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Effect of Organizational Justice on Employee Empowerment in Telecommunication Infrastructure Company

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Abstract: The aim of this study is to evaluate the impact of organizational justice on personnel empowerment in Telecommunication Infrastructure Company. For this purpose, a questionnaire is designed and its validity and reliability are confirmed before distributing among respondents. In order to estimate the statistic sample, Cochran formula is used so that sample size is estimated as 287. This study included 18 sub-hypothesis and one main hypothesis in which Kolmogorov-Smirnov test, Pearson correlation and regression analysis are used in order to assess the hypothesis and results indicate that finally all the hypotheses are confirmed. This means that organizational justice and its components including distributive justice, procedural justice and interactional justice is significantly effective on empowerment and all of its components including competence, confidence, effectiveness, and action freedom.

Keywords: personnel empowerment-organizational justice- distributive justice- procedural justice - interactional justice

1. INTRODUCTION

Human forces are denoted as an importance resources and organizational capital which play a key role in improving organizational performance (Tziner *et al.*, 2015). At the macro level, efficient human resource cause to increase capital, community resource utilization and improved manufacturing. In other words, efficient human resources ensure to promote the community toward national development. To develop human resources, various approaches have been proposed which are generally in the field of human resource functions; strategies such as improving hiring practices, performance appraisal and reward system and payment system (Carson and King, 2005). Employee empowerment is considered as one of the functions of human resource management and as a tool for human resource development. Empowerment is defined as a tool to empower employees so that they feel confident to be strengthened and acquiesce the ability,

skills and motivation to carry out activities (Avey *et al.*, 2008). In more simple definition empowerment is a means to increase knowledge and awareness, increase skills and experience; improve adaptability and the ability to develop work and ideas (Albrecht and andretta, 2011). Employee empowerment encompass many advantages to organizations; benefits such as improving organizational commitment (Cheasakul & Varma, 2016); Job performance (Bartram and casimir, 2007); reduce mistakes and speed up decision-making (Gill *et al.*, 2012); Partnership and Innovation improvement (Avey *et al.*, 2008) that all of them are leading to improved organizational performance. In fact, it should be stated that there is a compromise between advantages and importance of employee empowerment; but the question is how to promote employee empowerment? What factors are effective in this regard?

In this regard, experts and scholars have presented different opinions and various solutions. One of the cost-effective solutions recently has developed in recent research was organizational justice. The perception of organizational justice is concerned with fair treatment of employees (Shan *et al.*, 2015). In fact, organizational justice means that employees realized this perception that their incoming is proportional with appropriateness and effectiveness of their efforts. This incomings can include bonuses, salaries, incentives and job position (Cassar and buttigieg, 2015). Organizational justice is not correlated with staff but depends on the incomings that must be provided based on competence and fair. Moreover, organizational justice refers to the position of people in organizations in addition to payments. If someone feels that his capability is higher than his boss but should convey from commands will perceive weakly of organizational justice (Suliman, 2013). Some researchers (Auhana, 2014) have emphasized on the positive role of organizational justice on improving loyalty and organizational commitment. According to the researchers' opinions, the perceived fairness will be influential on motivation and tend to stay in organization and committed consist on the values and organizational goals. However, few studies have been completed about the role of organizational justice on employee empowerment, especially in Iran, which few researches have been conducted in this subject. In this research we aimed to investigate the role of organizational justice on empowering employees and we attempt to solve this question that can improved organizational justice lead to improved employee empowerment?

2. THEORETICAL FRAMEWORK

2.1. Organizational justice

In general, organizational justice is a specific concept that directly depends on Employee perceptions and is defined as follows: “to what extent employee believe that score stream distribution such as staff salaries, bonuses, and other respectful behaviors is fairness”. In fact, from the perspective of employees, distributive scoring system should be based on transparent and rational criteria just to enforce organizational justice be perceived at a high level (Li *et al.*, 2013). From another perspective, the organizational justice is referred to consider Capabilities and capacity of people so that more talented and diligent people be deployed in a status commensurate with their capacities. In fact, the basis of organizational justice is emphasizing on capacity of staff and encompassing transparent performance evaluation systems (Bektas & Sohrabifard, 2013). Justice is very important in organizations.

