

# **The Existence of Application of the New Role of Human Resources Management and its effect on the Level of Organizational Justice at the Greater Amman Municipality**

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## **Abstract**

This study aimed at investigating the existence of application of the new role of human resource management and its effect on the level of organizational justice at the Greater Amman Municipality. To achieve this objective, a questionnaire was designed depending on the previous studies and theoretical literature. A sample was chosen randomly from the employees working at the Municipality, whom count (400) employee. Results of the study showed that the level of application of the new role of human resource management was moderate, and the level of organizational justice in the Municipality was moderate also. In the other hand, results of the study showed that there was an effect of statistical significant of the application of the new role of human resource management fields (strategic dimension of human resource management, social responsibility, employees training, and quality improvement) and the organizational justice at the Greater Amman Municipality. The study recommended to promote the employees sense of the basics of organizational justice, for the importance of this variable, which has a major effect on the psychological state of workers and increases their loyalty to their sense of organizational and job security, which is reflected thus on organizational performance as a whole.

**Key Words:** The New Role of Human Resource Management, Organizational Justice.

## **Introduction:**

The movement of scientific management examined the human resource practical look, arguing that economic incentives are the only motivation to be paid for work, but most of the theories later proved the failure of this view of the human resources, and emphasized that moral incentives (especially those related to the process of social exchanges) is as important as economic incentives for human behavior (Nasani, 2007).

Human resource development played an important role in building modern societies, and although the capital, natural resources, and other economic factors play an important role in economic growth, but one of them no more than important element of manpower, preparation and development of community-building and development. The organizational justice, one of the most important pillars of stability in the work, the active ingredient in the development of loyalty to the institution, and in improving performance, and reduce the severity of conflicts, and raise work efficiency and staff (Sabee, 2012).

The phenomenon of organizational justice and organizational relative concept, and that the importance of the impact that can be caused by a feeling of working for justice or injustice in the workplace. Which can lead to a decline in levels of organizational performance regardless of the strength of other elements of the administrative process, which is one of the variables significant organizational influence on the efficiency of job performance for employees by and on the performance of the organization on the other hand, in situations of increased feeling of employees not to justice entails many negative consequences such as low job satisfaction and organizational citizenship behaviors of low and low organizational commitment, as well as reduced job performance in general. In contrast, the high sense of justice leads workers to increase their confidence in the management of the organization and increase their belief in the possibility of access to their rights and what this means to improve the behavior of individuals after reassuring to the rule of justice and then to trust in the organization (Wade, 200).

Jordanian business organizations in general; and governmental organizations particular, facing a great challenge, which is the ability to compete and achieve the aims of the two most objectives to any business organization, continuity and profitability, and there are global challenges, such as, for example; the global economic crisis, which affected the effects of all those organizations without exception. Hence the role of the human element of being a bedrock of any equation to meet those challenges. The human element of being a resource is most precious in business organizations, and subsequent supplier of the need to promote and develop to achieve the strategic visions of those organizations, and required by that of a Systems HR modern take into account the career path, justice, internal and external systems, benefits and salaries, as well as plans for the replacement job and development and development (Al-Mubaideen, 2010).

### **Study Problem:**

The concept of the new role of human resources management of a relatively modern concepts and studies related to this concept at the level of a few organizations in general and the Jordanian government organizations in particular.

The Greater Amman Municipality of the most important government institutions in the capital, and provide great services for more than three million people in Jordan, and in all areas of life. This vast amount of services provided by the institution requires the availability of human resources management plays an important role in the formulation of the general strategy of the secretariat and contribute to the achievement of the principle of complementarity in the functions of the institution.

This requires the availability of a staff qualified in mind and skills, aware of the organizational justice that have a significant role in achieving the goals of the organization, employees and society as a whole.

Hence, we can say that the problem of the current study is to answer the question the following main questions:

What is the extent of application of the new role of human resources management and its effect on organizational justice at Greater Amman Municipality?

From this question, the following sub-questions were derived:

1. What is the level of application of the new role of human resources management at the Greater Amman Municipality?
2. What is the level of organizational justice at the Greater Amman Municipality?
3. Is there significant statistical effect of the new role of human resources management on the organizational justice at the Greater Amman Municipality?

### **Study Hypotheses:**

The current study aims to tests the following hypotheses:

#### **Study main hypothesis:**

There is no effect of statistical significant of the new role of human resources management on the organizational justice at the Greater Amman Municipality.

