



# The Impact of the Absence of the Role of Political Parties on Organizational Justice Among Workers in the Jordanian Government's Departments (A Field Study)

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**Abstract-** The study aimed to clarify the administrative staff perspective in Al Karak governorate regarding the relation between organizational justice and political parties in Jordan by measuring the political parties' role absence effect on organizational justice in the administrative departments, data was collected and distributed to the sample members, (600) individuals. The Statistical Package for Social Sciences (SPSS) was used to analyze the questionnaire data based on the arithmetic averages. The study reached a set of results, the most prominent of which are:

1. The numbers level of individuals in the study sample for organizational justice is high, reaching (3.2449), due to the availability of objective criteria for evaluating performance, and providing the information required by the work.
2. The level of the job satisfaction variable is low for the study population, as it reached (2.7303).
3. There is an inverse statistical relationship between the dimensions of the organizational justice variable combined as a dependent variable and the absence of the role of political parties as an independent variable.
4. There is a statistically significant relation between the absence of the role of political parties and organizational justice.
5. The study reached a set of recommendations, the most prominent of which is enhancing organizational justice prevailing in the surveyed departments and that these departments show solid base for such strengthening.
6. The issuance of legislation allowing the political and party organization process, with the right of employees and administrators to join such parties in Jordan without facing any legal harassment.

**Key words:** organizational justice, political parties, interactional justice, Distributive justice, Procedural justice.

## I. INTRODUCTION

Political parties consider the main element of democratic governance in political systems, especially those that have become directed towards the democratic path in managing their affairs, organizing their plans and policies, and thus achieving justice between different groups within society.

Likewise, weak organization of political parties and their limited role in political systems and official institutions leads to failure in achieving organizational justice, which affects the administrative and professional development process.

This study comes to reveal the reality of organizational justice in the Jordanian ministries and government institutions and determine their levels and the effect of the absence of the role of political parties in the Jordanian political system on equality between workers in these institutions

### Study problem:

Organizational justice differs from one environment to another, because the issue of justice is related to values and attitudes, which naturally differ. In Jordan, the government departments suffer from the absence of political parties' role, which leads to negative administrative practices, eventually to injustice among workers in Jordanian governmental institutions.

### Objectives of the study

The study attempts to achieve the following objectives:

1. Knowing the level of organizational justice for workers in the targeted departments in general.
2. Measuring the effect of the absence of political parties' role on organizational justice in Jordanian governmental departments.

3. Identify the impact of demographic variables on the respondents' perceptions of organizational justice.
4. The possibility of reaching results through which some recommendations can be formulated that help decision-makers in improving the level of organizational justice in the ministries studied.

### **The importance of studying**

The importance of this study is that political parties have a strong relationship with organizational justice and the management philosophy towards the leadership style that it follows in dealing with workers in the ministries that lead to an increase or decrease in the level of organizational justice. Accordingly, the importance of the study is highlighted through the following:

1. That the concept of organizational justice is related to a set of organizational variables and organizations dominated by justice are successful, while organizations that suffer from injustice are negatively affected.
2. The concept of justice is modern in administrative and Arab literature, as few writers have dealt with it and within the limits of the researcher's knowledge as well, this study is considered recent in terms of studying the effect of the absence of political parties' role in organizational justice.
3. It can represent an information base for monitoring developments in the role of political parties in the Jordanian administrative system and the means for developing this role by polling the opinion of government employees and how to strengthen these parties.

### **The study hypotheses**

In order to achieve the objectives of the study, the following hypotheses were formulated:

**First hypothesis:** There is no statistically significant effect of the absence of the role of political parties in distributive justice.

**Second hypothesis:** There is no statistically significant effect of the absence of the role of political parties in procedural justice.

**Third hypothesis:** There is no statistically significant effect of the absence of the role of political parties in interactional justice.

**Fourth hypothesis:** There is no statistically significant effect of the absence of the role of political parties in evaluative justice.

