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THE INFLUENCE OF ORGANIZATIONAL JUSTICE ON EMPLOYEE ATTITUDES IN PUBLIC ORGANIZATIONS IN THE STATE OF KUWAIT

Key Words

*Organizational Justice;
Distributive Justice;
Procedural Justice;
Organizational
Commitment; Job
Satisfaction.*

Abstract

This study examines the effect of distributive and procedural justice on job satisfaction and organizational commitment, as well as the relationship between job satisfaction and organizational commitment. Data were collected from 520 public employees ($N = 520$) in Kuwait. Results indicated that both distributive and procedural justice were more related to job satisfaction than to organizational commitment. Distributive justice was the best predictor for job satisfaction, while procedural justice was the best predictor for organizational commitment. Furthermore, job satisfaction explained 29% of the total variance in organizational commitment. This article concludes with a discussion of the study's limitations and suggestions for possible future research.

Introduction

Over the past decade, much attention has been given to organizational justice in the fields of organizational behavior, managerial psychology, and human resources management. Most of this research has concentrated on the private sector, with comparatively less attention paid to the public sector. Hence, this

study focuses on three important attitudinal variables expressed by government employees in Kuwait.

The first attitudinal variable, organizational justice, refers to employee perceptions of fairness in the workplace or the organizational setting (Cropanzano and Greenberg, 1997; Greenberg, 1990). Employees' percep-

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tions relate to two types of justice: (a) distributive justice, which refers to the “perceived fairness of the amounts of compensation employees receive,” and (b) procedural justice, or the “perceived fairness of the means used to determine those amounts” (Folger and Konovsky, 1989: 115).

Cultivating a sense of organizational justice may benefit an organization through increased job performance and job satisfaction, and through decreased absenteeism and employee turnover (Dubinsky and Levy, 1989). Moreover, both private and public organizations can benefit from paying more attention to organizational justice because “if employees believe that they are treated fairly, they will be more likely to hold positive attitudes about their work, work outcomes, and their supervisors” (Moorman, 1991: 845). In particular, discovering employees’ perceptions of justice can be very important in order to understand the linkage between job satisfaction and organizational commitment (Mark & Bennett, 1996). According to Lind and Tyler (1988: 179), “Organizations that ignore procedural justice concerns run the risk of engendering negative organizational attitudes, dissatisfaction with organizational outcomes of decisions, non-compliance with rules and procedures, and, in some instances, lower performance”. Consequently, cultivating

employees’ sense of justice is key to an organization’s success.

The second attitudinal variable is organizational commitment, which Mowday, Porter, and Steers (1982: 27) define as

...the relative strength of an individual’s identification with and involvement in a particular organization... characterized by three factors: (1) a belief in and acceptance of the organization’s goals and values; (2) a strong desire to maintain membership in the organization; and (3) a willingness to exert considerable effort on behalf of the organization.

Organizational commitment is so important that its effect has a strong impact on both individual organizations and the society at large (Mowday *et al.*, 1982).

The third employee attitudinal variable in this study, *job satisfaction*, refers to “the extent to which people like their job” (Spector, 1996: 214). The importance of this variable is emphasized in a report submitted to the U.S. Congress by the National Commission on Public Service. This report concludes that “the continued decline in job attitudes of federal government employees has created a ‘quiet’ crisis and undermines the ability of government to respond to public needs” (Ting, 1997: 313). According to Ting, there is a lack of research

regarding job satisfaction among U.S. federal government employees. He attributes this dearth of public sector research to the misguided opinion that “motivating government employee[s] is the same as motivating private sector employee[s]” (Perry and Wise, 1990). A similar misconception in regards to public sector employees exists in Kuwait. Therefore, the purpose of this study is to try to fill this void in the public sector literature in general, and in Arab public management in particular.

The purpose of this study is two-fold: First, it measures the effect of distributive justice and procedural justice on job satisfaction and organizational commitment; second, it investigates the relationship between job satisfaction and organizational commitment among public employees in Kuwait.