From this main hypothesis, the following sub-hypotheses were derived:

1. There is no effect of statistical significant of the strategic dimension of human resources management on the organizational justice at the Greater Amman Municipality.
2. There is no effect of statistical significant of the social responsibility of human resources management on the organizational justice at the Greater Amman Municipality.
3. There is no effect of statistical significant of employee training on the organizational justice at the Greater Amman Municipality.
4. There is no effect of statistical significant of the quality improvement on the organizational justice at the Greater Amman Municipality.

### Previous Studies

Sabee (2012) conducted a study aimed to identify the degree of justice organizational leaders have educators Offices of Education in Makkah and its relationship to the methods of organizational conflict management from the perspective of supervisors, and whether there are significant differences between the averages of the study population attributable to the variables of the study (the area of supervision, qualification, supervisory experience). The study followed the descriptive survey, and was a tool to study in a questionnaire consisting of two axes, two presidents, as well as to the form of personal data for supervisors, including a first axis of the questionnaire (36) measure the awareness of supervisors to apply the dimensions of organizational justice, and the second cover (27) is a measure the methods of managing organizational conflict . The study population consisted of (190) educational supervisors.

The study found that the degree of organizational justice (dimensions) was average, and that there is statistically significant correlation between the degree of justice and organizational dimensions and the degree of exercise each method of organizational conflict management methods except method of coercion.

Nasani (2007) conducted a study aimed to test the effect of the mediator which can be played by the organizational structure in relation to perceptions of organizational justice (procedural and interactive) with organizational incomes (perceptions of organizational support and supervisory trust). The study was conducted on a random sample of (43) Distributors section on (13) organization working in the areas of work include a variety of institutions (financial, retail, manufacturing, education, government). Where they were to contact them through the use of a number of graduate students to fill the special resolution to study.

The results showed that the relationship between procedural justice and perceptions of organizational support was the most powerful organizations in mechanical compared to non organic. Results also showed that organizations that have characterized its organizational structure more decentralized management has been recognized as more procedural justice than the central organizations.

A study conducted by Wadi (2006) aimed to identify the level of the organizational sense of justice among the staff of some ministries in the Palestinian Gaza Strip, in order to improve the level of human development and human resource management so as to achieve the desired national goals. This study has been applied to a stratified random sample size was (652) employees who are in positions of supervisory leadership of the study population, which includes six ministries in the Palestinian Gaza Strip. Questionnaire was designed to collect study data.

The study found a low level in the organizational sense of justice ministries in the Palestinian Gaza Strip, as well as the existence of differences between the views of a sample study on the organizational sense of justice due to the personality variables.

Also, Harbi (2006) conducted a study aimed to identify the impact of organizational justice and personal variables on organizational commitment in pharmaceutical companies and agencies in Jeddah. Has been applied to study on a sample of (330) Single of the workers in the pharmaceutical companies and agencies in Jeddah, the number of the common good of them to statistical analysis (300) List any rate (91%) of the total distributed lists.

The study reached several conclusions, including that the different dimensions of the fairness of the regulatory impact significantly on the various dimensions of the commitment to organizational, as explained by the results of the study, procedural fairness is the most common types of organizational justice impact on organizational commitment continued, as the individual's awareness of the fairness of the procedures followed in making decisions that affect his future career affect the survival of the individual moral and continuity in the work of the organization in order to preserve the material and moral stature obtained from the work

Shatat (2003) conducted a study aimed at identify the elements of human resource management (selection, motivation, training, culture and leadership) and their role in achieving institutional innovation, the study included (5) banks head centered in the city of Doha, and the number of respondents in (162) employees. The study concluded to the conclusion that there is variation between human resource management practices creative, and creativity of individuals in the commercial banks the country, there have been jobs sequentially in terms of the practice of the majority to at least practice as a response of the sample, and were as follows: (selection, training, culture, motivation, leadership).

Schmiesing, et al., (2003) study aimed to identify factors affecting the perceptions of employees at the

University of Ohio to justice and organizational job satisfaction. The study sample consisted of (246) employees of the University of Ohio, and the researcher used two tools for the study: the first to measure the organizational justice and the second to measure job satisfaction.

The results of the study revealed the presence of a weak positive correlation between distributive justice and job satisfaction, and there is a strong positive correlation between each of the interactive justice and procedural justice and job satisfaction.

