Organizational Justice and Its Impact On The Commitment Of Faculty Members To Work Ethics: Empirical Study On Private Universities In North Provinces

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Abstract

This study aimed to identify the organizational justice and its impact on the commitment of faculty member to "work ethics" at private universities in Jordan. A questionnaire has been developed to identify the collection of data from a sample study consisted of 300 faculty member in the private universities. Results showed that there is a significant impact of organizational justice (interactional justice, procedural justice ,distributive justice) as a whole on the commitment of faculty member to "work ethics" . In addition this study showed that the organizatioal justice are highiy applied at private universities in Jordan. . At the end researchers recommended that private university is recommended to update policies and procedures continuously to enhance distributive justice.

Key Words: organizational justice, interactional justice, procedural justice ,distributive justice, private university, work ethics .

Introduction

Nowadays, business environment witnesses a lot of ethics violations that resulted from the organizations' lack of interest in the bases and criteria of ethics during the numerous practices of business activities, as well as, the refraining of these organizations' members from considering or adhering to moral standards or examples.

It has become common to hear about financial scandals and administrative corruption every now and then, which has led to impose restrictions on business activities of many organizations. Therefore, these organizations have hastened to set strict codes of ethics that direct and discipline the conducts of board members, CEOs and employees, and encourage them to think and take decisions through a system of common values.

The commitment to ethical values development and positive behaviors is considered one of the major philosophies that should be top priority, and all other philosophies must fall within its orbit in order to reach the levels of performance that are sought to be achieved. It is known that the effectiveness and efficiency of the individual employee are linked and significantly affected by the deep faith and strong conviction of authentic values and high ethical ideals that incite him/her to improve his/her knowledge, and enhance conduct and science skills, which will definitely lead to improve his/her level of performance.

Employees' conduct and career ethics have been the subject of growing interest recently as a result of the progression of global environment in various spheres. This progression includes the increasing tendency towards globalization, and the emergence of virtual organizations -which has led to cutthroat competition among business organizations- and the tendency of different organizations especially institutions of higher education towards considering and looking for methods and means that ensure the dominance of moral bases over the whole activities and services they provide. Consequently, the service recipients will be convinced that these institutions have adopted the moral standards as a criterion which makes them distinguished in a strong competitive environment.

Furthermore, it ensures the attainment of high quality education which meets the diverse needs of market, and has a positive influence on the local society and business owners' view towards the institution where they graduated from "Alzahra & Al Waseelah 42".

University education is considered one of the most influential factors in human evolution, and development and progress of the communities at present and in the future. This has demanded the faculty members to perform their profession tasks at best, through their commitment to the profession ethics. Members of the faculty are

considered one of the most essential elements in the learning and teaching process. They shoulder the direct responsibility to achieve the goals of the university which is represented by improving the quality of education provided, and to conduct scientific researches in order to serve the community as required. In order to enable each faculty member to accomplish his/her tasks in accordance with "work ethics", the heads of academic departments in universities must use moral leadership characterized by justice and equality in the distribution of tasks and supplemental job burden given to faculty members, and treat them with respect in a way that contributes to increasing their sense of organizational justice. It is well known that employees' awareness of lack of organizational justice will lead to the emergence of negative behaviors which will be represented in disobeying the instructions of their superiors, reducing their levels of performance, being late to work and not dealing respectfully with their colleagues and subordinates. In addition to what has been mentioned, they will tend to the conduct of revenge towards community through manipulating and cheating on the products and services they present. These behaviors are incompatible with "work ethics" that all organizations are seeking their employees' commitment to, and thus impact negatively on the success of these organizations and their ability to achieve   Competitive position which they aspire to reach "Appelbaum & Iaconi, Matousek,2007,587-588".

Due to the considerable impact, resulting from the absence of work ethics, on the organizations performance especially the universities which serve as the intellectual and artistic base for any society, this study aims to identify the level of commitment to "work ethics" among faculty members at Jordanian private universities, and recognize the influence of one of the most important organizational variables which is the organizational justice and its role in enhancing the level of commitment of faculty members to "work ethics". As nations rise and prosper through ethics, the organizations also need moral standards and specific values through which the work is controlled, and from which the foundations of their progression and continuity are derived.

Importance of the Study

The importance of the study rises from the importance of "work ethics" in boosting the competitiveness of universities. Commitment to "work ethics", which are originally emanated from the surrounding community's values, is considered one of the important pillars that underpin the structure of these universities. Perhaps, senior management through its existing powers can compel employees, especially faculty members as one of the most important educational elements, to comply with the laws and regulations. However, it can't push them, by these authorities, towards innovation and creativity, which would improve the quality of achievement they provide. Here, it obviously comes the role of "work ethics" in influencing the performance of employees, faculty members in particular, and improving their output. When is honesty, cooperation, respect, devotion, integrity, and accountability are prevailing among the work environment, the employees' energies will blow up in favor of the work. This approach should lead to reach higher levels of achievement, and improve the quality of education provided, so that it will reflect on the graduates' performance in the future. Consequently, it will enhance the public and business owners' image of the University to ensure its survival and to continue to achieve the desirable objectives.

