

The Impact of Organizational Justice on the Workers Performance and Job Satisfaction in the Ministry of Health Hospitals in Amman

Salah M. Diab¹

¹ Business Administration Department, Economics and Admin Faculty, Applied Science University, Amman, Jordan

Correspondence: Salah M. Diab, Associated Professor, Business Administration Department, Economics and Admin Faculty, Applied Science Private University, P. O. BOX 166, Amman 11931, Jordan. Tel: 962-497-939/0777. E-mail: salahdiab2002@yahoo.com

Received: November 23, 2014

Accepted: December 5, 2014

Online Published: January 25, 2015

doi:10.5539/ibr.v8n2p187

URL: <http://dx.doi.org/10.5539/ibr.v8n2p187>

Abstract

The purpose of this study is to see if there's an impact of organizational justice on the workers performance and job satisfaction in the Ministry of Health hospitals in Amman, the data for this study were collected through a questionnaire from, 300 workers in different jobs, from three hospitals in the Ministry of Health in Amman, Means, (ANOVA), and, linear regression analysis were used. The results of the study found that there is a positive relationship for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutionary justice) on the worker performance, and worker satisfaction in the Hospitals of the Ministry of Health in Amman (MOHHA), separately and combined, also there's a difference in the feelings of organizational justice dimensions between the workers in the (MOHHA) according to demographic variables (Gender, age, marital status, experience, qualifications, and job), also the study found that theirs a very high perception with the organizational justice dimensions between the (MOHHA) workers. The distributive justice was the highest perception, whereas the lowest perception was the interactional justice.

On the light of the study results the following recommendations may be submitted, increased the attention on the humanity aspects and focuses on training, making organizational culture that encourages and develops participation and cooperation between workers and senior management, and other levels of management. The open-door policy must apply the hospitals managers must work to distribute the functions, tasks, and duties in equally, fairs, and applied the formal job description, in addition to developed appropriate rules and regulations for those hospitals in order to save the rights of management, employees, and customers.

Keywords: organizational justice, workers performance, job satisfaction, ministry of health hospitals, Amman

1. Introduction

All the modern organizations in different sectors focused on job performance and job satisfaction through the worker feeling about the organizational justice, such as the wages and salaries justice, bonuses justice, justice in tasks and duties distribution, and many other things within the organizations ,that the worker need a justice. Thiers a multiple social justice theories appeared, which leading to a new concept called organizational justice .

The phenomenon of organizational justice is a relative concept for the workers and the organizations, because the impact of justice that can be caused on the performance of the staff, when the feelings of workers not justice, many negative results may carried, such as, dis-satisfaction, low behavior organizational citizenship, and less organizational commitment, in addition to the decline the job performance, on the other hand the justice leads to increased confidence in the organization management, increase their conviction access to their rights, and improve the performance.

The organizational Justice considered as a social value and pattern socially, its absence leads to the risk of the institution and its staff threaten together, the perception of employees to lack of access to justice leads them to multiple negative behavioral practices, such as lack of loyalty, increasing the rate of leaving work, and affect the motivation of workers and their efforts. The importance of organizational justice due to a variety of reasons including: the need to abandon the bureaucratic regulatory policies, adoption ethical policies characterized by organizational justice and organizational support in order to ensure continuity and organizational effectiveness .

The reality of the literature and research, especially in the Arab world, does not focus on the subject of organizational justice, many of the Arab Studies have demonstrated the presence of several concentrated on the government Arab sectors resulting from the decline in the level of a sense of organizational justice.

This study came to shed light on the impact of organizational justice on performance and job satisfaction for workers in the Ministry of Health hospitals in Amman, in addition to shed light on the extent of the presence of a certain level of organizational justice in the Ministry of Health hospitals in Amman.

2. Literature Review

The organizational justice concept goes back to the theory of justice when (Adam, 1964), assumed that the individuals compares and balancing between the rate of recourses they gets and obtained with the resources that obtained by others, (from the same resources), at that moment they feel with equity and justice, or not. Perceiving absence of justice may leads to increasing tensions, and negative impact at the organization, (Jbernerg, Baron, 2004).