The Relationship between Job Satisfaction and Organizational Commitment

In general, the relationship between the variables of job satisfaction and organizational commitment is neither clearly understood nor formally resolved in the literature to date. This researcher agrees with Lambert, Barton, and Hogan (1999) that the reciprocal relationship between the variables of job satisfaction and orga-

nizational commitment remains empirically weak; however, there is little doubt that these variables are in some way correlated with each other (Mathieu and Zajac, 1990).

Many studies investigate the nature of the relationship between job satisfaction and organizational commitment. After a review of the literature regarding the relation between commitment and satisfaction, Mathieu (1991) concludes that although these two variables are highly related, they remain separate concepts. A variety of researchers (Brooke *et al.*, 1988; Glisson and Durick, 1988; Mathieu, 1991; Mathieu and Farr, 1991) confirm that job satisfaction and organizational commitment are different concepts. Other investigators (Mowday *et al.*, 1979; Mowday *et al.*, 1982; Steers, 1977) presume that organizational commitment is more global than specific, representing employees, behaviour and attitudes toward an entire organization; they consider job satisfaction indicative of an individual's sentiment toward his or her job.

The literature related to this topic reveals four models depicting the possible relation between these two variables: (1) job satisfaction as an antecedent to organizational commitment; (2) organizational commitment as an antecedent to job satisfaction; (3) a reciprocal relationship between

job satisfaction and organizational commitment; and (4) no casual relationship between job satisfaction and organizational commitment.

Model 1: Job satisfaction as an antecedent to organizational commitment ($JS \rightarrow OC$).

There is ample evidence from prior research that job satisfaction determines organizational commitment (Dailey and Kirk, 1992; Mathieu, 1988; Mathieu and Hamell, 1989; Price and Mueller, 1986). Aryee *et al.*, (1991) conducted a study on 245 certified public accountants in Singapore. Their findings suggest that job satisfaction is an antecedent to organizational commitment, accounting for 47% of the total variance within organizational commitment. Recently, Clugston (2000) researched 175 government employees in the western United States and found that job satisfaction in fact exerts a positive effect both on continuance and on normative and affective commitment. In addition, Hendrix *et al.*, (1998), in their study of 310 employees at two plants in the southeastern United States, found that intrinsic job satisfaction has a direct impact on organizational commitment. Testa (2001) tested the relationship between job satisfaction and organizational commitment using LISREL analysis on a sample of 425 employees in two service organizations. Testa's findings similarly support the argument that

job satisfaction is an antecedent to organizational commitment.

Model 2: Organizational commitment as antecedent to job satisfaction ($OC \rightarrow JS$).

Bateman and Strasser (1984) conclude that organizational commitment is one of several variables that lead to job satisfaction. Ting (1997), in his analysis of job satisfaction among U.S. federal government employees, shows that organizational commitment is in fact the second strongest variable in determining job satisfaction. Biggs *et al.*, (1995) studied 82 New Zealand rehabilitation service providers. Their results indicate that organizational commitment contributes significantly to predicting job satisfaction. Similarly, Vandenberg and Lance (1992) find support for Model 2 in their study of management information systems professionals ($N = 100$), a point confirmed by Al ajmi (1998) in a study of government employees in Kuwait.

Model 3: Reciprocal relationship between job satisfaction and organizational commitment ($JS \leftrightarrow OC$).

Mathieu (1991) finds a reciprocal relationship between the variables of job satisfaction and organizational commitment. Though his study could not determine a causal order, Mathieu's results did reveal that job satisfaction

appeared to exercise a strong cumulative effect on organizational commitment, rather than vice versa. Lance (1991) confirms this finding in a study of telecommunications workers, and Brown and Peterson (1993) confirm it in a meta-analysis of salespeople.

Model 4: No casual relationship between job satisfaction and organizational commitment.