Also Kotraba (2003) conducted a study, which aimed to identify the relationship between levels of organizational justice and levels of work stress and rates of absenteeism, assuming that the higher levels of organizational justice decreased levels of work stress and rates of absenteeism, have participated in this study, workers from different institutions in America to test the validity of the hypothesis , The study was conducted through the Internet and the number of participants (233) persons.

The results of the study that there is a negative correlation with statistical significance between organizational justice dimensions (distributive, interactive and procedural) and levels of work stress, while were not there is a relationship with a statistically significant between the levels of organizational justice and the levels and rates of absenteeism, and there is no statistically significant differences between the levels of justice regulatory, and between levels of work stress due to the sex of the participants.

A study conducted by Sonja (2000) aimed at identifying the role of the transformation of human resources management and administrative function and purely operational, to the post of a strategic partnership. The study of literature that indicates that the shifting role of human resource management towards the role of the strategic partnership needs to develop public awareness regarding the role of HR managers and Mt\_khassaha, with the recognition of senior management in business organizations to this important role and responsibilities towards the achievement of its strategic objectives.

To achieve the objectives of the study, the use of an interview as well as the distribution of questionnaire to collect data from members of the study, in order to make sure it is enabled human resource managers with the tools necessary to achieve the implementation of the process of transformation in the role.

The study concluded there is a clear shift of the activity of human resources management and administrative function to the function of a strategic partnership, and that the directors of human resources management in the sector under examination may be empowered with the tools necessary to ensure the achievement of the role of the strategic partnership for the management of human resources.

Cleland et al., (2000) conducted a study aimed to highlight the evolution in the human resources in organizations in five previous years and to predict its role during the next five years. Has been applied to study organizations, a member of the Institute of personnel management in New Zealand (IPMNZ) The number of Members (1728) Organization was recovered (657) to identify them.

It was found that the most significant developments in the work of human resources is the emergence of the strategic perspective of half of the respondents, in addition to the change in the relations within the work. .

### **Methodology of the Study**

This study is based on a descriptive analytical method, by designing a questionnaire prepared specially for the collection of data from the study sample, in order to identify the extent of application of the new role of human resource management, and its effect on the level of organizational justice in Amman Municipality.

#### **Study Population and Sample:**

The study population consisted from all the employees working at the Greater Amman Municipality, whom count (4000) permanent employee.

Due to the large number of the study population, a percentage of (10%) of the study population was selected randomly. Thus, the study sample was (400) permanent employee.

#### **Tools of the Study:**

The researcher designed a questionnaire based on the theoretical literature and previous studies (Al-

Mubaideen, 2010), (Sabee, 2012). Which included two areas, first to measure the extent of application of the new role of human resource management, and consists of four areas: (strategic dimension of human resources, social responsibility, employee training, and quality improvement), the second, to measure the level of organizational justice in Greater Amman Municipality.

#### **Validity and Reliability:**

Verified the authenticity of the study tool, and that offer a number of academic specialists in the field of study, to make sure the language of the paragraphs and their suitability for the domain that put into it. It also confirmed the stability of the tool of the study, through testing and retesting, where questionnaire was distributed to a sample reconnaissance, and then distribute the questionnaire two weeks after these individuals, and the extraction factor values (Chronbach alpha) to make sure that the degree of stability of an instrument of the study, which demonstrated the value of coefficient Chrombach alpha for the study variables between (0.76-0.89), and this value is acceptable for the purposes of this study as higher than the minimum and stability of (0.60).

#### **Results of the study and Discussion:**

Averages and standard deviations were calculated for the answers to the members of the sample to identify the study, was also to answer the study questions.

#### **Analysis of Study Data:**

Likert scale was used to answer the items of the questionnaire based on the following values: strongly agree (5) points, OK (4) points, agree somewhat (3) points, but OK (2) points, is strongly Disagree (1) point, where it was divided into the following categories:

- 1-2.33 → low.
- 2.34-3 66 → moderate.
- 3.67-5 → high.

#### **First: Answering Study Questions:**

##### **First Question:**

What is the level of application of the new role of human resources management at the Greater Amman Municipality?