The organizational justice means, giving every worker what it's worth, or it's the way that the managers used in dealing with the workers at the level of humanitarian and functional (Ishak, 2009). The organizational justice is also obtained as a result of workers perceptions to the integrity and objectivity of the measures in the value of the organization, which is also a degree of fairness and equity in the rights of the employees and their duties, which its explain the relationship between the individuals and the organization (Attaoa, 2003). Organizational justice is an important variable and influential in the administration, operations, and it's considered as a potential variable to affected on the efficiency of employees job performance in organizations, studies have indicated that the feelings of organizational justice generates a feeling with loyalty to the organization (Ball, Trevino, & Sim, 1994).

2.1 Dimensions of Organizational Justice

There are many studies that have focused on the dimensions of the organizational justice. In this study the researcher adopted on four, Dimensions of organizational justice, which adopted by the study of (Asaud, Ratb), those dimensions are: Distributive justice, procedural justice, interactional justice, and evolutionary justice.

2.1.1 Distributive Justice

It is the equity in distribution the resources to the individuals, which it's consisted from justice of wages and bonuses, the organization's commitment to fulfill their obligations, as well as the trust between the high managers with their subordinates. Distributive justice is also equal the output obtained by the individuals as a result of their actions (Sall & Moore, 1993, p. 106).

2.1.2 Procedural Justice

The degree in which the organization determined the rules, procedures, policies to be followed, and the cases that the worker must applied policies of the organizations. Procedural justice consists from, how to control decision-making and decision process; in addition to that .it is over the sense of working fairly procedures that were used in determining the output.

2.1.3 Interactional Justice

It is the extent that the employee feel with the fairness of the transaction obtained when they apply some formalities, the transactional justice is dealing through sensitivity and personal interpretations or social accounting, (Rigookona, 2006) indicate that the interactive justice is an extension of justice procedural, which refers to the methods of disposal of the administration towards individuals and linked in a way managers deal with subordinates.

2.1.4 Evolutional Justice

It is justice that include a specific processes , procedures, and systems allow ensuring that the rights of workers and the levels of their performance is evaluated fair, in addition to evaluation the wages and salaries in fair and equity.

2.2 Job Satisfaction

(Ashour) see that job satisfaction is a sentimental feelings carried by the individual toward work, these feelings can be negative or positive, Job satisfaction associated with continuity in the work or leaving the work. Job satisfaction may considered as a positive feeling as a result from the individuals good work, also the satisfaction produces as a result of perception of the individuals to what extent the work provides the things that the employee considers important for them, satisfaction reflected on the individual's behavior and his actions with

his colleagues and subordinates (Shaker & Garallah, 2004).

Job satisfaction can be defined as happiness achieved by the employees work, this achieved degree of satisfaction of the needs of the individual. Satisfaction effects on such factors including: turnover, work-related injuries, productivity, and quality, in addition to other things.

2.3 Job Performance

The performance can be considered as the output capability one hour work or the amount of output per worker during a specific time (Aldmrani, 1987). the performance also is the ratio between the quantity produced and the labor used in production of a certain amount (Suleiman, 1998), the performance has a certain character; quantity, quality, and comprehensive. in addition to that, any individual performance reflected his ability and knowledge to achieve the goals associated with the currency, whatever the nature of the work (Shanawany, 2001). all services and productive organizations interested in performance because it is measure the efficiency and effectiveness of the organization as well as individuals and groups.

3. Previous Studies

3.1 Study by (Alkhshali, 2004)

The impact of organizational justice and personal characteristics on job satisfaction and performance: an empirical study in the Income Tax Department in Amman. the study aimed to identify the extent of sense of the working organizational justice and its impact on job satisfaction and performance in the income tax department in Amman, the study found a decrease in the workers feeling rate with the organizational justice, the rate of satisfaction in average were high, there is a positive relationship between organizational justice and job satisfaction and performance, the study recommended to reconsider wages and incentive systems .