Farkas and Tetrick (1989), in their study of U.S. Navy personnel, conclude that job satisfaction and organizational commitment are not causally related. In fact, the authors indicate that the relationship between these two variables changes over time. Similarly, Cramer (1996) conducted a study on 295 professional employees in a British engineering company and found no relationship between these variables, while Mueller *et al.*, (1994) used confirmatory factor analysis to prove that job satisfaction and organizational commitment are separate concepts entirely. Martin and Bennett (1996), in their study of 1,337 employees in a large interstate financial company in the United States, demonstrate that job satisfaction is not a cause of organizational commitment, nor is organizational commitment an antecedent to job satisfaction. This model is empirically supported by the research of Curry *et al.*, (1986),

and of Koslowsky, Caspy, and Lazar (1991).

This study adopts Model 1, in view of the claims of several scholars (e.g. Brown and Peterson, 1993; Lambert *et al.*, 1999; Lance, 1991) who argue that job satisfaction affects organizational commitment, rather than vice versa. Al ajmi (1999) filled a gap in existing organizational research in Kuwait by employing Model 2 in his study of the public and private sector in Kuwait. In order to complete this endeavour, and to further bridge this research gap, one of the aims of this study is to test Model 1. Subsequent research in this field will need to investigate Models 3 and 4 in relation to employee attitudes in the Kuwaiti public and private sectors.

Study hypotheses

Empirical evidence from previous research suggests that both procedural justice and distributive justice exercise independent effects on job satisfaction and organizational commitment. Martin and Bennett (1996) investigated the relationship between satisfaction and commitment and concluded that these two variables are independently linked to these justice variables. For instance, employees are more likely to react positively in response to what they perceive as fair treatment, compared with perceived

unfair treatment. Perception of fairness is critical to employee's satisfaction (Blau, 1964; Dittrich and Carrel, 1979; Homans, 1961).

Alexander and Ruderman (1987) indicate that procedural justice is a good predictor of job satisfaction. Similarly, Lissak, Mendes, and Lind, (1983) study of Canadian Armed Forces personnel reports that procedural justice explains a unique variance in job satisfaction. In addition, Al Ajmi, Al owaihan, Al zafairi, and Al Adwani (2000), in a study of 509 employees in 6 government organizations in Kuwait, found that procedural justice ($r = 0.367$) and distributive justice ($r = 0.467$) were correlated with job satisfaction. Furthermore, Singer (1992) explores procedural justice in managerial selection practices and declares that some components of procedural justice significantly predicted job satisfaction.

Organizations can increase commitment among their employees by giving them equitable and fair rewards (Kacmar *et al.*, 1999). For instance, Dubinsky and Levy (1989) found that organizational fairness accounted for 18% of the variance in organizational commitment among 238 retail salespeople in a large department store in the southwestern United States. Sweeney and McFarlin (1993) indicate that employees, perception of fair proce-

dures at their workplace enhances the employees, faith in the organizational system, and may lead to higher organizational commitment.

Howard (1999), in his study of 154 employees in seven industries in the Middle Western United States, found four justice variables associated with organizational commitment. Al ajmi (1998) conducted a study of five government organizations in Kuwait and found that distributive justice ($r = 0.272$), but not procedural justice, was related to organizational commitment. Konovsky and Cropanzano (1991), as well as McFarlin and Sweeney (1992), indicate that procedural justice relates to organizational commitment.

Numerous studies have found that procedural justice and distributive justice are associated with organizational commitment and job satisfaction (Folger and Konovsky, 1989; James, 1993; Randall and Mueller, 1995; Sweeney and McFarlin, 1997; Tang and Baldwin, 1996). It is important to note, however, that these two types of justice differ in the strength of their association with the dependent variables. Accordingly, several studies have found that distributive justice is more related than procedural justice to job satisfaction (Folger and Konovsky, 1989; McFarlin and Sweeney, 1992; Moorman 1991; Sweeney and

McFarlin, 1996). Other researchers have found a stronger relationship between organizational commitment and procedural justice, compared with distributive justice (Konovsky and Folger, 1987; Lind, Kulik, Ambrose, and De Vera Park, 1993; Orpen 1993; Martin and Bennet, 1996). At the same time, some investigators find no differences between these two justice components in regards to either commitment or job satisfaction (Daily and Kirk, 1992; Kim and Mauborgne, 1993). In sum the relationships among these variables are not entirely clear.