Generally, justice compliance is very important in organizations because we can directly impact on individual and organizational performance (Colquitte, 2001). Organizational justice is the basis for strategic thinking and values of the organization and injustice threat organizational stability and growth stages that

are important parts of life cycle of organization. Indeed, organizational justice is returned to perceived fairness in the workplace by employees about their jobs. In fact, the justice term is used to describe and analyze the role of justice in the workplace. Indubitable, injustice or discrimination inflicted irreparable losses on the body of organization and may cause precocious decline of the organizations (Gladwell, 2005). Justice leads to greater coordination and cooperation between the communities and at the organizational level also causes that people perform their duties in the most effective way toward organization goals and objectives (Gholipour and Pourezzat, 2008).

In order to measure organizational justice, mainly three-component of Spitzer (1995) are used that are utilized by Moon *et al.* (2014) and Wang *et al.* (2006) and many other researchers as well as some Iranian scholars such as Amir Kafi and Hasheminasab (2013). These components include:

- Distributive justice: the sense of fairness in the distribution of outcomes and consequences among the employees of the organization.
- Procedural justice: refers to the processes and procedures through which allocation and distribution of resources are being decided. A key aspect of procedural justice is that participants are authorized to be contributed in the achievements and results and being more beneficial (Kafi Amir Hashemi Nasab, 2013).
- Interactional justice: Unlike procedural justice, contain less formal and procedural aspects of interaction. This type of organizational justice encircles manager's behavior with the employees like honesty, attention and sensitivity and respect when interacting expressed by managers (Wang *et al.*, 2006; Amir Kafi and the Hashemi Nasab, 2013).

2.2. Empowerment

In general, there is no definite and accepted definition of empowerment concept and definition of empowerment among scientists is intrinsically different. Many studies defined it as motivation to perform the main tasks (Conger Vekalanguv, 1998, Thomas Velthas, 1990) or motivation reflects the fitness between work and employee (Zimmerman, 1990) or authority modifications (Scott and Jaffe, 1991) or plans based on commitment (Spreitzer, 1996) or a partnership (Nickodim and Simmoneti, 1994) (Ghorbanzadeh and Khaleghinia, 2009). In general, empowerment is a kind of procedure that through it, help managers and employees to be strengthen during making decisions in matters relating to themselves and their work. In other words, empowerment means employees education so that being less reliant on managers which announce employees that you are authorized to adopt efficient action and subsequently claim that you are responsible for the results obtained. This means that staff are responsible for their decisions and actions (Shahrokni, 2010). Accordingly, Cameron (1998) defines empowerment as a process of empowering the people. In this process, employees are contributed to improve their self-esteem and overcome the feeling of impotence and their inability. Empowerment in this sense will help to mobilize internal motivations. Fry defined empowerment as the distribution of decision-making power to those who do not have this feature (Fry, 2005). Spreitzer acknowledged that empowerment is a multidimensional concept and means different interpretation for different people and this viewpoint has called empowerment as an organic approach. According to this approach, empowering is not such a task managers applied for employees but is the attitudes and perceptions of employees about their role in job and the organization. At the same time, managers can provide the necessary opportunities and substrates to enrich the employees (Spreitzer, 1997).