3.2 Study by (Shatnawi, Nawaf, Aloqlah, Rima, 2013)

Organizational justice at Yarmouk University and it relationship with performance and improving of faculty members. the study aimed to detect the level of organizational justice at yarmouk university and its relationship to the performance of faculty members, the study found that the degree of organizational justice was a medium, and the degree of performance was high, the recommendations of the study, is to reconsider the terms of vacations and academic load, in addition to improving the level of salaries and wages.

3.3 Study by (Alwan, Qasim, 2007)

The impact of organizational justice on the spread of administrative corruption Field Study-in Sirte, Libya, the study aimed to determine the effect of the absence of organizational justice on corruption among community workers in the city of Sirte-Libya, the study found that the effect of organizational justice dimensions on the spread of administrative corruption, the researcher recommended that the application of organizational justice in the selection and appointment, it's a must.

3.4 Study by (Obeidi, Nama, 2012)

The impact of organizational justice, and its relationship with organizational commitments-an empirical Study on the Ministry of Higher Education and Scientific Research –Iraq. The study found a strong relation between the organizational justice and the dimensions of organizational commitment. The most important recommendations were the need to provide a regulatory climate of justice in addition to a review of policies and procedures in the ministry.

3.5 Study by (AL- Saud, Rateb, and Sultan, Susan, 2009)

The degree of organizational justice among the heads of academic departments in the official Jordanian universities and their relationship allegiance organizational faculty members, study aimed to identify the level of organizational justice to the heads of academic departments in the official Jordanian universities, The study found that the level of organizational justice among the heads of academic departments were high, as well as organizational loyalty. The study recommended the need to create standards and the adoption of a clear and increasing attention with members of the faculty .

3.6 Study by (Muheisen, 2004)

The extant of the employee satisfaction in the relief agency in Gaza about satisfaction on compensation and incentive systems, it's aimed to identify the job satisfaction levels of employees in the agency in light of the use of compensation and multiple incentive systems and the factors involved in determining these levels. The study found the following results: a decline in the general level of job satisfaction about the compensation and incentives systems, and lack of suitable salary with the employee effort.

3.7 Study by (Ryan, 2004)

Determinants of the administrative perception of organizational commitment among subordinates, an empirical study at the University of Assiut workers, the study found that the existence of a positive correlation between the subordinate get some returns relationship (reward and promotion, participation and other boss), and emotional commitment to the organization.

3.8 Study by (Maharemah, 2000)

The feeling of the Jordanian government employees in Karak and Tafila about organizational justice, The study found that theirs low level of feeling between the staff about the organizational justice, defect in the regulatory policy for government departments and the absence of a special internal system formalities, and existence differences in the level of feeling between staff about organizational justice related to demographic variables; gender, qualifications, experience, and age .

3.9 Study by (Ajmi, 1998)

The Analysis of the relationship between organizational loyalty and the workers feelings with organizational justice, the study found that theirs a low feeling with procedural justice, all the workers have a feeling of inequity in the application of laws and administrative decisions, as well as the low feeling in distributive justice.

3.10 Study by (Naihov, and Moorman, 1993)

Justice as a mediator of the relationship between methods of control and organizational behavior citizenship, it's aimed to recognize the role of organizational justice in the relationship between the control methods and organizational commitment. The study found a strong positive relationship and spirits between organizational commitment and organizational justice .

3.11 Study by (Moorman, 1991)

The relationship between organizational justice and organizational citizenship behaviors, the study aimed to investigate the effect of a feeling of organizational justice workers on job behavior and organizational commitment. The study found that there is a strong positive correlation between the feeling of justice and organizational staff loyalty organizational relationship.

4. Study Objectives

This study aims to achieve the following:

- To identify the impact of organizational justice on the workers performance and job satisfaction in the Ministry of Health hospitals in Amman, (MOHHA).
- Identify the feeling level with the organizational justice among the hospitals employees in (MOHHA).
- Identify the extent of the impact of the employee demographic variables (age, qualifications, gender, experience, marital status, and job) on the organizational justice at the Jordanian (MOHHA).
- Make appropriate recommendations in the light of the results of this study that could help the decision-makers.