Based on this survey of the pertinent literature the following hypotheses have been tested:

- **Hypothesis 1.** Distributive justice and procedural justice will be more positively correlated with job satisfaction than with organizational commitment.
- **Hypothesis 2.** Distributive justice will be more positively related to job satisfaction than procedural justice.
- **Hypothesis 3.** Procedural justice will be more positively related to organizational commitment than distributive justice.
- **Hypothesis 4.** Job satisfaction predicts organizational commitment.

Methodology

Sample and procedures

Given the prevalence of governmental organizations within Kuwait, and the large attendant population of employees who people said organizations, a random sample of seven public sector organizations was selected from a group of government institutions listed under the civil service umbrella and operating under the civil service laws and regulations of 1979. In addition, certain units and departments were randomly selected from each organizational headquarters, based on their organizational structure.

Following determination of the study sample, a letter requesting permission to perform field research was sent to the undersecretary of each of these organizations. Upon receiving approval, two of the researcher's assistants distributed 700 questionnaires over a 10-week period to seven governmental organizations. Questionnaires were distributed during office hours to Kuwaiti white-collar employees occupying clerical, non-supervisory jobs. Of the 700 questionnaires distributed, 538 were returned. Missing data resulted in a final usable sample of 528, representing a response rate of 74%. Fifty-two percent of the respondents were female and 48% were male. Fifty-eight percent were under 30 years old, while 36% fell into the

age group between 31 and 40 years of age. The majority of the respondents (70%) had less than 10 years, tenure.

Measures

Procedural justice. Perceptions of procedural justice were measured with a 6-item scale developed by Niehoff and Moorman (1993), and translated into Arabic by Zayed (1995). Employees responded to each of the 6 items using a 5-point Likert-type interval scale to indicate the extent of their agreement or disagreement with each item. Sample items from this scale include "Job decisions are made by the general manager in an unbiased manner" and "My general manager makes sure that all employee concerns are heard before job decisions are made."

Earlier studies using this scale in western cultures have shown reliabilities of approximately 0.90 (Moorman, Blakely, and Niehoff, 1998; Niehoff and Moorman, 1993). Cronbach's alpha for this scale in the Arabic culture was 0.81 (Zayed, 1995). This scale was also used in the Kuwait public sector by Al Ajmi (2000) and by Al Otaibi (2001), and its alpha coefficient scores were 0.66 and 0.86, respectively. The reliability coefficient alpha for procedural justice in this study was 0.85.

Distributive justice. Distributive justice was measured using a 5-item scale

developed by Niehoff and Moorman (1993), and translated into Arabic by Zayed (1993). Respondents indicated their agreement or disagreement with each item on a scale from 1 (strongly disagree) to 5 (strongly agree). Sample items from this scale include "My work schedule is fair" and "I think that my level of pay is fair." The alpha coefficient for this scale in western cultures was approximately 0.90 (Moorman *et al.*, 1998; Niehoff and Moorman, 1993), while in the Arabic culture it was 0.66 (Zayed, 1995). This scale was applied in two studies conducted in the Kuwaiti public sector by Al Otaibi (2001) and by Al Ajmi (2000). Their alpha coefficients were 0.76 and 0.81, respectively. The alpha coefficient for this study was 0.63.