In this context, the importance of this study is to highlight the following considerations:
  * Scarcity of studies that have approached the subject of "work ethics", especially those tried to measure the impact of organizational justice on increased commitment to "work ethics" of faculty members at Jordanian universities, which makes this study a scientific addendum to Arab library.
  * The importance of the desired results of this study and recommendations which aim to help the officials at Jordanian private universities to identify the reasons that prevent the existence of moral climate in their organizations, and how to deal with this matter, and how to modify the employees' code of conduct, especially faculty members in order to achieve their objectives as required.

Study Problem

Today, the world changes quickly. This dramatic change has become the hallmark of all aspects of human activitie managements in different organizations. It has also caused a clear administrative deviation among those in charge of the management of these organizations and their employees as a result of exceeding in this frantic race to ensure the survival and continuity of the values of goodness, truth, and justice. On the other hand, prevalence of the negative side of the rising tide of globalization and control of the materialistic tendency have caused extinction and decay of many values and ethical standards. They have been replaced by new values and ethics which represented by accepting bribery, misusing of funds, obtaining materialism by any mean, turning away from honesty and integrity in work, and disrespect for others and their rights. As a result, ethics have become one of the hot striking topics. After the competence had been the only and main concern, organizations'

concern for "work ethics" became greater, and Jordanian private universities are within this frame. As the two researchers noted, there had been a lack of commitment to "work ethics", particularly among faculty members who regarded as one of the most basic standards to adjust the quality of education, due to their weak sense of organizational justice.

The heads of departments and academic leaderships working in these universities are often selected based on seniority in appointment, or based on personal relationships where favoritism plays a major role. Therefore, these chiefs and leaders will perform their tasks without being eligible or having the sufficient administrative experience that contributes in providing a clear vision about the educational management, and the leadership of human groups with multiple visions and ideas. This incompetence will reflect on the huge tasks they perform, especially those related to the rights of their fellow faculty members, and being treated in accordance with the principles of justice, fairness, and objectivity. As a result, this dramatic situation could lead to a lack of job satisfaction, and a low level of motivation to abide by "work ethics".

The problem of the study can be summarized in the following question:
What is the impact of organizational justice on the commitment of faculty members to "work ethics" at Jordanian private universities in the north provinces?
Study objectives
This study seeks to achieve a set of objectives, which are:
1. Identify the level of faculty members' commitment to "work ethics" at Jordanian private universities in the north provinces.
2. Identify the level of practicing organizational justice by academic leaderships at Jordanian private universities in the north provinces.
3. Identify the impact of organizational justice practiced by academic leaderships at Jordanian private universities in the north provinces on faculty members' commitment to "work ethics" at these universities.
4. Coming up with a set of recommendations that may help leaderships at Jordanian private universities to increase the level of prevailing organizational justice among their organizations in an approach that enhances the level of faculty members' commitment to "work ethics" at these universities.

Questions and hypotheses of the study
In light of the problem addressed in the study, and according to the objectives that the study seeks to achieve, the two researchers identified a series of questions that the study attempts to answer, and a set of hypotheses to test their validity.

Questions of the study:
1. What is the level of practicing organizational justice by academic leaderships at Jordanian private universities in the north provinces?
2. What is the level of faculty members' commitment to "work ethics" at Jordanian private universities in the north provinces?
3. What is the impact of organizational justice practiced by academic leaders at Jordanian private universities in the north provinces on faculty members' commitment to "work ethics" at these universities?

Hypotheses of the study
Null Hypotheses (H0):
There is no statistically significant impact at ($\alpha \leq 0.05$) of the organizational justice that is practiced by academic leaderships on the commitment of faculty members to "work ethics" at Jordanian private universities in the north provinces. The primary null hypotheses is ramified into the following sub-hypotheses:

First Sub- Null Hypotheses (H01):
There is no statistically significant impact at ($\alpha \leq 0.05$) of the interactional justice that is practiced by academic leaderships on the commitment of faculty members to "work ethics" at Jordanian private universities in the north provinces.
Second Sub- Null Hypotheses (H02):

There is no statistically significant impact at ($\alpha \leq 0.05$) of the procedural justice that is practiced by academic leaderships on the commitment of faculty members to "work ethics" at Jordanian private universities in the north provinces.

Third Sub- Null Hypotheses (H03):

There is no statistically significant impact at ($\alpha \leq 0.05$) of the distributive justice that is practiced by academic leaderships on the commitment of faculty members to "work ethics" at Jordanian private universities in the north provinces.

Study Terminology

Here are the definitions of some terms that stated in the study, which help to highlight and enhance the understanding of the variables that the study seeks to measure:

Organizational Justice: Values that are obtained as a result of the of faculty member's comprehension of the integrity and objectivity of the procedures and the output he/she receives from the organization in exchange for his/her efforts at work "Taum&Eberlin,2008,297".

Interactional Justice: is the faculty member's sense of fair treatment which he/she receives from the organization's administration when he/she is the subject to official procedures compared with his/her colleagues when they are the subject to the same procedures. "Shatnawi & Oqlah 2013,75".

Procedural Justice: is the faculty member's sense of fair procedures used in the organization to determine the faculty member's outcome in exchange for his/her efforts at work compared with his/her colleagues "Robbins & Judge, 2007, 5 ".

Distributive Justice: is the faculty member's perception of fair outcome such as salaries, monetary rewards, promotions, and non-pecuniary outcome which he/she receives from the university in exchange for his/her efforts at work "Ishak & Alam,2009, 326".