5. Research Problem

The Problem of this study Summarized in a range of questions, which are:

- ❖ Is there an impact of organizational justice on the workers performance and job satisfaction in the Ministry of Health hospitals in Amman?
- ❖ What is the organizational justice feeling among the hospitals employees in the Jordanian Ministry of Health in Amman?
- ❖ Is there different in perception with the dimensions of organizational justice among the hospitals employees in the Jordanian Ministry of Health in Amman?
- ❖ What is the impact level of the employee demographic variables (age, qualifications, gender, experience, marital status, and job) on the organizational justice at the Jordanian (MOHHA)?

6. Research Framework and Research Hypothesis

6.1 Research Framework

The proposed framework for this research is illustrated in Figure 1. The framework shows the impact of Organizational justice Dimensions: (Distributive justice, Procedural justice, Interactional justice, and Evolutional

justice) on the Job performance, and job satisfaction, according to the Demographic variables

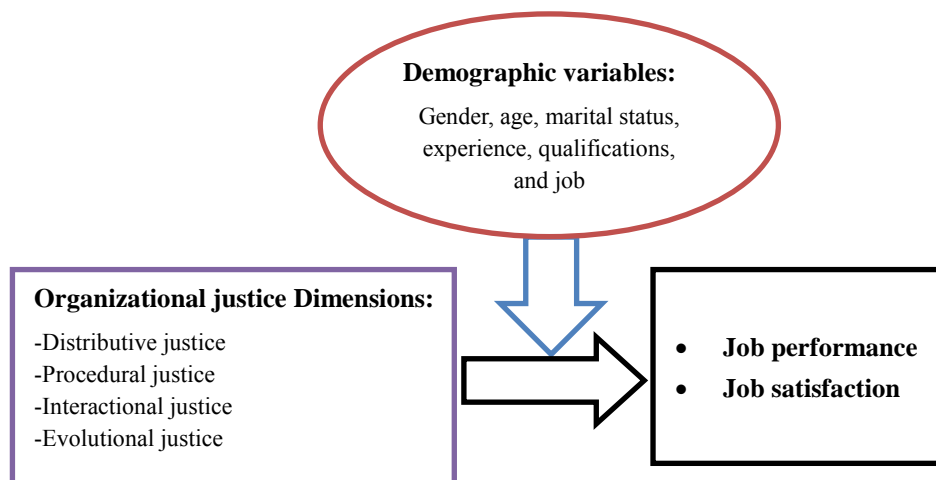


Figure 1. Research framework

Sources: Alkhali, Shaker; AL-saud, Ratb; Sultan, Suzan; and al-Obeidi, Nama.

6.2 Study Hypothesis

The study hypothesis consisted of four major hypotheses, as follows:

H01: There is no statistically significant effect of the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutional justice) on the worker performance in the Ministry of Health Hospitals in Amman (MOHHA)

H011: There is no statistically significant effect of the distributive justice on the worker performance in the (MOHHA).

H012: There is no statistically significant effect of the procedural justice on the worker performance in the (MOHHA).

H013: There is no statistically significant effect of the interactional justice on the worker performance in the (MOHHA).

H014: There is no statistically significant effect of the evolutional justice on the worker performance in the (MOHHA).

H02: There is no statistically significant effect of the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutional justice) on the worker satisfaction in the Ministry of Health Hospitals in Amman (MOHHA).

H021: There is no statistically significant effect of the distributive justice on the worker satisfaction in the (MOHHA).

H022: There is no statistically significant effect of the procedural justice on the worker satisfaction in the (MOHHA).

H023: There is no statistically significant effect of the interactional justice on the worker satisfaction in the (MOHHA).

H024: There is no statistically significant effect of the evolutional justice on the worker satisfaction in the (HMOHA).

H03: There are no statistically significant differences in the feeling of organizational justice due to demographic variables (Gender, age, marital status, experience, qualifications, and job in the (MOHHA).