Employee empowerment can also be realized by some organizational policies such as education, development of information systems, etc. Moreover, it can also be promoted in light of improved employee motivation and willingness to learn. However, it seems that the motivation and willingness of employees particularly play an important role (Ozaralli, 2003). Arif *et al.* (2011) defined empowerment as an accepted motivational concept and introduced the willingness of employees as the basic condition to improve empowerment. In order to measure and evaluate empowerment, various theories have been proposed. One of the most famous theories is Thomas & Velthouse theory that provides a complex cognitive theory of empowerment that its central core is composed of four cognitive variables which determines the intrinsic motivation of employees. These variables are described as followings (Greenberg, 2003; Hassanpour *et al.*, 2011):

- Sense of competence: When people are empowered, they feel a sense of self-efficacy, or they comprehend that encompass necessary ability and expertise to successfully carry out their work. Empowered people not only feel competence, but also feel confident that they can fulfill their occasions sufficiently. They include a sense of personal superiority and believe that they can learn new skills and grow to meet the challenges.
- Sense of independence: empowered people feel self-organized. Being self-organized meant experiencing feelings of self-selection on the execution of occasions and adopting systematic process into up-related activities. When people are engaged voluntarily in their duties instead of mandatory participation, they may feel have authority and power of choice in their work. Researches show that feeling authority and having a choice in the workplace will be along with less alienation, more job satisfaction, higher levels of performance, more entrepreneurship and creativity, higher levels of job involvement and less work pressure.
- Feeling effective: empowered people believe that they can change the situations by impacting on the environment in which they work or being influential on obtained results. Greenburger believes that feeling effective is referred to individual's beliefs about their ability to create change in the desired direction. Empowered people believe that external environment obstacles not only can control their activities but also believe that obstacles can be managed and manipulated. In fact, they are feeling active control.
- Meaningful sense: enabled people are able to feel meaningful. They have emphasize and valorize on purpose or objectives for which they are employed. Indeed, ideals and standards are coherent and coordinated with their occasions. Activity is placed as an important aspect in their value system and enabled people carefully pay attention and believe about what they produce (Hassanpour *et al.*, 2011).

3. CONCEPTUAL FRAMEWORK AND RESEARCH MODEL

Accordingly, the conceptual model will be a sub-combination of the Greenberg (2003) (for measuring organizational justice) and Spreitzer (1995) (to measure empowerment) model; this model is presented as follows (Figure 1):