 Work ethics: is the commitment of faculty member to the job's duties as they are stated by the university's laws which include: Compliance with labor regulations relating to working for the benefit of the university, Showing respect for time and compliance with job working hours, honesty and integrity while performing tasks, accountability, the preservation of the university's property and maintaining discretion of its secrets, And treating others with respect Whether they are chiefs, subordinates, colleagues, or students (Al-Ghamdi, 25.2009)

 Study Model

In light of the study problem and its objectives, and according to the theoretical review of the literature review, which examined organizational justice and "work ethics", the two researchers have developed a model that shows the most important variables which the study tries to test, and as illustrated in Figure (1-1):

Independent variable: dependent variable

Organizational justice represented by:
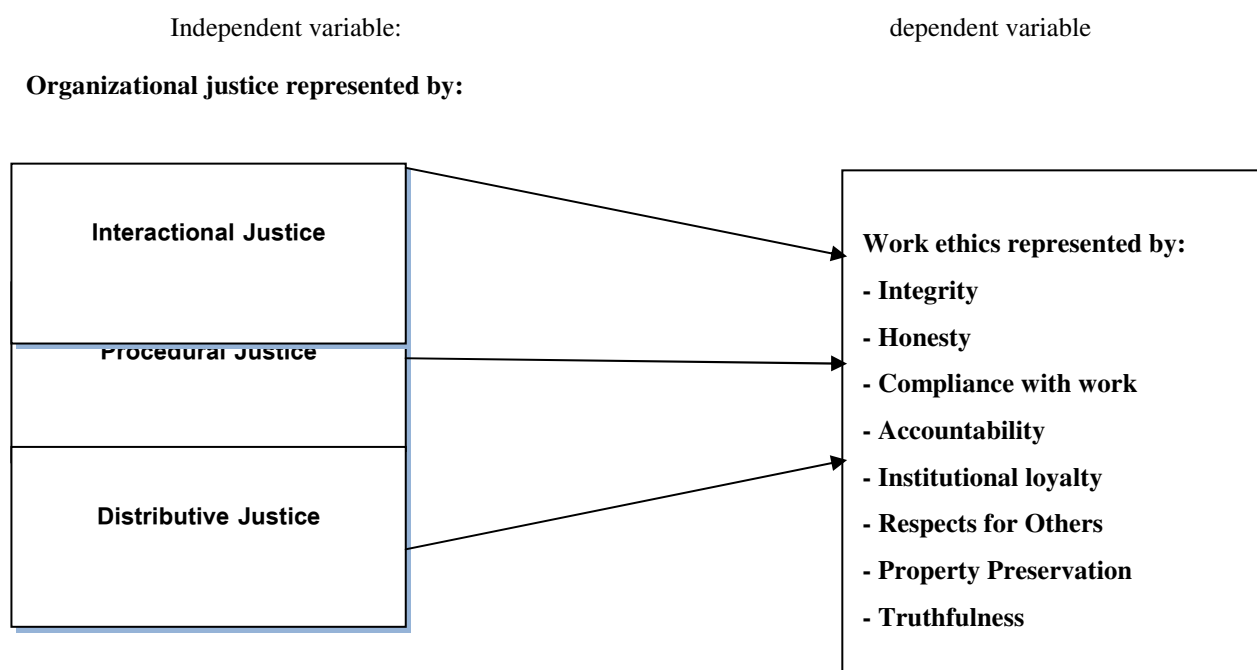
Work ethics:

Modification, refinement, and guidance of human behavior in order to achieve individual and collective interest are regarded as important foundations of the great Islamic approach. Prophet Mohammad -peace be upon him- has made noble values and morality as the primary basis of his Da'wa (message of Islam). He- peace be upon him- said: "I have been sent to perfect good manners" (Imam Ahmad 8729). He- peace be upon him- has been the greatest person ever, possessing the most honorable manner and behavior, as described by the Almighty Allah in holly Quran:" And in deed you are of a great manner" "4, Alqalam, Holly Quran". If there are a group of ethical qualities that must be followed when dealing with those around us through our day-to-day lives, the commitment to these qualities during the performance of job is the most important duty "Alghfaili, 1, 2001".

There is a growing concern about work ethics at present time due to the penetration of these ethics through all the business activities and dealings, the emergence of a lot of ethics scandals, and criticism of business organizations and their standards that have become interested only in the profit without any regard for the social and moral responsibilities "Louisa, 8, 2012".

Another reason that has given rise to this growing concern about work ethics is the human element. It has become a major investment for any organization, and one of its valuable assets that attains and ensures its competitive advantage. Therefore, the organizations have realized the necessity of adopting moral standards through which they can preserve the privacy and rights of individuals, increase their motivation for commitment, and replace the rules and regulations by values in order to carry out the tasks required to the full "Al Daraji, 70, 2011".

Consideration could be given to "work ethics" content through two main approaches. First approach pertains to the relation between the employee and the community receives the service which should be provided through honesty, integrity, and fairness to all parties related to. Second approach pertains to the employee's commitment to the work laws and regulations which must be followed so properly, and not to exploit his/her position for personal interests, and respect for the working time "Haji & Sawaf D.T. 4".