H04: There are no statistically significant differences between the (MOHHA) workers perception to the organizational justice dimensions.

7. Methods and Procedures

7.1 Study's Methodology

To build a theoretical framework through different sources of books and scientific journals, and the Internet, the preliminary data will be obtained through a questionnaire design consists of 35 clauses reflect the dependent and independent variables, in addition to demographic variables questions.

7.2 Study's Sample and Population

Study's population consists from all the workers in the Hospitals of the Ministry of Health in Amman, the questionnaire distributed to the study sample 300 member from all jobs and levels of management. Taking in our consideration that there're three hospitals for the ministry of health in Amman, with around (5800) workers (according to M.O.H reports in different jobs), Al-Basher Hospital, Prince Hammza Hospital, AL-Totanjee Hospital.

7.3 Data Collection Methods

Questionnaire the main instrument of this study, it was developed after reviewing previous studies in this field it consisted of 35 clauses reflect the dependent and independent variables, it was designed according to likart scale, with the answers (strongly disagree, disagree, don't know, agree, strongly agree,) given the weights (1, 2, 3, 4, 5). The higher the mean, indicates to higher degree of consent on the clause.

7.4 Internal Consistency

Correlation coefficient was used Cronbach's alpha to get associated with the dimensions of organizational justice, job performance, and job satisfaction as well as the stability of the data were used to determine coefficient of honesty, the sincerity of the scale were the results according to the table 1, it's indicated a high value of Cronbach's Alpha reliability coefficient and a high value of Honesty Factor

Table 1. The Cronbach's Alpha correlation coefficient for the stability of the data and coefficient of honesty

The scale	Cronbach's alpha Reliability coefficient	Honesty Factor
-Distributive justice	0.86	0.88
-Procedural justice	0.90	0.83
-Interactional justice	0.89	0.87
-Evolutional justice	0.82	0.79
-Job performance	0.84	0.81
-Job satisfaction	0.87	0.84

7.5 Statistical Methods Used

The following statistical methods used for statement attributes the study sample and examine hypotheses: frequencies, percentages for the distribution of the demographic characteristics of a statement of the study sample, Means, standard deviation, (ANOVA), and linear regression.

8. Results and Testing Research Hypothesis

Table 2 appears that 27% percent of the sample are nurses, and 25% percent are physicians ,the lowest 5% are financials, the higher percent 58% are male ,the greater percent 39% form those whom age between (31-40) years old, the lowest percent 3% whom age 61 years and above. It is also noticed that the higher percent 60% are married, 37% of the study sample have 6-10 years' experience, notes that 13% have 16 year experience and more, the higher percent 65% have Bachelor degree, and only 3% have PhDs.

Table 2. General characteristics of the members of the study sample

Demographic variables	Sample no. (total) (300)	Percentage (100%)
Jobs		
physicians	75	25%
Nurses	80	27%
Administrators	30	10%
Financials	15	5%
Paramedical	55	18%
Other technical jobs	45	15%
Gender		
male	175	58%
Female	125	42%
Age		
Less than 30 years	44	15%
31-40years	116	39%
41-50 years	76	25%
51-60 years	54	18%
61 years and above	10	3%
Marital status		
Married	180	60%
Single	112	37%
Divorced / Widowed	8	3%
Experience		
1-5 Years	70	23%
6-10 Years	110	37%
11-15 year	82	27%
16 years and more	38	13%
Qualification		
Diploma and less	60	20%
Bachelor	195	65%
Master	35	12%
PhDs	10	3%

Table 3 Appears that There is an effect of the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutionary justice) (combined) at satisfaction in the (MOHHA), where is R equal 0.673 with 0.001 significant, and R^2 equal 0.461, which mean that the change in organizational justice dimensions (combined) lead to the change in the job satisfaction. To be sure from this result, the T accounted value 7.3 greater than the tabled value, which it confirmed to reject the null hypotheses and accepted the alternative major hypotheses, There is statistically significant effect of the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutionary justice) on the satisfaction in the (MOHHA). Also table 3 shows that there's an effect for each organizational justice dimensions separately on Satisfaction, with significant less than 0.05, the most effect decreasingly according to R results, Interactional justice 0.702, Evolutional justice 0.684, Distributive justice 0.592, and the lowest effect is Procedural justice 0.584. Which mean rejected all the first four minor null hypotheses, To be sure from this result, the T accounted value for all the separated dimensions are greater than the tabled value.