In order to answer this question, arithmetic means and standard deviations were calculated from the answers of the study sample on the questionnaire items related to the new role of human resources management. The following table (1) shows the results:

**Table (1)**  
**Arithmetic Means and Standard Deviations from the answers of the study sample on the questionnaire items related to the new role of human resources management**

Number	Item	Arithmetic Mean	Standard Deviation	Level of Importance
<b>Strategic Dimension of Human Resources Management</b>				
1	There is a strategic plan for human resources between the trends of Great Amman Municipality and how it contribute to the achievement of management objectives.	3.60	0.86	High
2	The vision of human resources management is compatible with the overall vision of the Secretariat.	3.62	0.97	High
3	Senior management in the Amman Municipality emphasizes to all parties to participate in the formulation of strategic human resource management.	3.74	0.96	High
4	The Secretariat is working to mobilize human capital to implement their strategies.	3.79	0.98	High
5	Decisions related to human resource management is strategic decisions and linked to the main objectives of (GAM).	3.74	1.03	High
<b>Social Responsibility</b>				
6	The Secretariat is keen to take account of environmental affairs at the implementation of its activities and address issues of environmental pollution through a modern and harmonious with the requirements of the surrounding community.	3.41	0.99	Moderate
7	The Secretariat and in-kind financial contributions to the concerned authorities maintaining the themes of environment and pollution treatment.	3.14	1.10	Moderate
8	The Secretariat is keen to support scientific research in the community and communicate with the research and scientific institutions to develop their activities.	3.38	1.03	Moderate
9	Secretariat to effectively contribute to development and development in the community directly in its role as a contribution to the community and its social responsibility towards the community.	3.01	1.17	Moderate
10	The Secretariat is keen to recruit a number of the local community within its staff.	3.46	1.05	Moderate
<b>Employees Training and Development</b>				
11	The Secretariat plans to train all employees and their development according to specific programs.	3.55	0.90	High
12	Plans for development and training are derived in the light of	3.26	1.00	Moderate

	the accurate identification of training needs.			
13	There is the Department of Training and Development in the Secretariat to follow the management of human resources.	3.60	1.00	High
14	Employees Is empowered through staff work teams decentralization.	3.76	0.85	High
15	Training programs are evaluated on a scientific basis, including measuring the return on training.	3.71	0.91	High
<b>Quality Improvement</b>				
16	Secretariat is concerned in improvement of the properties of the services provided.	3.72	0.97	High
17	Secretariat takes into account when providing services matching international specifications and standards.	3.29	1.05	Moderate
18	The Secretariat has a financial systems and control systems and internal control standards are based professional competence and to achieve the principle of corporate governance.	3.81	1.03	High
19	The safe application of the concept of Total Quality Management.	3.91	0.90	High
20	Senior management is committed to respect the labor laws and adhere to the principle of equal opportunities and pay incentives for employees in accordance with the standards of excellence in performance-related productivity.	3.80	0.85	High
<b>Total Mean</b>		3.56	0.98	Moderate

After calculating the total arithmetic mean for the fields of the new role of human resource management, we notice that it reached (3.56) with a standard deviation of (0.98), with a moderate level of importance. This indicated that: the level of application of the new role of human resources management at the Greater Amman Municipality was moderate”.

**Second Question:**

What is the level of organizational justice at the Greater Amman Municipality?

In order to answer this question, arithmetic means and standard deviations were calculated from the answers of the study sample on the questionnaire items related to the organizational justice. The following table (2) shows the results:

**Table (2)**  
**Arithmetic Means and Standard Deviations from the answers of the study sample on the questionnaire items related to the organizational justice**

Number	Item	Arithmetic Mean	Standard Deviation	Level of Importance
1	My job requirements are compatible with my abilities.	3.55	0.90	High
2	Remuneration commensurate with that I get what do my effort in my work.	3.26	1.00	Moderate
3	Director to take business decisions in an impartial manner.	3.60	1.00	High
4	Director collects sufficient and accurate information before making decisions about work.	3.76	0.85	High
5	Director is keen to listen to the suggestions of employees before making decisions about work.	3.71	0.91	High
6	Director takes into account my circumstances and my needs in making decisions for a private job.	3.55	0.99	High
7	Director to deal with everyone in friendly respect without discrimination.	3.19	0.97	Moderate
8	Director discusses the implications of making me very frankly, when making decisions especially with my work.	2.90	1.04	low
9	Director interested in levels of performance achieved Kmather to give bonuses.	3.56	1.05	High
10	I have the opportunity to upgrade whenever the occasion presented a remarkable performance.	3.32	1.03	Moderate
11	Supports the Director in evaluating the performance of employees on objective criteria.	3.28	1.08	Moderate
12	Director distributes management responsibilities in a fair to workers, according to the requirements of all the work.	3.48	1.05	Moderate
<b>Total Mean</b>		0.98	3.43	Moderate

After calculating the total arithmetic mean for the items of organizational justice, we notice that it reached (3.43) with a standard deviation of (0.98), with a moderate level of importance. This indicated that: the level of organizational justice at the Greater Amman Municipality was moderate.