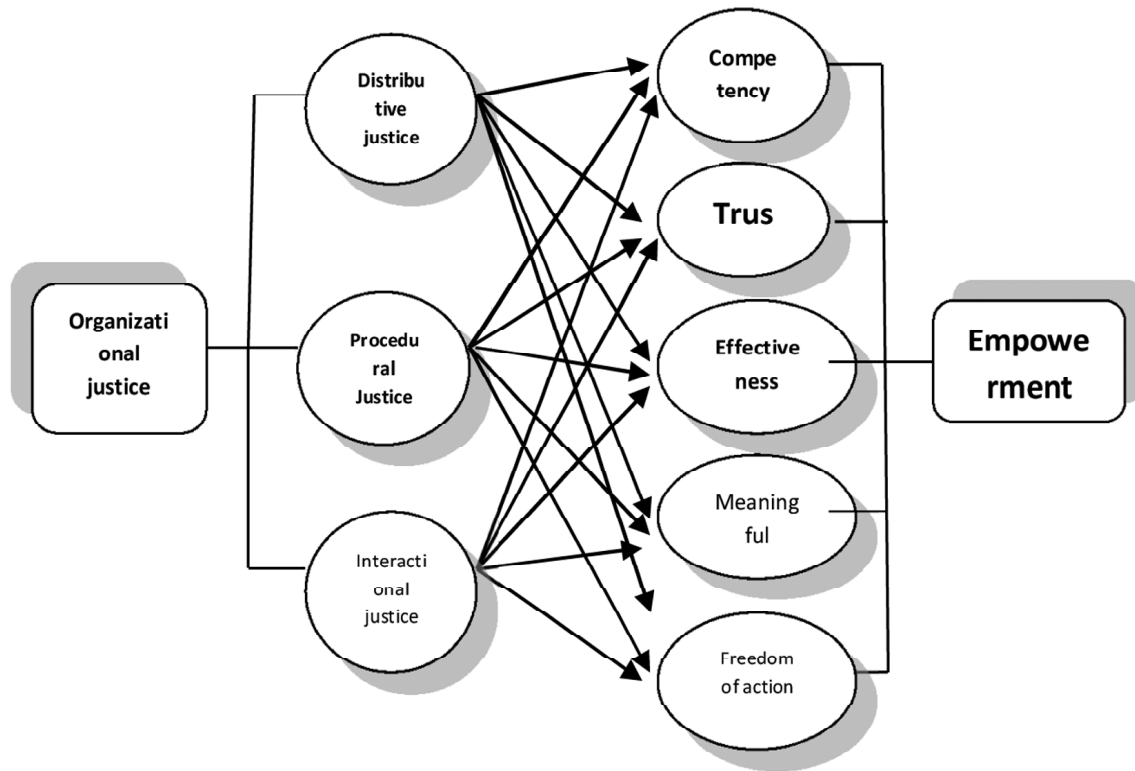


Figure 1: Conceptual model

1. Hypotheses

The main hypothesis

- Employee's perceptions of justice is influential on their empowerment.

Sub-hypotheses

- Distributive justice affects the ability of employees.
- Interactional justice impacts on employee empowerment.
- Procedural justice impacts on employee empowerment.
- Distributive justice impacts on employee's competence.
- Distributive justice effects on employees confidence.
- Distributive justice impacts on employee's effectiveness.
- Distributive justice impacts on employee's meaningfulness.
- Distributive justice impacts on employee's freedom of action (autonomy).
- Procedural justice impacts on employees' competence.
- Procedural justice impacts on employees' confidence.
- Procedural justice impacts on the effectiveness of employees.
- Procedural justice impacts on employee's meaningfulness.

- Procedural justice impacts on employee’s freedom (autonomy).
- Interactional justice impacts on employee’s competence.
- Interactional justice impacts on employee’s trust.
- Interactional justice impacts on employee’s effectiveness.
- Interactional justice impacts on employee’s meaningfulness.
- Interactional justice impacts on employee’s freedom of action (autonomy).

5. METHODOLOGY

This research is an applicable type in terms of objective and is descriptive-survey type in terms of data gathering so that to make the literature and formulating the questionnaire the library method and to collect data the survey method is used. The statistic population consisted of personnel of Telecommunication Infrastructure Company which are equal to 879 members so that on the basis of Cochran formula 278 of them are randomly selected. The most important data tool is a questionnaire such that initially its validity and reliability is confirmed by experts approach and Cronbach’s alpha (Table 1):

Table 1
Cronbach’s alpha values for research variables

<i>Row</i>	<i>Variable</i>	<i>Cronbach’s alpha</i>	<i>Component</i>	<i>Cronbach’s alpha</i>
1	Organizational justice	0.84	Distributive justice	0.81
			Procedural justice	0.75
			Interactional justice	0.80
2	Empowerment	0.93	Competency	0.79
			trust	0.88
			To be effective	0.95
			to be meaningful	0.71
			Freedom and independence	0.78

As can be seen in Table 1, Cronbach’s alpha values for all variables is more than 0.7 so the reliability of questionnaire is confirmed.

6. DATA ANALYSIS

In order to test the hypothesis parametric tests are used (e.g, regression and correlation) therefore the first condition is to check the normal distribution of data. Thus initially we investigate the normality of research dependent variable data (Table 2).

The results show that distribution of data in all cases is normal because according to the results, the significance level for all variables Sig is greater than 0.05. Normality of the data states that in order to assess assumptions, parametric tests should be used. So in order to measure the correlation, Pearson correlation index is used (Table 3).