Table 3. The linear regression analysis for the impact of the organizational justice on satisfaction

Variables	(R)	B	T	Sig
Organizational justice dimensions (combined)	0.673	0.580	7.3	0.001
Distributive justice	0.592	0.442	8.231	0.002
Procedural justice	0.584	0.390	6.743	0.000
Interactional justice	0.702	0.396	9.870	0.001
Evolutional justice	0.684	0.419	9.110	0.002

Note. R² for Organizational justice dimensions (combined) equal 0.461.

Table 4 Appears that There is an effect of the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutional justice) (combined) at the worker performance in the (MOHHA), where is R equal 0.721 with 0.000 significant, and R² equal 0.424, which mean that the change in organizational justice dimensions (combined) lead to the change in the job performance. To be sure from this result, the T accounted value 6.89 greater than the tabled value, which it confirmed to reject the null hypotheses and accepted the alternative major hypotheses. There is statistically significant effect of the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutional justice) on the worker performance in the (MOHHA). Also table 3 shows that there's an effect for each organizational justice dimensions separately on job performance, with significant less than 0.05, the most effect decreasingly according to R results, Interactional justice 0.722, Procedural justice 0.620, Distributive justice 0.533, and the lowest effect is Evolutional justice 0.519, which mean rejected all the second four minor null hypotheses, To be sure from this result, the T accounted value for all the separated dimensions are greater than the tabled value.

Table 4. The linear regression analysis for the impact of the organizational justice on performance

Variables	R	B	T	Sig
Organizational justice dimensions (combined)	0.721	0.608	6.89	0.000
Distributive justice	0.533	0.521	8.92	0.001
Procedural justice	0.620	0.410	9.640	0.000
Interactional justice	0.722	0.422	8.180	0.000
Evolutional justice	0.519	0.455	9.928	0.000

Note. R² for Organizational justice dimensions (combined) equal 0.424.

Table 5 Shows the (ANOVA) analysis for feeling of organizational justice due to demographic variables separately; Jobs: F value 5.621 it is greater than the tabular value 2.63, with 0.003 sig, which mean there's a difference in feeling of organizational justice due to job. Gender; F value 4.321 it is greater than the tabular value 2.63, with 0.000 sig, which mean there's a differences in feeling of organizational justice due to gender. Age; F)value 3.868 it is greater than the tabular value 2.63, with 0.002 sig, which mean there's a differences in feeling of organizational justice due age. Marital status; F value 8.631 it is greater than the tabular value 2.63, with 0.000 sig, which mean there's a differences in feeling of organizational justice due to marital status.

Experience; F value 4.337 it is greater than the tabular value 2.63, with 0.002 sig, which mean there's a differences in feeling of organizational justice due to experience. Qualification; F value 7.642 it is greater than the tabular value 2.63, with 0.001 sig, which mean there's a differences in feeling of organizational justice due to qualification. According to F values the highest differences in feeling related to Marital status, Qualification, Jobs, Experience, Gender, and Age is the lowest.so we accepted the alternative hypothesis; There are statistically significant differences in the feeling of organizational justice due to demographic variables (Gender, age, marital status, experience, qualifications, and job) in the (MOHHA).

Table 5. The (ANOVA) analysis for the feeling of organizational justice due to demographic variables

Demographic variables	Sum of squares	Averages squares	(F) value	Sig.
Jobs	2.736	1.426	5.621	0.003
Gender	3.112	1.626	4.321	0.000
Age	2.830	0.921	3.868	0.002
Marital status	4.725	2.310	8.631	0.000
Experience	2.457	0.955	4.337	0.002
Qualification	4.725	1.577	7.642	0.001

*freedom level (3).