## **Second: Testing Study Hypotheses:**

### **Study Main Hypothesis:**

There is no effect of statistical significant of the new role of human resources management on the organizational justice at the Greater Amman Municipality.

To test this hypothesis, multiple regression was carried, to recognize the effect of the application of the new role of human resource management, on the organizational justice at Greater Amman Municipality. The following

table (3) shows the results:

**Table (3)**  
**Multiple Regression to Recognize the Effect of the Application of the New Role of Human Resource Management on the Organizational Justice at Greater Amman Municipality**

<b>F Tabulated</b>	<b>Sig.</b>	<b>F</b>	<b>R square</b>	<b>Correlation</b>
<b>3.87</b>	0.05	147.15	0.27	0.52

Table (3) above shows that the correlation value between the fields of the new role of human resource management and organizational justice at the Greater Amman Municipality reached (0.52), which is significant at the level (0.05), thus (F) value reached (147.15). this means that we reject the null hypothesis and accept the alternative hypothesis, which state that: There is effect of statistical significant of the new role of human resources management on the organizational justice at the Greater Amman Municipality.

From this main hypothesis, the following sub-hypothesis were derived:

**First Sub-Hypothesis:**

There is no effect of statistical significant of the strategic dimension of human resources management on the organizational justice at the Greater Amman Municipality.

To test this hypothesis, simple regression was derived, to identify the effect of the strategic dimension of the human recourse management on organizational justice level at the Greater Amman Municipality. The following table (4) shows the results:

**Table (4)**  
**Simple Regression to Identify the Effect of the Strategic Dimension of the Human Recourse Management on Organizational Justice Level at the Greater Amman Municipality**

<b>Sig</b>	<b>F</b>	<b>R square</b>	<b>Correlation</b>
0.05	109.28	0.21	0.46

From table (4) above, we notice that the correlation value between strategic dimension of human resource management and organizational justice reached (0.46), which is significant at the level (0.05), thus (F) value was (109.28). This means that we reject the null hypothesis, and accept the alternative hypothesis, which state that: There is effect of statistical significant of the strategic dimension of human resources management on the organizational justice at the Greater Amman Municipality.

**Second Sub-Hypothesis:**

There is no effect of statistical significant of the social responsibility of human resources management on the organizational justice at the Greater Amman Municipality.

To test this hypothesis, simple regression was derived, to identify the effect of the social responsibility of the human recourse management on organizational justice level at the Greater Amman Municipality. The following table (5) shows the results:

**Table (5)**

**Simple Regression to Identify the Effect of the Social Responsibility of the Human Recourse Management on Organizational Justice Level at the Greater Amman Municipality**

Sig	F	R square	Correlation
0.05	60.24	0.13	0.36

From table (5) above, we notice that the correlation value between social responsibility of human resource management and organizational justice reached (0.36), which is significant at the level (0.05), thus (F) value was (60.24). This means that we reject the null hypothesis, and accept the alternative hypothesis, which state that: There is effect of statistical significant of the social responsibility of human resources management on the organizational justice at the Greater Amman Municipality.

**Third Sub-Hypothesis:**

There is no effect of statistical significant of employee training on the organizational justice at the Greater Amman Municipality.

To test this hypothesis, simple regression was derived, to identify the effect of the employee training on organizational justice level at the Greater Amman Municipality. The following table (6) shows the results:

**Table (6)**

**Simple Regression to Identify the Effect of the Employee Training on Organizational Justice Level at the Greater Amman Municipality**

Sig	F	R square	Correlation
0.05	38.05	0.09	0.29

From table (6) above, we notice that the correlation value between employee training and organizational justice reached (0.29), which is significant at the level (0.05), thus (F) value was (38.05). This means that we reject the null hypothesis, and accept the alternative hypothesis, which state that: There is effect of statistical significant of the employee training on the organizational justice at the Greater Amman Municipality.

**Fourth Sub-Hypothesis:**

There is no effect of statistical significant of the quality improvement on the organizational justice at the Greater Amman Municipality.