Job satisfaction. A 19-item scale developed by Al Otaibi (1991) was used in this study. Responses ranged from 1 (very dissatisfied) to 5 (very satisfied) in a Likert-type format. A sample item from this scale is "To what extent are you satisfied with salary, rewards system, advancement, and job conditions...etc.?" In the Kuwait public sector, Al Otaibi (1991, 1993, 2001) reports a reliability coefficient that ranged from 0.86 to 0.90. The scale reliability in this study (Cronbach's alpha) was 0.86.

Organizational commitment. Organizational commitment was measured with a 15-item scale developed by Porter, Steers, and Boulian (1974),

and translated into Arabic by AlQuattan (1987). This scale assessed employees, identification with their organization. Employees responded to each of the 15 items using a 5-point Likert-type scale to indicate their agreement or disagreement with each item. Sample items include "I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful" and "I talk up this organization to my friends as a great organization to work for."

The reliability and validity of this scale has been well established in the organizational research literature (Angle and Perry, 1981; Mathieu and Karin, 1989; Shore and Martin, 1989). This scale in the Arabic culture was 0.83 (Al Quattan, 1987). Al Otaibi (1993, 2001) reports in the Kuwait public sector alpha coefficient scores of 0.85 on two separate occasions. The alpha for organizational commitment in this study was 0.82.

Results

Table 1 reports the means, standard deviations, and Pearson product-moment correlations of the study variables. As Hypothesis 1 anticipated, both distributive justice ($r = 0.507$; $p < 0.05$) and procedural justice ($r = 0.471$; $p < 0.05$) showed greater correlation with job satisfaction than with organizational commitment ($r = 0.265$; $r = 0.368$; $p < 0.05$, respectively).

To investigate the specific variables that best predicted job satisfaction and organizational commitment, a stepwise multiple regression analysis was used. Table 2 shows a stepwise multiple regression analysis for the total sample. The best predictor variable for job satisfaction with the highest incremental contribution was distributive justice (26%), followed by procedural justice (12%). On the whole, the set of predictor vari-

Table 1
Means, Standard Deviations, Reliabilities, and Correlations for All Variables

Variables	Mean	SD	Alpha	1	2	3	4	5	6	7
1-Distributive justice	2.78	.77	.63		*.281	*.265	*.507	-.81	*.279	*.219
2-Procedural justice	2.63	.96	.85			*.368	*.471	-.113	.096	*.202
3-Commitment	2.84	.64	.82				*.537	*.209	*.211	*.148
4-Satisfaction	2.90	.64	.86					-.170	*.235	*.156
5-Sex									-.055	-.072
6-Tenure										*.726
7-Age										

* $P < .05$

ables explained 38% of the total variance in job satisfaction. This finding indicates support for Hypothesis 2, that distributive justice relates more to job satisfaction than does procedural justice.

With organizational commitment as the dependent variable, the best predictor variable with the highest incremental contribution was procedural justice (13%), followed by distributive justice (3%). Overall, the set of the predictor,s variables explained 16% of the total variance in organizational commitment. Thus, Hypothesis 3 is supported; procedural justice is more related to organizational commitment than is distributive justice.

To test the power of job satisfaction in predicting organizational commitment, a simple regression analysis was

conducted, with job satisfaction as the independent variable and organizational commitment as the dependent variable. Table 3 suggests that job satisfaction was a significant predictor of employees, organizational commitment. Job satisfaction explained 29% of the total variance in this dependent variable. The beta weights showed that the greater an employee,s job satisfaction, the greater his or her organizational commitment. Thus, Hypothesis 4 is supported.