Table 6 Shows the Mean and Standard deviation for the sample answered, which mean that the worker in (MOHHA) have a high perception about the organizational justice dimension, table 6 also shows the order of perception, distributive justice is the highest with Mean 4.1, the interactional justice is the lowest high with Mean 3.88. So we accepted the alternative hypothesis; there are statistically significant differences between the (MOHHA) workers perception to the organizational justice dimension.

Table 6. Mean and standard deviation for the sample answered

Dimensions	Mean	Standard deviation	Ordering and level
Distributive justice	4.1	0.65	1 high
Procedural justice	4.0	0.70	2 high
Interactional justice	3.88	0.62	4 high
Evolutional justice	3.91	0.56	3 high
Total	3.94	0.60	

9. Results of the Study and Recommendations

9.1 Results of This Study

There is an effect and a positive relationship for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutional justice) on the worker performance in the Ministry of Health Hospitals in Amman (MOHHA), separately and combined. The results also showed that the transactional justice was more influential on job performance, followed by evolutional justice, and the least effect was procedural justice.

There is an effect and a positive relationship for the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutional justice) on the worker satisfaction in the Ministry of Health Hospitals in Amman (MOHHA), separately and combined. The results also showed that the transactional justice was more influential on job satisfaction, followed by procedural justice, and the least effect was evolutional justice.

Theirs difference in the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutional justice) feelings between the workers in the (MOHHA) due to demographic variables (Gender, age, marital status, experience, qualifications, and job).

Theirs a high perception with the organizational justice dimensions (distributive justice, procedural justice, interactional justice, evolutional justice) between the (MOHHA) workers. The distributive justice was the highest perception, followed by procedural justice, and the lowest perception is the interactional justice.

9.2 Recommendations

In light of the results of the study, the researcher reached the following recommendations:

- 1) Increase the attention of the Jordanian Ministry of Health hospital management on the humanity aspects and focuses on training.

- 2) The hospitals managers must made an organizational culture that encourages and develops participation and cooperation between senior management and other levels of management.
- 3) The open-door policy must apply, and complaints box in order to follow up the workers problems in order to apply the principles of organizational justice.
- 4) The hospital managers must work to distribute the functions, tasks, and duties in equity, fairs, and application the formal job descriptions.
- 5) Workshops and meetings must done to discuss the organizational justice dimensions and how to achieve the highest levels of organizational justice, and linked it with job performance and job satisfaction.
- 6) Develop appropriate rules and regulations for those hospitals in order to save the rights of management, employees, and customers.
- 7) Instill moral values among workers in the (MOHHA) in various ways and procedures.
- 8) Further studies on the organizational justice dimensions and linked it with other variables.

9.3 Results Discussions

The results of this study, consistent with the results of some other studies that dealt with this subject such as; (Jarallah & Shaker, 2004), (AL-Soud & Rateb, 2009), (Maharmey & Thamer, 2000) but this study shows high level of perceptions between the employee of (MOHHA) than other employees in the above studies. This study found that all organizational justice dimensions has a strongly effect on performance and satisfaction. The researcher thinks that this result may due to the large numbers of employees, and the nature of the work in the health sector.

Acknowledgement

The author is grateful to the Applied Science University, Amman, Jordan for the full financial support granted to this research project (Grant No.BI\704).

