,)
(Wiesenfeld , et.al, 2001) (2006

Chan,)
" (2006

(Cremer,2005)

(Egan, 1994)

(Moorman & Niehoof, 1993)

-1

-2

.2007

:(4)

%72.9	670		
%27.1	249		
%6	55		
%94	864		
%13.6	125	5	
%20.7	190	10-6	
%34.1	314	15-11	
%31.6	290	16	
%20.6	189		
%27.5	253		
%44.9	413		
%7.0	64		
%6.1	56	25	
%35.9	330	35-26	
%46.1	424	46-36	
%11.9	109	47	

(%34.1) (15-11)
 (%31.6) (16)
 5) (%20.7) (10-6) (4)
 (%13.6) ((%72.9) (670)
 (%27.1)
 (46-36)
 (%46.1)
 (%35.9) (35-26) (%44.9)
 (%27.5)
 47) (%20.6)
 (%11.9) ((%7)
 (%6.1) (25)
 :
 (%6) (%94)
 :

(1)	(2)	(3)	(4)	(5)

:

2.5	3.49-2.5	35.

(3.49-2.5)

(3.5)

(2.5)

(5):

	5	0.98	2.79		8-1
	1	0.93	3.41		16-9
	2	0.96	3.39		24-17
	4	0.94	3.12		32-25
	3	0.97	3.21		40-33
	-	0.66	3.18		40-1

(0.94 0.97)

(3.12 3.21)

(5)

(0.98)

(2.79)

()

(0.66)

(3.18)

(0.93)

(3.41)

:

(0.96)

(3.39)

()

(6):

	3	0.62	3.94		37-29
	1	0.71	4.23		44-38
	2	0.77	4.01	()	55-45
	-	0.59	4.06		55-29

(6)

(())

(4.06)

(4.23)

:

(4.01)

()

(Multicollinearity)

(3.94)

(Normal Distribution) (Skewness) (7) (1-,1)

(Variance Inflation Factor)(VIF) (Tolerance) (10) (VIF) (0.05) (Tolerance)

:(7)

Skewness	Tolerance	VIF	
0.437	0.403	4.209	
0.348	0.395	2.530	
0.289	0.706	2.416	
0.441	0.238	2.671	
0.256	0.361	2.768	

(Skewness) (Multicollinearity) (VIF) (4.209 -2.416) 10

(1) (Tolerance) (0.05) (0.706 -0.238)

(Analysis of variance) :(8)

F	F			R ²		
0.000	*219.38	93.813	281.438	0.418		
		0.428	391.283			
0.00	*329.96	116.528	349.584	0.52		
		0.353	323.136			
0.000	*309.67	112.972	338.916	0.504		()
		0.365	333.805			

($\alpha \leq 0.01$) *

) (%41.8) ((8)

(%52) ((F)

(%50.4) () ($\alpha \leq 0.01$)

.(()))

) (:
 . (:
) (Multiple Regression Analysis) :(9)

T	T	Beta		B	
0.000	*8.031	0.319	0.037	0.297	
0.469	0.724	0.035	0.038	0.0273	
0.000	*6.900	0.207	0.027	0.190	
0.864	0.172	0.008	0.035	0.006	
0.001	*3.487	0.133	0.037	0.129	

($\alpha \leq 0.01$) *

) (9) (t)
 Stepwise () (t)
 Multiple Regression 8.031 (t)
 (3.487 8.329 6.90
 .($\alpha \leq 0.01$)
 (10) ()
 ()
 ≤ 0.05 (t)
 (%35.3) .(α)
 (%39.8) :
 (%41.8) ()

"Stepwise Multiple Regression " :(10)

T	T	R ²	
0.000	*8.03	0.353	
0.000	*6.90	0.398	
0.000	*5.60	0.418	

() * ($\alpha \leq 0.01$) *

(:)

(Multiple Regression Analysis) :(11)

() ()

T	T	Beta		B	
0.000	*4.112	0.196	0.041	0.168	
0.074	**1.788	0.088	0.051	0.0917	
0.000	*8.137	0.341	0.037	0.299	
0.289	**1.061	0.040	0.041	0.0437	
0.000	*4.819	0.221	0.049	0.237	

($\alpha \leq 0.05$) ** ($\alpha \leq 0.01$) *

) (t) (11)

Stepwise

Multiple Regression (t) (

(4.819 8.137 4.112)

($\alpha \leq 0.01$)

(12)

(%46.4)

≤ 0.05)

(t) .(α

(%51.3)

(%52)

"Stepwise Multiple Regression " :(12)