Discussion

This study had two goals. First, it intended to measure the effect of both procedural justice and distributive justice on job satisfaction and organizational commitment; second, it was

Table 2
Multiple Regression Results for Predictor Variables

Independent Variables	Dependent Variables	R ²	Beta	F	P
1-Distributive justice	Job satisfaction	.257	.408	68.295	.001
2-Procedural justice		.119	.359	59.086	.001
Overall (total obtained R ²)		.376			
1-Procedural justice	Organizational commitment	.135	.319	31.011	.001
2-Distributive justice		.029	.176	19.303	.001
Overall (total obtained R ²)		.164			

N = 520

Table 3
Simple Regression Analysis with Organizational Commitment as the Dependent Variable

Independent variable	R2	Beta	F	P
Job satisfaction	.289	.537	79.919	.001

N = 520

designed to test the relationship between job satisfaction and organizational commitment. This study is important because previous studies concentrated on the United States and other western cultures. Several scholars note the risk of generalizing American organizational justice theories to different cultures (Leung *et al.*, 1996). This study attempts to fill this gap by providing new insight into the Arabic culture in general and the culture of wealthy Arabian Gulf countries in particular.

Clearly, differences exist between these two cultures. For example, nepotism and favoritism are widespread phenomena in the Arab world, which may be attributable to social and family values. That is, Arabic society may consider it surprising if a civil service employee were to execute rules and regulations fairly, without consideration of his/her family, especially within Arabian Gulf countries (Al Omar, 1997). For example, AL Refaei (1996) found that favoritism was a key factor in the appointment of top officials in the Kuwaiti public sector.

In Gulf countries, moreover, selection methods and recruitment procedures typically have been regarded as biased, effectively hindering administrative development within the region while weakening employee productiv-

ity and motivation (Al Omar, 1997). For instance, Al Marayati (cited in Al Omar, 1997) estimates that Kuwaiti civil service employees work only 20 minutes per day, or may perform a task in teams of five when a single individual could accomplish it. Al Otaibi (1993), in his study of the public sector, found that Kuwaiti employees were weaker, in terms of performance and organizational commitment, than their foreign counterparts.

The results of this study suggest that both procedural and distributive justice affect Kuwaiti employees, job satisfaction and organizational commitment. The regression analysis indicates that distributive justice has a stronger relationship with job satisfaction than does procedural justice. Inversely, procedural justice exercises a stronger relationship than distributive justice with organizational commitment. These findings are inconsistent with Yoons, (1996) study, which indicates that procedural justice is more related to job satisfaction than distributive justice, among a sample of Korean employees. Our findings are also different from Pillai *et al.*, (1999), who found that both procedural and distributive justice had an equally strong impact on job satisfaction among samples of employees in Australia, Colombia, India, Jordan, Saudi Arabia, and the United States.

On the other hand, our findings are consistent with those of Daily and Kirk (1992), Lowe and Vodanovich (1995), Martin and Bennett (1996), and McFarlin and Sweeney (1992). McFarlin and Sweeney, for example, suggest that fair procedures may lead employees to have positive attitudes toward their organizations, even if they are dissatisfied with personal outcomes such as low pay. Unfortunately, this study showed that Kuwaiti public employees feel inequity; they scored low in both the distributive (2.78) and procedural justice (2.63) scales, and were dissatisfied (2.90) with their jobs. These employees expressed their dissatisfaction with the following aspects of their jobs: salary, the promotion and rewards system, career advancement, work conditions, participation in decision making, fulfillment of their aspirations, fairness of treatment, and performance appraisal.

There is additional empirical evidence that Kuwaiti public employees perceive unfair treatment within their organizations. For example, Al Otaibi (2001), in his study of 297 employees in six government organizations within Kuwait, found that public employees scored low on both procedural and distributive justice scales, and were largely dissatisfied with their work. Furthermore, Al Ajmi (1998), in his study of 436 employees across five

government organizations in Kuwait, found that public employees scored low on the distributive justice scale, an effect which was attributed to inappropriate (e.g., early morning) working hours, low salary, and a lack of financial rewards. Similarly, Al Ajmi *et al.*, (2000) found that both male and female public employees in Kuwait scored low on the distributive justice scale.