One of the authors has stated that the ethics are related to the natural innate traits and the subconscious of human. They are considered as the basis for the work effectiveness and development, so the right use of these traits will lead to good, while the misuse will result in evil "Altarawneh, 22, 2010".

Arabic linguistic readings indicate that the word "اخلاق" (which means Ethics) was derived from the word "خُلُق" (which means Character), which refers to the disposition and nature of human, and reflects his visible behavior and invisible values "Almarhadhi, 3, 2009".

Johns has stated that "ethics are all the beliefs and principles that are related to the right and wrong things" "Johns, 42, 2007".

Both Kreitner & Kinicki have defined ethics as "the study of moral issues and choices, right versus wrong, and good versus bad" " Kreitner & Kinicki, 33, 2007".

Some researchers have defined ethics as a set of principles and standards that discipline the individual or group behavior, and specify what is wrong or what is right, or the way people behave or how they are expected to behave in a certain situation "Ness, Melinsky, Buff and Seifert, 4, 2010.4".

Thus, we can state that ethics are a set of traits that are disposed by human's nature or acquired by experience until they have become intrinsic part of human's nature. These traits have two sides, psychological represented by the Covert Behavior and behavioral represented by Overt Behavior. Based on these traits, the individual can determine what is right and what is wrong in different situations that he/she deals with in his life.

As for the ethics of work, despite the fact that some people find it is difficult to determine where personal ethics start, and where work ethics start, since personal ethics extend over and influence work ethics, it could be argued that the work ethics usually connect with the behavior of the individual employee inside the organization. Theoretical beginnings for this concept of work ethics came out first in the writings of German scientist Max Weber (1905-1904) in his book named "Protestant ethics and the spirit of capitalism".

Both Sullivan and Shkolnikov have pointed out that "work ethics" is nothing but an attempt to determine the standards through which all employees in the organization know what is expected of them, and get them to think and make decisions through a unified system of some common values "Sullivan & Shkolnikov, 16, 2006,"

One of the researchers has identified the "work ethics" as "a system of social and subjective values that discipline the individual and institutional behaviors in different situations and circumstances, and identify right and wrong behaviors, and are reflecting in the rules, regulations, codes of conduct, and professional standards "Mahmoud, 177, 2013".

As for Peter Drucker, he has regarded the "work ethics" as a science that takes into account pecuniary considerations. He has defined "work ethics" as "the science which deals with rational choices which based on the assessment of the methods leading to goals achievement" "Najem, 17, 2006".

Sakarneh has mentioned that " work ethics are a group of principles and standards which are set to be a reference for the aimed behavior of members from the same profession, and relied upon by the community to evaluate behavior positively or negatively" "Sakarneh, 380, 2009".

Some researchers have tried to define the concept of "work ethics" as "a set of rational principles and values that enlighten individuals and groups to what is good or bad conduct during the carrying out their work" "Nakhaie & Shariat, Kavousi, 310, 2011".

Based on aforementioned, it can be said that "work ethics" are a set of moral standards and regulations that discipline the behavior of all employees in the organization during the performance of their work. In spite of the disagreement among writers and researchers about defining the concept of "work ethics", these ethics depend on two primary pillars. First pillar is the social and moral order prevailing in the community, and second one is the system of subjective values connected with the character and previous experience "Ali, 4, 2010.4"

Overall, "work ethics" can be specified from the following sources:

1. Personal Factor: It is represented in the structure of the individual's character which distinguished him/her from others. It consists of characteristics and possessed moral standards and values which are usually stem from a religious background. Provided to the constructiveness of social nurture, customs and traditions, and believes which are prevailing in the place where the individual grew up "Radi & Hassan, D.T"

2. Instructions and Regulations of the Organization: Every organization has its own policies, regulations, and moral standards that constitute a framework through which it can modify and guide the behavior of personnel in a certain direction "Abu Nasra, 417, 2007".

3. External Audience: The customer, interest groups, government laws, and market power also play a major role in shaping the ethics related to work and guide them in a certain direction "Khdir, 21,2011".

Many researchers, in the context of work ethics, have discussed the elements of these ethics. One of the organizations that have focused on these elements was the American Management Association. It called for the essential need to obey a set of rules which represent the ethics that all personnel have to adhere to while carrying out the work. The most important elements can be included in the following "Alanezi & Aladeem, 6, 2006- Alsakarneh, 381, 2009- Alomar, 26, 1999":

1. Honesty and integrity.

2. Preventing leakage of confidential work information.

3. Refraining from abusing work position for personal gain.

4. Efficiency and high standards of workmanship.

5. Fairness and impartiality.

6. Showing respect for time and complying with job working hours.

7. Preserving the organization's property.

8. Complying with all rules and regulations applied in the organization.

9. Earning respect of colleagues and customers.

10. Holding accountability while carrying out the work.

Organizational Justice

Organizational Justice, which has been the subject of a growing interest by the researchers recently, is considered one of the basic components of social and psychological structure for any business organization. Thus, the absence of organizational Justice leads to substantial risks to both, the organization and individuals. Employees' awareness of lack of fair treatment by their superiors will lead to negative behavioral practices such as weak loyalty to the organization, low morale and motivation towards work, quitting the job, and showing negative trends towards the organization and its leaders "Zadeh & Dodman , 283, 2014".