To test this hypothesis, simple regression was derived, to identify the effect of the quality improvement on organizational justice level at the Greater Amman Municipality. The following table (7) shows the results:

**Table (7)**

**Simple Regression to Identify the Effect of the Quality Improvement on Organizational Justice Level at the Greater Amman Municipality**

Sig	F	R square	Correlation
0.05	104.40	0.20	0.45

From table (6) above, we notice that the correlation value between employee training and organizational justice reached (0.45), which is significant at the level (0.05), thus (F) value was (104.40). This means that we reject the null hypothesis, and accept the alternative hypothesis, which state that: There is effect of statistical significant of

the quality improvement on the organizational justice at the Greater Amman Municipality.

### **Recommendations:**

On the light of the results, the following recommendations were derived:

1. Paying more attention to in applications of the principles of the new role of human resource management, which is considered one of the great important concepts, thus employees and staff in the organization of the most important resources possessed by any organization.
2. Promote the employees sense of the basics of organizational justice, for the importance of this variable, which has a major effect on the psychological state of workers and increases their loyalty to their sense of organizational and job security, which is reflected thus on organizational performance as a whole.
3. Further studies of the effect of applying the concept of the new role of human resources management to other organizational variables that contribute to enhancing organizational performance of organizations.

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**Study Questionnaire**

**Dear Employee...**

The researchers prepared a study entitled: "**The Existence of Application of the New Role of Human Resources Management and its effect on the Level of Organizational Justice at the Greater Amman Municipality**". Note that the information that you will be making them, will be treated confidentially and will only be used for research purposes only.

**Grateful for your cooperation**

**Researcher**

**Dr. Mohammad Mubaideen**

**First: The New Role of Human Resource Management:**

**Please put a mark in which represents your opinion for each of the following items:**

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>Strategic Dimension of Human Resources Management</b>						
1	There is a strategic plan for human resources between the trends of Great Amman Municipality and how it contribute to the achievement of management objectives.					
2	The vision of human resources management is compatible with the overall vision of the Secretariat.					
3	Senior management in the Amman Municipality emphasizes to all parties to participate in the formulation of strategic human resource management.					
4	The Secretariat is working to mobilize human capital to implement their strategies.					
5	Decisions related to human resource management is strategic decisions and linked to the main objectives of (GAM).					
<b>Social Responsibility</b>						
6	The Secretariat is keen to take account of environmental affairs at the implementation of its activities and address issues of environmental pollution through a modern and harmonious with the requirements of the surrounding community.					
7	The Secretariat and in-kind financial contributions to the concerned authorities maintaining the themes of environment and pollution treatment.					
8	The Secretariat is keen to support scientific research in the community and communicate with the research and scientific institutions to develop their					

	activities.					
9	Secretariat to effectively contribute to development and development in the community directly in its role as a contribution to the community and its social responsibility towards the community.					
10	The Secretariat is keen to recruit a number of the local community within its staff.					

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>Employees Training and Development</b>						
11	The Secretariat plans to train all employees and their development according to specific programs.					
12	Plans for development and training are derived in the light of the accurate identification of training needs.					
13	There is the Department of Training and Development in the Secretariat to follow the management of human resources.					
14	Employees Is empowered through staff work teams decentralization.					
15	Training programs are evaluated on a scientific basis, including measuring the return on training.					
<b>Quality Improvement</b>						
16	Secretariat is concerned in improvement of the properties of the services provided.					
17	Secretariat takes into account when providing services matching international specifications and standards.					
18	The Secretariat has a financial systems and control systems and internal control standards are based professional competence and to achieve the principle of corporate governance.					
19	The safe application of the concept of Total Quality Management.					
20	Senior management is committed to respect the labor laws and adhere to the principle of equal opportunities and pay incentives for employees in accordance with the standards of excellence in performance-related productivity.					

**Second: Organizational Justice:**

Please put a mark in which represents your opinion for each of the following items:

No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My job requirements are compatible with my abilities.					
2	Remuneration commensurate with that I get what do my effort in my work.					
3	Director to take business decisions in an impartial manner.					
4	Director collects sufficient and accurate information before making decisions about work.					
5	Director is keen to listen to the suggestions of employees before making decisions about work.					
6	Director takes into account my circumstances and my needs in making decisions for a private job.					
7	Director to deal with everyone in friendly respect without discrimination.					
8	Director discusses the implications of making me very frankly, when making decisions especially with my work.					
9	Director interested in levels of performance achieved Kmather to give bonuses.					
10	I have the opportunity to upgrade whenever the occasion presented a remarkable performance.					
11	Supports the Director in evaluating the performance of employees on objective criteria.					
12	Director distributes management responsibilities in a fair to workers, according to the requirements of all the work.					