The present study indicates that job satisfaction is strongly related with organizational commitment. The standardized coefficient was 0.537. Simple regression analysis also revealed that job satisfaction explains 29% ($R^2 = 29\%$) of the total variance in organizational commitment. This result appears to differ from those found by Al Ajmi (1999), who investigated the relationship between organizational commitment and the job satisfaction of a sample of 436 employees working in ten public and private organizations in Kuwait. Those results suggest that organizational commitment is an antecedent to job satisfaction, yet organizational commitment explains just 3% of the total variance within the dependent variable of job satisfaction.

While our finding is consistent with those described in a number of other studies (Aryee, Wyatt, and Min, 1991; Hamel, 1989; Hendrix *et al.*,

1999; Knoop, 1995), there remain four possible directions of the relationship between job satisfaction and organizational commitment. Hence, the nature of this relation continues to be the subject of much debate among researchers, and the issue has yet to be resolved.

The results of this study should be interpreted with some caution, since variables other than job satisfaction could cause organizational commitment (see Kacmar, *et al.* 1999; Lok and Crawford, 2001; Tu, Ragnathan, and Ragnathan, 2001). Unfortunately, it is beyond the objective of this study to demonstrate causality between job satisfaction and organizational commitment. However, the issue of causality will be discussed later, in relation to the study's limitations.

One possible explanation of the relationship between job satisfaction and organizational commitment lies in the nature of the public sector in Kuwait, which is unlike the private sector in the United States or Western Europe. Kuwaiti citizens prefer working in the public sector to take advantage of the higher salaries, better financial rewards, and increased job security the public sector provides, compared to the private sector. Since working in the private sector is less appealing, Kuwaiti public employees

are less likely to intend to leave their organizations.

Limitations and Directions for Future Research

Although the results of this study are promising, a number of limitations are worth noting. First, participants were not representative of all Kuwaiti public sector employees; participants were selected on a convenience sample basis. A second limitation to this study is that, as with most research, a common method bias may have been present, since all data were self-reported or originated from one source. Nonetheless, because the constructs of this study asked for employees, attitudes about certain variables, self-report data were appropriate for this study. Third, since the results reported in this study were based on cross-sectional data, drawing causal inferences between the constructs tested may be inappropriate.

Future studies should go beyond the current one to assess the possible cause-and-effect relationship between job satisfaction and organizational commitment. For example, a longitudinal data set would be a step toward forming the capacity to make causal inferences about the possible relationships discussed in this study. Future research is needed to replicate

these findings, in order to generalize this data to the public sector domain.

This study also suggests new directions for public organizational behavior research in Arabic culture. More research is needed to examine the relationship between organizational justice and other variables that were not included in this study, such as turnover, absenteeism, job involvement, and organizational citizenship behavior. In addition, it would be

interesting for future studies to investigate the differences between Arabic cultures and other third world cultures, Western Europe, as well as the United States, in relation to the variables that were included in this study.

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الملخص

تأثير العدالة التنظيمية على اتجاهات الموظفين في دولة الكويت

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تحاول هذه الدراسة التحقق من تأثير عدالة التوزيع وعدالة الإجراءات على الرضا الوظيفي والولاء التنظيمي من ناحية، وعلاقة الرضا الوظيفي بالولاء التنظيمي من ناحية أخرى، وشارك في هذه الدراسة عينة قوامها ٥٢٠ موظفاً حكومياً في دولة الكويت. وتبين من نتائج الدراسة أن علاقة عدالة التوزيع والإجراءات أقوى مع الرضا الوظيفي منها مع الولاء التنظيمي. كما أن عدالة التوزيع تعد أفضل مؤشر للتنبؤ بالرضا الوظيفي، على حين كانت عدالة الإجراءات أفضل مؤشر دال على الولاء التنظيمي. ومن جانب آخر، كشفت نتائج هذه الدراسة أن متغير الرضا الوظيفي يفسر ما نسبته ٢٩٪ من التباين الكلي في الولاء التنظيمي. وقد خلصت الدراسة أخيراً إلى طرح بعض التوصيات واقتراح بعض الموضوعات لدراسات مستقبلية.

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