Although the idea of organizational justice that prevails in educational institutions and other business organizations dating back to "Equity Theory" developed by Stacey Adams in1963, Adam only discussed the so-called Distributive Justice in his theory. Therefore, a group of scientists have developed a theory to include another two types of justice which are the Procedural Justice and Interactional Justice. Individuals' sense of justice is not limited to the equitable distribution of the inputs and outputs, but goes beyond that to the need for a sense of fair procedures by which these outputs are distributed, and the quality of social relationships that prevail among the individuals in the organization "Usmani & Jamal, 353, 2013".

Some researchers have defined the organizational justice as "the value derived from the employees' awareness of the integrity of procedures and the objectivity of output taking place in the organization "Sultan &Al Saud, 195, 2009". On the other hand, Caliskan has defined it as the employees' awareness of equitable treatment they and their colleagues receive inside the organization "Caliksan, 1515, 2010".

Some researchers have stated that organizational justice refers to employees' feeling of how they are treated fairly by all business's owners who interact with them "Rupp, Wright, Aryee and Luo, 481, 2011". It has been also defined as the achievement of equality and integrity in rights and duties which reflect the individual's attitude towards the organization "Albashabsheh, 429, 2008".

Based on aforementioned, it can be stated that organizational justice is the perceptions held by the employees about the fairness of returns granted to them by the organization, and the fairness of the procedures used in the distribution of those returns through comparison with their peers in similar organizations, or comparing the size of the input they provide with the output they obtain.

Organizational justice is divided into two types, internal justice associated with individual's sense that the returns are relatively equal to the value of the position held. And external justice associated with the individual's sense that the returns are equal to the returns earned by other individuals carrying out the same work in other organizations "Al Emian, 298, 2005".

However, many studies divided the organizational justice into three dimensions:

[1] Distributive Justice: refers to the fairness of output obtained by the individual worker in return for his/her efforts at work, and the individual's sense of fair distribution is achieved when he/she feels that what was obtained is relatively equal to the efforts made, as well as to what his/her colleagues obtain for the same efforts "Wadi, 5, 2008".

[2] Interactional Justice: refers to the justice in personal relationships and communication within the organization, and the manner of treatment adopted by superiors when dealing with their subordinates. Whenever relationships and the manner of treatment, adopted by the administration, based on respect, appreciation, honesty, and mutual trust, the greater sense of justice will prevail among the employees inside the organization "Turgut, Tokmak and Gucel, 22, 2012,".

[3] Procedural Justice: refers to individuals' awareness of the fair procedures used to determine the output they obtain to meet the effort they make "Greenberg, 38,2005". It also refers to the fairness of procedures used in making decisions about the distribution of returns such as wages and promotions "Abu Jaser, 14, 2010".

Previous Studies

Following is a presenting for the most important studies reached by the the two researchers, which dealt with the variables of organizational justice and "code of ethic":

1. Arabic Studies

In 2013, Shatnawi and Oqlah carried out a study aimed to detect the level of organizational justice at Yarmouk University, and its relevance to the performance of faculty members. The study, which its sample consisted of (481) faculty members and (12) academic leaders, showed that the justice was average at the surveyed university. It also showed that there is a positive relevance which is statistically significant between organizational justice and the performance of faculty members at Yarmouk University.

In 2013, Dijlah conducted a study that aimed to determine the impact of commitment to profession ethics on administrative creativity in Iraqi banks. The study based on a sample consisted of (56) managers. The results proved that the work ethics have a statistically significant impact on the administrative creativity at the surveyed banks.

In 2011, Aldaraji undertook a study aimed to recognize the level of managers' commitment to "work ethics" at Iraqi ministries from the employees' point of view in these ministries. The study results, which based on a

sample of (500) male and female employees, concluded that those managers at the surveyed ministries possessed a high level of ethics in administrative work.

In 2009, Alsoud and Sultan made a study that Aimed to identify the level of organizational justice among academic chiefs at Jordanian official universities and its relevance to organizational loyalty of faculty members. The necessary data for the study were collected from (450) faculty members, and the results showed that organizational justice and organizational loyalty level were high at the surveyed universities. Provided, it showed that there is a direct proportion, which is statistically significant, between the administration of organizational justice by the heads of academic departments and organizational loyalty among faculty members.

In 2009, Issa carried out a study aimed to measure the degree of using conflict strategies by heads of departments at nursing colleges in Jordanian private universities, and its relevance to "work ethics" from the faculty members' point of view. Findings of the study, which was based on a sample of (85) faculty members, showed that the level of commitment to "work ethics" by heads of departments was high at the surveyed colleges. Moreover, it showed that there is a positive relevance, which is statically significant, between the using of conflict strategies (represented by: cooperation, conciliation, appeasement, and avoidance) and administrative work ethics.

In 2007, Olwan conducted a study aimed to identify the impact of organizational justice on the spread of corruption phenomenon among the employees at the administrative complex of Sirte city, Libya. The study relied on a sample of (80) employees. The results showed that the organizational justice, with its three dimensions: distributive, procedural, and interactional, has an impact on rampant corruption phenomenon.

2. International Studies

In 2013, Chien conducted a study aimed to examine the effect of employees' awareness of organizational justice and values of work on organizational performance at a Taiwanese company. The study based on a sample of (210) employees. The study concluded that employees' awareness of organizational justice and values of work has a considerable effect on both organizational performance and organizational citizenship behavior.