References

- Ajmi, R. (1998). Analysis the relationship between organizational loyalty and the workers feelings with organizational justice. *Administrative Magazine*, 20(72).
- AL-Saud, R., & Sultan, S. (2009). The degree of organizational justice among the heads of academic departments in the official Jordanian universities and their relationship allegiance organizational faculty members. *Damascus University Journal*, 25(1).
- Alkhshali, S. (2004). The impact of organizational justice and personal characteristics on job satisfaction and performance: A field study in the income tax department in Amman. *The Jordanian Journal of Applied Sciences*, 7(2), 1–15.
- Alwan, Q. (2007). The impact of organizational justice on the spread of administrative corruption field study in Sirte, Libya. *Journal of Economic Sciences, Management*, 7.
- Aquino, K. (1995). Relationships among pay inequity, perceptions of procedural justice, and organizational citizenship. *Employee Responsibilities and Rights Journal*, 8(1), 21–33. <http://dx.doi.org/10.1007/BF02621253>
- Awad, O., & Mohammed, A. (2003). *Analysis of the dimensions of organizational justice: An empirical study*. Cairo, Ain Shams University, Faculty of Commerce, Management Research magazine.
- Balkin, D. B., & Gomez-Mejia, L. R. (1990). Matching compensation and organizational strategies. *Strategic Management Journal*, (11), 153–169. <http://dx.doi.org/10.1002/smj.4250110207>
- Baron, R. A., & Green, B. J. (1990). *Behavior in organization understanding and managing the human side of work* (3rd ed.). New York: McGraw – hill book Co.
- Daft, R. I. (2003). *Organization theory and design* (4th ed.). New York, USA: South-western publications Co.
- Dessler, G. (2008). *Human resource management* (11th ed.). USA: Pearson Prentice hall.
- Goldman, B. M. (2001). Toward and understanding of employment discrimination claiming: An integrating of organizational justice and social information processing theories. *Personnel Psychology*, 54. <http://dx.doi.org/10.1111/j.1744-6570.2001.tb00096.x>
- Greenberg, J. (1990). Organizational justice: Yesterday, today and tomorrow. *Journal of Management*, 16(8).

- Hellriegel, D., Slocum, J., & Woodman, R. W. (2001). *Organizational behavior* (9th ed.). Ohio: South Western Publishing Co, New York.
- Maharemah, T. (2000). The feeling of the Jordanian government employees in Karak and Tafila about organizational justice. *Journal of Management*, 40(2).
- Moorman, R. H. (1991). The relationship between organizational Justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship. *Journal of Applied Psychology*, 75. <http://dx.doi.org/10.1037/0021-9010.76.6.845>
- Muheisen, W. (2004). *The extant of the employee satisfaction in the relief agency in Gaza about satisfaction on compensation and incentive systems*. unpublished master thesis, Islamic University in Gaza.
- Naihov & Moorman. (1993). Justice as a mediator of the relationship between the methods of control and organizational behavior citizenship. *Strategic Management Journal*, (11).
- Obaydat, T. et al. (2003). *A scientific research: Concept, tools, methods* (1st ed.). Riyadh, Saudi Arabia: Osama House for publication and distribution.
- Obeidi, N. (2012). The impact of the organizational justice and its relationship with organizational commitments: An empirical study on the Ministry of Higher Education and Scientific Research –Iraq. *Journal of Tikrit Administrative and Economic Sciences*, 8(24).
- Price, J. L., & Mueller, C. W. (1986). *Handbook of organizational measurement*. Chicago: Pittman Press.
- Qasim, F. (2002). *Some of the personal characteristics of the Palestinian leadership and its relationship with some psychological and social variables*. Unpublished Ph.D., Ain Shams University- Cairo.
- Robbins, S. (1993). *Organizational behavior concepts, controversies, and applications*. New Jersey prentice hall.
- Rousseau, D. M. (1996). Psychological contracts in organizations. *Psychological Reports*, 1996(77), 412.
- Ryan, A. (2004). Determinants of the administrative perception of organizational commitment among subordinates an empirical study at the University of Asyut worker. *Arab Journal of Administrative Sciences*, 7(3).
- Shatnawi, N., & Aloqlah, R. (2013). Organizational justice at Yarmouk University and relationship with performance of faculty members, and how to improve them. *Educational and Psychological Sciences Journal*, 14(4).
- Zayed, A. (2003). *Organizational justice: The next task for the management of human resources* (1st ed.). Cairo, the Arab Organization for Administrative Development.
- Zearah, F. (2009). *Managerial functions*. Amman, Jordan: Alyazori Publishers Co.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/3.0/>).