T	T	R ²	
0.000	*8.025	0.464	
0.000	*8.329	0.513	
0.001	*3.487	0.520	

* ($\alpha \leq 0.05$) *

(Multiple Regression Analysis) : (13)

T	T	Beta		B	
0.000	*6.211	0.147	0.021	0.131	
0.000	*7.377	0.169	0.022	0.160	
0.401	**0.839	0.021	0.026	0.022	
0.000	*7.601	0.209	0.025	0.193	
0.054	**1.931	0.050	0.029	0.050	

($\alpha \leq 0.05$) ** ($\alpha \leq 0.01$) *

Stepwise Multiple Regression (13) (t) (7.601 7.377) ($\alpha \leq 0.01$) (14) (t) (%42.6) ($\alpha \leq 0.05$) (%48.3) (t) (%50.4)

"Stepwise Multiple Regression " : (14)

T	T	R ²	
0.000	*9.221	0.426	
0.000	*5.406	0.483	
0.000	*3.317	0.504	

() * ($\alpha \leq 0.01$) *

() :
 .(())
 () :(15)

	(F)					
0.000	*15.80	9.324	27.971	(915 3)		
		0.590	539.989			
0.001	*5.91	3.597	10.790	(915 3)		
		0.609	557.169			
0.000	*7.88	4.770	14.310	(915 3)		
		0.605	553.649			

($\alpha \leq 0.01$) *

(3.53) (47) :
 (47)

35-26) (15) "
 (47) (F)
 47) (3.19) (35-26) ($\alpha \leq 0.001$) (F=5.91)
 47) (3.53) (

(46-36) (16)
 46-36) (47)
 (47) (3.25) (47) (30)
 .(47) (3.53) (3.16) (25) (

:(16)

47	46-36	35-26	25		
*0.37	-	-	-	3.16	25
*0.34	-	-	-	3.19	35-26
*0.28	-	-	-	3.25	46-36
-	-	-	-	3.53	47

($\alpha \leq 0.05$) *

(3.15) :

) (15) "

(3.87) () ()

(3.19) () (F=15.80) (F)

(α =0.000)

() (17)

(3.87) () ()

(3.25) () () ()

() (3.87)

: (17)

*0.72	-	-	-	3.15	
*0.68	-	-	-	3.19	
*0.63	-	-	-	3.24	
-	-	-	-	3.87	

(α ≤ 0.05)

*

(3.10) (5) :

(16)

16) (15) "

(10-6) ()

(3.39) (16) (F)

(3.14) (10-6) (F=7.88)

(16) (α =0.000)

(5) (15-11) (18)

(3.34) (15-11) (16)

(3.10) (5) (5)

(15-11) (3.39) (16)

:(18)

16	15-11	10-6	5		
*0.29	*0.24	-	-	3.10	5
*0.25	-	-	-	3.14	10-6
-	-	-	-	3.34	15-11
-	-	-	-	3.39	16

($\alpha \leq 0.05$) *

:

(F=0.71)

(t)

($\alpha = 0.48$)

(19)

(t)

:(19)

	t					
0.48	*0.71	0.89	3.32	55		
		0.84	3.24	864		

($\alpha \leq 0.05$) *

:

()

(20)

:

(20)

(3.31)

(3.07)

()

(t)

(t= 4.19)

(t)

:(20)

	t					
0.000	*4.19	0.82	670	3.31		
		0.65	249	3.07		

($\alpha \leq 0.01$) *

) :
()

() : (21)

	(F)					
0.002	*4.92	2.383	7.150	(915 3)		
		0.484	442.844			
0.000	*6.587	3.167	9.500	(915 3)		
		0.481	440.493			
0.000	*6.913	3.324	9.973	(915 3)		
		0.481	440.021			

($\alpha \leq 0.01$) *

(30) :
25) (47) (47) (21)
(47) (4.18)

(F)

25) (46-36) (F=6.587)
(4.07) (46-36) ($\alpha = 0.000$)
(3.79) (25)
(46-36) (22)

:(22)

47	46-36	35-26	25		
*0.39	*0.28	-	-	3.79	25
-	-	-	-	3.99	35-26
-	-	-	-	4.07	46-36
-	-	-	-	4.18	47

($\alpha \leq 0.05$) *

:

() (21)
 ()
) (4.33)()
 (3.99) ((F=4.92) (F)
 . (α =0.002)

() () (23)
 (4.33)())
 (4.01) () () ()
 . (4.33) ()
 (3.98) ()

:(23)