In 2012, Alvi and Abbasi made a study called "The impact of organizational justice on the integration of employees at the banking sector in Pakistan". This study was to examine the effect of organizational justice with all its dimensions (distributive, procedural, and interactional) on the integration of individuals working at the banking sector in Lahore city, Pakistan. The study based on a sample of (312) employees. The study showed that there is a statistically significant effect of organizational justice on the integration of individuals working at the surveyed banks.

In 2012, Rokhman and Hassan undertook a study aimed to find out the impact of Islamic work ethics on employees' cognition of justice in a range of major financial organizations in Indonesia. The study based on a sample of (370) employees. The study concluded that the Islamic work ethics positively contribute to increase employees' cognition of organizational justice with its three dimensions: distributive and procedural, and interactional.

In 2012, Baker, Hunt, and Andros carried out a study aimed to examine the effect of justice and organizational commitment as intermediate variables to clarify the relevance between each of moral values and ethical behavior. The study relied on a sample of (489) members of the National Association of Purchasing Managers in the United States. The study showed that the possession of organization for a common moral values contribute to increase the employees' awareness of distributive and procedural justice, increase organizational commitment, the rise of ethical behavior, and a high level of organizational citizenship behavior.

Finally in 2007, Mariam conducted a study aimed to examine the relevance between the organizational justice, the confidence and commitment of employees, and the level of service provided. The study based on a sample of (269) employees working at the Ugandan IRS and (375) recipients of service. The study showed that the administration of organizational justice positively affects the employees' confidence and their organizational commitment. Furthermore, the quality of service provided to customers.

Statistical Analysis and Hypotheses Testing
First, the results that related with the sample of the study:
The sample of the study consisted from (300) faculty members in Jordanian private universities who were randomly selected from the population of the study, table (1) clarifies the distribution of the sample of the study according to demography variables.

Table (1): the distribution of the sample of the study according to demography variables

Variable	Level	Frequency	Percentage
Gender	Male	235	78.3
	Female	65	21.7
	Total	300	100.0
Age	35 years or less	72	24.5
	From 35 to 45 years	90	30.5
	From 45 to 55 years	46	15.3
	55 years or more	92	30.7
	Total	300	100.0
Scientific rank	Prof. Dr	42	14.0
	Associate Professor	58	19.3
	Assistant professor	131	43.7
	Teacher	69	23.0
	Total	300	100.0
Experience	Less than 5	124	41.3
	5-10 years	69	23.0
	11-15 years	32	10.7
	16-20 years	51	17.0
	More than 20 years	24	8.0
	Total	300	100.0
Title job	Dean of the Faculty	17	5.7
	Head of Department	50	16.7
	Faculty member	233	77.7
	Total	300	100.0

Table (1) shows that:

1. the percentage for male in the sample was (78.3) while female percentage was (21.7%). This indicate that majority of faculty members in Jordanian private University were male.

2. the higher percentage for distribution the sample of the study according to experience variables was (41%) in favor of experience category (less than 5 years), while the lower percentage was (8%) in favor of age group (more than 20 years), this indicates that faculty members are young, this refers also that (43.7%) from the faculty members are assistant professors.

Second: the results that related to means and standard deviations:

Means and standard deviations was extracted to the responses of the sample of the study about the dimensions of organizational justice, table (2) clarifies that.

Table (2) means and standard deviations for the responses of the sample of the study about the dimensions of the organizational justice.

No	Dimension	Means	Standard deviations	Rank	Assessment
1	Interactive justice	3.36	0.58	1	High
2	Procedural justice	3.16	0.65	2	High
3	Distributive justice	2.75	0.74	3	Medium
The field of organizational justice		3.09	0.66		High

Table (2) shows that means for the responses of the sample of the study about the dimensions of the field of organizational justice ranged between (2.75-3.36) came in the first rank (interactive justice) with means (3.36) with the high degree of evaluation, in the second rank came (procedural justice) with means (3.16%) with the high degree of evaluation. At the last rank came (distributive justice) with means (2.75) with the medium degree of evaluation. The means of the field of organizational justice as a whole was (3.09) with the high degree of evaluation. We notice that all the types of organizational justice are applied in a high level and interactive justice was higher then, procedural justice then, distributive justice.

Table (3): means and standard deviations for the responses of the sample of the study about all items "interactive justice" (N= 300)

No	Item	Means	Standard deviation	Rank	Assessment
1	I participate in the meeting related to my job.	3.55	0.56	1	High
2	My direct Head provide estimation and respect for me when I do excellent work than my colleagues	3.49	0.66	2	High
3	My Head deals with all faculty members with Fairly and without bias	3.46	0.76	3	High
4	Delegation of authority occurred in the department which I work in fairly	3.35	0.75	4	High
5	I feel that all violators in work are dealt fairly	3.24	0.80	5	High
6	I feel fairly in providing promotion opportunities for faculty members	3.24	0.84	5	High
7	I feel fairly in provide training opportunities for faculty members	3.22	0.77	7	High

Table (3) shows that means of the participants was high for all items of the dimension of "interactive justice" which ranged between (3.22-3.55) with high assessment degree for all items. The first item which stated:" I participate in the meeting related to my job" was higher. Where (6) item that stated "I feel fairly in providing promotion opportunities for faculty members" was the lower. Means for the dimension of interactive justice was at whole (3.36) with very high assessment degree. This indicates the interest of private university in interactive justice.