Table 2
Kolmogorov-Smirnov test

	<i>Empowerment</i>	<i>Justice</i>	<i>Trust</i>	<i>effectiveness</i>	<i>Competence</i>	<i>Freedom of action</i>	<i>Meaningful</i>	<i>Interactional</i>	<i>Procedural</i>	<i>Distributive</i>
Number	287	287	287	287	287	287	287	287	287	287
Average	3.87	3.96	3.98	3.91	3.83	3.77	3.89	4.01	3.91	3.97
Standard deviation	0.602	0.706	0.971	1.024	0.798	0.776	0.958	0.992	0.93	0.885
KS statistic	0.032	0.048	0.046	0.049	0.051	0.052	0.054	0.056	0.053	0.047
sig	0.69	0.06	0.061	0.059	0.058	0.056	0.053	0.052	0.055	0.061

Table 3
Correlation test of research hypotheses

<i>independent variable</i>	<i>The dependent variable</i>	<i>number</i>	<i>Pearson coefficient</i>	<i>sig</i>	<i>The coefficient of determination</i>	<i>Degrees of freedom</i>
Distributive justice	Empowerment	287	0.452	0	0.204	286
Interactional justice	Empowerment	287	0.551	0	0.304	286
Procedural justice	Empowerment	287	0.78	0	0.608	286
Distributive justice	Competence of staff	287	0.263	0	0.069	286
Distributive justice	Trust of staff	287	0.384	0	0.147	286
Distributive justice	The effectiveness of staff	287	0.357	0	0.127	286
Distributive justice	Meaning staff	287	0.284	0	0.081	286
Distributive justice	Freedom of employees	287	0.179	0.002	0.032	286
Procedural justice	Competence of staff	287	0.427	0	0.182	286
Procedural justice	Trust of staff	287	0.89	0	0.792	286
Procedural justice	The effectiveness of staff	287	0.662	0	0.438	286
Procedural justice	Meaning staff	287	0.29	0	0.084	286
Procedural justice	Freedom of employees	287	0.227	0	0.052	286
Interactional justice	Competence of staff	287	0.22	0	0.048	286
Interactional justice	Trust of staff	287	0.311	0	0.097	286
Interactional justice	The effectiveness of staff	287	0.617	0	0.381	286
Interactional justice	Meaning staff	287	0.435	0	0.189	286
Interactional justice	Freedom of employees	287	0.191	0.001	0.036	286
Organizational Justice	Empowerment	287	0.789	0	0.623	286

The results show that there is a significant positive relationship between all variables. For example, in the first association which indicates distributive justice and empowerment expression, Pearson correlation coefficient is equal to 0.452 which indicates the relationship is at 99% level significant because the sig less is obtained less than 0.01.

6. DETERMINATION OF LINEAR EQUATION AND REGRESSION

In the previous section we have seen that correlation coefficient is calculated which is used to measure the strength of the relationship between two quantified variables. But there are a set of methods that utilize the relationship between two variables to predict the value of a variable from other variables. One of this methods is regression that can help us to predict dependent variable sizes with the help of independent variables. In order to determine the linear equation the application of regression analysis is necessary conditions. Initially, the linearity between variables must be examined. This is done with the help of regression variance analysis. For this purpose, the following formula helps to calculate F (Table 4).