*0.35	-	-	-	3.98	
*0.34	-	-	-	3.99	
*0.32	-	-	-	4.01	
-	-	-	-	4.33	

(α ≤ 0.05) *

(5) (16) :
 (4.15) (16)
 (3.88) (5) (21)
 (16)

(F)
 10-6) (16) (F=6.913)
 16) ((α =0.000)
 (10-6) (4.15)(
 16) (3.96) (24)
 .(

:(24)

16	15-11	10-6	5		
*0.27	-	-	-	3.88	5
*0.19	-	-	-	3.96	10-6
-	-	-	-	4.01	15-11
-	-	-	-	4.15	16

($\alpha \leq 0.05$)

*

:

(t=0.84)

(t)

($\alpha = 0.39$)

(25)

()

(t)

:(25)

	t					
0.39	*0.84	0.84	4.09	55		
		0.78	4.01	864		

($\alpha \leq 0.05$)

*

:

)

(

(26)

(26)

()

(.3.86)

(4.07)

(t= 4.25)

(t)

()

(t)

:(26)

	t					
0.000	*4.25	0.68	4.07	670		
		0.73	3.86	249		

($\alpha \leq 0.01$)

*

.2

.1

)

()

()

)

(2005

(Chan, 2006)

et.al,)

(Wiesenfeld , 2001

.3

)

)

(

(()

)

(1995)

(%41.8)

(

(%52)

(

)

(%50.4)

(

)

..((

)

)

(Al_Otaibi, 2003)

"

.4

(Lee, 2000)

"

..(

47)

)

(2000

-2

"

.

(16)

()

-3

-4

-5

-6

.5

).

(

(2003,)

(Duncan2002)

-7

:

-1

1991
 .174 -129 (2)
 2003
 2002
 1999
 2000
 .258-231 (2)
 .343-319 (2)
 2006
 2006
 2003
 1994
 2001
 1995
 (2) (25)
 (2)
 .298-269
 ()1999
 1998
 .98-71 (72)
 2000
 .107-79 (1)
 2005

Adams, J. S. 1965. Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology*, 2, 267-299. New York: Academic Press.

Bamber Michael, and Iyer Venkataraman M. 2002. Big 5 Auditors' Professional and Organizational

Identification: Consistency or Conflict? Print ISSN: 0278-0380, *Electronic* ISSN: 1558-7991, 21(2): 21-38.

Barry.B. 1989. *Theories Of Justice*, Bppc Eheatons LID, Exeter, Great Britain.

- Beardwell, Ian, and Holden, Len. 2001. *Human Resource Management: contemporary approach*, 3rd (Ed), England, Financial Times, Prenticehall.
- Byars, I, LLOYD, and Rue, Leslive, W. 1997. *Human Resource Management*, 5th (Ed), Newyork, Irwin McGraw-Hill Companies, Inc.
- Campbell, Tom. 1988. *Justice: Issues in political Theory*, 2nd (Ed), London, Macmillan Education LTD.
- Carol, R. 2001. Dual Identification In Multinational Corporations: Local Managers And Their Psychological Attachment to The Subsidiary Versus The Global Organization, *Journal of human Resource Management*, 12(3): 405 -424.
- Chan Sow Hup. 2006. Organizational identification and commitment of members of a human development organization, *Journal of Management Development*, 25(3): 249 – 268.
- Cheney, G. 1982. *Organizational Identification as Aprocess: A Field Study*, Unpublished Master's Thesis, Purdue University.
- Cheney, G, and Tompkins, P. K. 1987. Coming to Terms with Organizational Identification and Commitment, *Central States Speech Journal*, 38, 1-15.
- Cheney, G, And Tompkins, P. K. 1987. Coming to Terms With Organizational Identification and Commitment", *Central States Speech Journal*, 38, 1-15.
- Cremer David De. 2005. Procedural and distributive justice effects moderated by organizational identification, *Journal of Managerial Psychology*, 20(1): 4 – 13.
- Cropanzano, R., & Greenberg, J. 1997. Progress in Organizational Justice: Tunneling through the Maze. In I.T. Robertson & C.L. cooper (Eds), *International Review of Industrial and organizational psychology* 12, Newyork: Wiley, 317-372.
- David De Cremer, Marius van Dijke, Arjan E.R. Bos. 2006. Leader's procedural justice affecting identification and trust, *Leadership & Organization Development Journal*, 27(7): 554 – 565.
- Dessler, G. 1999. How to Learn Your Employees, Commitment, *Academy Of Management Executive*, 13(2): 58-67.
- Duncan, J. E. 2002. *Organizational Identification: An Insight in to Republic Bank and Trust*. University of Kentucky, 171p.
- Dutton, J.E., Dukerich, J. M., Harquail, C.V. 1994. Organizational Images and Member Identification, *Administrative Science Quarterly*, 39, 239-263.
- Egan, Terri, Duncan. 1994. Multiple dimensions of organizational Justice perceptions and Individual level performance, Ph.D. University of California, Irvine, *Dissertation Abstracts International*, 54, 3107-A.
- Farh, J, L. and Podsakoff, P, M. and Organ, D, W. 1990. Accounting for organizational Citizenship behavior, *Journal of Management*, 16, 705-721.
- Fok, Lillian, Y. 2000. The relationship between Equity Sensitivity, Growth Need, strength, Organizational citizenship Behavior, and perceived outcomes in the Quality Environment: A study of Accounting professionals, *Journal of social Behavior, personality*, 15, 99-121.
- Greenberg, J. 1991. Organizational Justice: Yesterday, Today, and Tomorrow, *Journal of Management*, 16, 606-613.
- Hall, D. T, Schnide, R. B. And Nygren, H. T. 1997. Personal Factor of Organizational Identification, *Administrative Science Quarterly*, 15, 176-190.
- Hendrix, William, H., Robins, Tim, Y, T., Miller, Janis, Summer, Timothy, P. 1998. Effects of procedural and Distributive Justice on factors predictive of Turnover, *Journal of social behavior & personality*, 13, 611-632.
- Johnson, W. L, J, and Johnson, A. M and Heimberg, F. 1999. A primary And Secondar Order Component Analysis of the Organizational Identification Questionnaire, *Educational and Psychological*