Table (4): means and standard deviation of participants' responses about all the items of the dimension of procedural justice (n= 300).

No	Item	Means	Standard deviation	Rank	Evaluation
4	Provide information that related to job to all faculty members equally	3.23	0.66	1	High
5	All faculty members can be objected on decisions	3.15	0.87	2	High
2	All faculty member have the same opportunities to provide their decisions and opinions to the problems and developing the work.	3.14	0.73	3	High
3	I feel that all suggestions that I provide be upon their importance and not on personal considerations	3.14	0.76	3	High
1	I feel that there is a justice in application the administration decisions on all colleagues	3.13	0.77	5	High
The dimension of procedural justice		**3.16**	0.65		High

Table (4) shows that means of participants' responses in the items of the dimension of "procedural justice" ranged between (3.13- 3.23) with high assessment degree for all items. The higher item was (4) that stated "Provide information that related to job to all faculty members equally" , the lower item was (1) which stated that "I feel that there is a justice in application the administration decisions on all colleagues", the means of the dimension of procedural justice at whole was (3.16) with high evaluation degree also.

Table (5): means and standard deviation of participants' responses about all the items of the dimension of distributive justice (n= 300).

No	Item	Means	Standard deviation	Rank	Evaluation
1	I feel that job functions are divided fairly between all faculty members	3.20	0.78	1	**High**
2	There are equally between my salary and salaries of all colleagues who has the same academic rank in my department	2.77	0.96	2	**Medium**
3	I feel fairly between what I obtain from wages and between what I have from qualifications	2.62	0.90	3	**Medium**
4	I feel fairly of salary scale between all faculty members in university	2.41	0.99	4	**Medium**
The dimension of distributive justice al whole		2.75	0.74		**Medium**

Table (5) shows that means of participants' responses about items of the dimension of "distributive justice" ranged between (2.41-3.20). The higher item was (1) that stated "I feel that job functions are divided fairly between all faculty members", and lower was (4) item that stated "I feel fairly of salary scale between all faculty

members in university" with moderate assessment. Means for the dimension of distributive justice at whole was (2.75) with a Medium assessment.

Table (6) means and standard deviation of participants' responses about all the items of work ethics (n= 300).

No	Item	Means	Standard deviation	Rank	Evaluation
16	I deal with all students fairly and integrity	3.75	0.54	1	High
17	I make sure to guide students	3.74	0.48	2	High
14	I have courage to tell the truth and avoid courtesy	3.73	0.51	3	High
12	I make sure to invest my time in achieving the tasks of formal job	3.72	0.50	4	High
18	I keen to direct and guide the students	3.72	0.84	4	High
3	I keen of universities assets	3.69	0.52	6	High
1	I make sure to take into account the public interest	3.66	0.50	7	High
6	I deal with all students equally and away from Nepotism and favoritism	3.66	0.60	7	High
20	Public interest is more important to me from personal interest	3.65	0.52	9	High
4	I make sure to rationalization when using the university's assets	3.64	0.37	10	High
5	Be careful not to use my position at the university to achieve personal interests	3.64	0.59	10	High
8	I feel responsibility towards my mistakes	3.64	0.57	10	High
15	Stay away from all forms of bribery	3.64	0.54	10	High
7	I have a high self-censorship	3.63	0.55	14	High
19	I collaborate with all my colleagues in order to achieve work interest	3.63	0.56	14	High
11	Committed to social traditions and principles of public morality	3.62	0.62	16	High
13	Committed to honesty in dealing	3.62	0.54	16	High
2	Committed to the application of the laws and regulations relating to work	3.61	0.57	18	High
10	I make sure that the scientific article be inclusive of the goals of	3.60	0.58	19	High

No	Item	Means	Standard deviation	Rank	Evaluation
	the course.				
21	I make sure to look for all that is new in the field of my specialty	3.60	0.55	19	High
22	I make sure to serve the local community and by all available means	3.60	0.56	19	High
9	Making a very great effort in the development of work	3.59	0.56	22	High
	The field of work ethics	3.64	0.36		High

Table (6) shows that means of participants' responses on the items of the field of "work ethics" ranged between (3.59-3.75) with high evaluation degree, the higher was (16) item which stated that: "I deal with all students fairly and integrity", the lower was (9) item that stated: "Making a very great effort in the development of work", the means of the fields of work ethics was (3.64) with high evaluation degree. We notice from above table that the less important work ethics among faculty members are the fields of developing the work, society service and research procedures about what is new.

Third, Results which related to the hypotheses of the study
Main hypotheses: there is no statically significant impact at ($\alpha \leq 0.05$) of organizational justice that practiced by academic leaders on the commitment of faculty members in Jordanian private university in North Governorates with work ethics.
To verify the validity of this hypotheses, the study used multi-linear regression by using stepwise style to study the relation between dependent and independent variables. (7) table shows that:

Table (7): the results of application stepwise regression to study the impact of independent variables on dependent variable:

Step	Independent variables	B	T	Statistically significant	R	R square	F	Statistically significant
1	Interactive justice	0.46	9.25	0.00	0.46	0.21	81.81	0.00

Table (7) shows correlation coefficients between three independent variables and work ethics as a dependent variable at ($a \leq 0.05$) and that to select independent variables that model of prediction will contains with work ethics. Correlation coefficient (R) between three independent variables and work ethics as a dependent variable which equal to (0.46) indicates that there are positive relationship between independent variables and dependent variable, indicate also that determine coefficient ($R2$) reached (0.21) and this indicate that 21% from the changing in work ethics explained by independent variables "at the degree of confidence reached to 100% in first step which excluded the models of (procedural justice, distributive justice).