$$F = \text{Mean square regression} / \text{Mean square residuals}$$

Table 4
Determine the regression equation

<i>hypo-thesis</i>	<i>independent variable</i>	<i>The dependent variable</i>	<i>value F</i>	<i>sig</i>	<i>value t</i>	<i>Constant factor</i>	<i>Variable coefficient</i>	<i>Linear equation</i>
1	Distributive justice	Empowerment	73.12	0	8.55	2.658	0.307	$E(Y x) = 0.307x + 2.658$
2	Interactional justice	Empowerment	124.04	0	11.13	2.53	0.334	$E(Y x) = 0.334x + 2.536$
3	Procedural justice	Empowerment	442.49	0	21.03	1.904	0.505	$E(Y x) = 0.505x + 1.904$
4	Distributive justice	Competence of staff	21.1	0	4.59	2.89	0.237	$E(Y x) = 0.237x + 2.890$
5	Distributive justice	Trust of staff	49.25	0	7.018	2.146	0.444	$E(Y x) = 0.444x + 2.146$
6	Distributive justice	The effectiveness of staff	41.63	0	6.45	2.43	0.392	$E(Y x) = 0.392x + 2.430$
7	Distributive justice	Meaning staff	24.97	0	4.99	2.67	0.307	$E(Y x) = 0.307x + 2.670$
8	Distributive justice	Freedom of employees	9.46	0	3.076	3.152	0.157	$E(Y x) = 0.157x + 3.152$
9	Procedural justice	Competence of staff	63.42	0	7.94	2.398	0.366	$E(Y x) = 0.366x + 2.398$
10	Procedural justice	Trust of staff	1080.3	0	32.86	0.079	0.979	$E(Y x) = 0.979x + 0.079$
11	Procedural justice	The effectiveness of staff	222.2	0	14.9	1.283	0.691	$E(Y x) = 0.691x + 1.283$
12	Procedural justice	Meaning staff	26.1	0	5.1	2.724	0.298	$E(Y x) = 0.298x + 2.724$
13	Procedural justice	Freedom of employees	15.48	0	3.93	3.035	0.189	$E(Y x) = 0.189x + 3.035$
14	Interactional justice	Competence of staff	14.48	0	3.8	3.12	0.177	$E(Y x) = 0.177x + 3.120$
15	Interactional justice	Trust of staff	30.55	0	5.52	2.62	0.321	$E(Y x) = 0.321x + 2.620$
16	Interactional justice	The effectiveness of staff	175.1	0	13.23	1.559	0.604	$E(Y x) = 0.604x + 1.559$
17	Interactional justice	Meaning staff	66.46	0	8.15	2.203	0.42	$E(Y x) = 0.420x + 2.203$
18	Interactional justice	Freedom of employees	10.75	0	3.28	3.176	0.149	$E(Y x) = 0.149x + 3.176$
Main	Organizational Justice	Empowerment	469.1	0	21.66	1.211	0.672	$E(Y x) = 0.672x + 1.211$

Fisher value in all cases is significant because the amount of sig is less than 0.05 which indicates linearity assumption is confirmed and linear regression can be approved. Moreover, on the table in all cases, the t test was performed to test the regression coefficient and corresponding sig value is obtained

less than 0.0 which indicates t value corresponding to the dependent variable is significant at the level of 0.01 and the regression equation is valid. According to validation of these assumptions, regression equation in all cases can be confirmed and entirely suggests a regression equation that represents all hypothesis are confirmed. Thus, according to this result that regression equation has been proposed for all hypotheses, it should be stated that all the hypothesis are confirmed and the components of organizational justice are influential on employee empowerment.

6. CONCLUSIONS AND RECOMMENDATIONS

Overall, the results suggest that organizational justice can be considered as a low cost solution to improve empowerment. The results indicate that employees who perceived that organizational conditions are fairness, reflect more motivation to learn and empower themselves. Hence, organizations can benefit from the advantages of empowerment can utilize low-cost methods such as improvement of organizational justice.

Among the components of organizational justice, procedural justice has a greater impact on improving empowerment. Thus improving processes and procedures through which allocation and distribution of resources is executed in the effective form could extremely impact on employee empowerment because this component authorize employees to share and participate in the achievements and results and also be responsible. This has led to increase employee motivations and they usually will represent greater efforts to improve their skills. In general, the most important roles of procedural justice are its effectiveness and meaningfulness among employees. In fact, it should be stated that organizational justice mainly is resulted through the establishment of effective and meaningful sense of empowerment improvement.

According to the results, it is suggested that pay more attentions to measures which can lead to improved organizational justice; the most important of these measures are described as follows:

- Using transparent performance appraisal system
- Providing payments system to employees based on performance evaluation results
- enabling organizational benefits such as loans or bonuses based on transparent criteria and testable
- Pay attention to the needs and capabilities of each employee and allocate appropriate tasks capacities
- develop a culture of honesty and transparency in the organization
- Equal payment to employees in the same and similar position
- Managers must behave identically and without discrimination with employees

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