- Measurement*, 5(I): 159-170.
- Lee, H.R. 2000. *An Empirical study of organizational Justice as a Mediator of the relationships among Leader-Member Exchange and Job satisfaction, organizational commitment, and Turnover intentions in the lodging industry*, Ph.D-Dissertation, Virginia State University.
- Mael, F. A, And Ashforth, B. E. 2001. Identification In Work, War, Sports And Religion: Contrasting the Benefits and Risks, *The Executive Management Committee*, 197-222.
- Moorman, Gregory, and Griffin, Ricky, W. 1989. *Organizational Behavior*, 2nd (Ed), Boston, Houghton Mifflin Company.
- Moorman, R, H. 1991. The relationship between organizational Justice and organizational Citizenship behaviors: Do fairness perceptions influence employee Citizenship, *Journal of Applied psychology*. 76, 845-855.
- Niehoff, B. and Moorman, R. 1993. Justice as Mediator of the Relationship between Methods of Monitoring and organizational Citizenship Behavior. *Academy of Management Journal*, 36, 527-556.
- Rahim, M, Afzalur. 2000. Do Justice Perceptions Influence Styles of Handling Conflict with Supervisors? What Justice perceptions, precisely? *International Journal of conflict Management*, 11, 9-23.
- Saal, F. & Moore, S. 1993. Perception of promotional fairness and promotion, candidates qualification, *Journal of Applied psychology*, 78, 105-110.
- Van, Knippenberg, D, and Van Schie, E. C. M. 2000. Foci and Correlates of Organizational Identification, *Journal of Occupations and Organizational Psychology*, 63(2): 111-137.
- Wiesenfeld, B. M, Reghulam, S. and Garud, R. 2001. Organizational Identification among Virtual Workers: The Role Of Need For Affiliation And Perceived Work – Based Social Support, *Journal of Management*, 27(2).

The Impact of the Organizational Justice upon the Organizational Identification in the Jordanian Public Cooperation

Samer A. Al-Bashabsheh

ABSTRACT

This study aimed at identifying the effect of organizational justice upon the organizational identification. To achieve the goals of the study, a questionnaire was designed and distributed to a sample of (919) subject. (SPSS) program was used by utilizing a group of statistical means such as: descriptive statistic measures, simple regression analysis, multiple regression analysis, Pearson's correlation matrix, Stepwise regression analysis, and one way ANOVA.

The study concluded the followings:

1. The perception of the respondents of the dimensions of organizational justice was medium, while toward the organizational identification it was high. This perception was directed toward the operational justice as an important factor among the organizational justice dimensions, while the dimension of distributinal justice was the least perceived dimension among the organizational justice dimensions.
2. There is a statistically significant effect of the organizational justice upon organizational identification.
3. There is astatistically significant effect of the organizational justice upon organizational identification.

The study recommended that administrative decisions and procedures to should be made as neutral and just as possible; in order to enhance organizational justice and identification in the mind of its members and to elevate such concepts to a higher level.

KEYWORDS: Organizational Justice, Organizational Identification, Jordanian Public Cooperation.