Table (8) shows that independent variables that prediction model includes work ethics and stepwise regression at less than (0.05).

	Beta In	T	Statically Significant
Procedural justice	0.10	1.13	0.26
Distributive justice	- 0.09	- 1.42	0.16

First sub-hypotheses: there is no statically significant impact at ($\alpha \leq 0.05$) of interactive justice which practiced by academic leaders on the commitment of faculty members in Jordanian private universities in north provinces with work ethics.
To verify the validity of this hypotheses (Simple regression method) was applied to study the relationship between independent variable and dependent variable, as shown in table number 9.

Table (9)

Independent variable	(R)	(R^2)	T	Statistical significance
Interactive Justice	0.46	0.21	9.05	0.00

Statically significant at function ($\alpha \leq 0.05$)

Table (9) shows that there are shows a strong positive relationship between (interactive justice, work ethics) where the (R) was (0.46) and through the value of (R square) it is clear that interactive justice explains (21%) of contrast in work ethics, because the (T) value is (9.05), and significance level was (0.000) which means that there is statistically significant effect at the level of ($\alpha \leq 0.05$) of interactive justice practiced by academic leaders for the commitment of faculty members on work ethics in Jordanian private universities in North governorates, therefore, null hypotheses would be refused.

Second sub-hypotheses
There is no statistically significant impact at the level of ($\alpha \leq 0.05$) for procedural justice, practiced by academic leaders for the commitment of faculty members on work ethics in Jordanian private universities in North provinces.
To verify the validity of this hypotheses (Simple regression method) was applied to study the relationship between independent variable and dependent variable, as shown in table number 10.

Table (10)

Independent variable	(R)	(R^2)	T	Statistical significance
Procedural justice	0.39	0.15	7.25	0.00

Table number (10) shows a strong positive relationship between (procedural justice, work ethics) where the (R) was (0.39) and through the value of (R square) it is clear that procedural justice explains (15%) of contrast in work ethics, because the (T) value is (7.25), and significance level was (0.000) which means that there is statistically significant effect at the level of ($\alpha \leq 0.05$) of procedural justice practiced by academic leaders for the commitment of faculty members on work ethics in Jordanian private universities in North provinces, therefore, null hypotheses would be refused.

Third sub-hypotheses:
There is no statistically significant impact at the level of ($\alpha \leq 0.05$) for distributive justice, practiced by academic leaders for the commitment of faculty members on work ethics in Jordanian private universities in North provinces.
To test this hypotheses Simple regression method was applied to study the relationship between independent variable and dependent variable, as shown in table number (11).

Table (11)

Independent variable	(R)	(R^2)	T	Statistical significance
Distributive justice	0.24	0.05	4.22	0.00

Table number (11) shows a strong positive relationship between (distributive justice, work ethics) where the (R) was (0.24) and through the value of (R square) it is clear that procedural justice explains (5%) of contrast in work ethics, because the (T) value is (4.22), and significance level was (0.000) which means that there is statistically significant effect at the level of ($\alpha \leq 0.05$) of distributive justice practiced by academic leaders for the commitment of faculty members on work ethics in private universities in North provinces, therefore, null hypotheses would be refused.

Conclusion
After analyzing the data and testing the hypotheses the following major conclusions were reached:
1. Organizational justice with its three dimensions (interactive, procedural, distributive) were applied at a high level in Jordanian private universities for faculty members of north provinces. And the higher level of application was for interactive justice, procedural justice then distributive respectively.
2. Work ethics were applied highly at Jordanian private universities in north provinces.
3. There is statistically significant effect of organizational justice on work ethics at Jordanian private university in north provinces.
4. There is statistically significant effect of interactive justice on work ethics at Jordanian private university in north provinces.
5. There is statistically significant effect of procedural justice on work ethics at Jordanian private university in north provinces.
6. There is statistically significant effect of distributive justice on work ethics at Jordanian private university in north provinces.

7. Each of organizational justice dimensions were affective with statistical significant on work ethics. But the higher effect was for interactive justice, procedural justice then for distributive justice.

Recommendations
1. According to the results of the study, we can give some suggestions that might help mangers in the private university in Jordan to improve the application of organizational justice and work ethics.
2. We recommend The heads of Jordanian private universities to pay more attention of distributed justice's dimensions, it was found that the level of application of distributed justice's was less than the level of application of interactive and procedural justice.
3. The necessity of providing opportunities to training the faculty members.
4. The necessity of applying all administrative decisions on all the faculty members fairly and objectively.
5. The need to consider justice in calculating wages of faculty members. The results showed that it is the lowest level parts of organizational justice.
6. Draw the attention of faculty members to make more efforts to develop work, and produce services for local community, and scientific research in every new issues.

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