**Fifth hypothesis:** There is no statistically significant effect of the absence of the role of political parties in moral justice.

**Sixth hypothesis:** The perceptions of respondents in Jordanian ministries do not differ on the level of organizational justice due to demographic variables (gender, marital status, educational qualification, job category, administrative experience, administrative level, age).

### **Study questions**

1. What are the perceptions of the employees of the targeted Jordanian ministries of organizational justice and of each of its dimensions?
2. What are the correlations between the absence of political parties and the dimensions of organizational justice?

## **II. METHODOLOGY:**

This study is based on the descriptive and analytical approach and field study it relies also on two sources of data:

- A- Library secondary sources: The books include articles in periodicals and previous studies.
- B- Primary sources: It includes the data collected through a questionnaire that the researchers filled out and developed for the purposes of this study.

### **Study population and sample:**

The study population consists of the administrative staff working in the administrative centers in government agencies in Karak governorate, and their total number is (1288) employees, (Civil Service Bureau, 2004).

### **Study sample**

A simple random sample was selected from the total study population reached (600) employees distributed according to demographic characteristics (gender, educational attainment level, occupational level, marital status, years of experience, and age).

This sample constitutes (46.5%) of the total population of the study. The questionnaires were distributed to all members of the sample, and (590) questionnaires were retrieved, 4 questionnaires were excluded because they were not valid for statistical analysis. Thus, (586) questionnaires were subjected to analysis, with a percentage of (99.32%) of retrieved questionnaires (97.6%) of the study sample and (45.49%) of the study population, which is an acceptable percentage for the purposes of scientific research.

### **Study tool:**

A special questionnaire was developed for the purposes of the study, after many previous studies were viewed, the researcher developed these two scales to suit the Jordanian administrative environment, and the questionnaire consists of two parts, the first covers demographic variables which are (gender, marital status, academic qualification, job category, administrative experience, career level, age).

The second part, includes 40 statements covering the areas of the independent and dependent variable, namely the absence of the role of political parties, and organizational justice.

Statements (1-40) measure the independent variable (organizational justice) formulated by the study. These statements were divided to include the five independent dimensions of organizational justice:

Statements (1-8) measure the independent dimension (distributive justice), as indicated in the questionnaire developed by (Tee, 2000: 80).

Statements (9-16) measure the independent dimension (procedural justice) as it came in the questionnaire developed by (Niehoff and Moorman, 1993: 563).

Statements (17-24) measure the independent dimension (interactional justice) as included in (Rahim, 2000: 29) questionnaire.

Statements (25-32) measure the independent dimension (evaluative justice) as contained in (Greenberg, 1991: 420) questionnaire.

Statements (33-40) measure the independent dimension (moral justice), which is included in the codes of ethics and conduct in management (Najm, 2000: 74-81).

The statements were measured as follows:

- (Always) 5 points.
- (Often) 4 points.
- (Sometimes) 3 points.
- (Rarely) 2 points.
- (Never) 1 point.

### **Validity and reliability of the questionnaire:**

In order to ensure the validity of the questionnaire, it was presented to 6 professors in the official Jordanian universities, as well as an optional study was conducted on a sample consisting of 35 employees in the ministries examined, the researcher modified it based on the information received from the arbitrators and the test sample to make the questionnaire more understandable.

As for the reliability of the questionnaire, the internal consistency of each of the study variables was calculated, using Cronbach alpha equation, where the value for the absence of the role of political parties

variable was ( $0.9657 = \alpha$ ), while the value for the organizational justice variable was ( $0.8817 = \alpha$ ), all the variables of the study value was ( $\alpha = 0.9478$ ), which is high stability ratios in the statistical norm.

#### **Methods of statistical analysis:**

The statistical package (spss) and the following statistical methods were used to answer the study's questions and test its hypotheses:

1. Descriptive Statistic
2. Pearson correlation matrix to determine the strength and direction of the relation between the dimensions of the independent variable and the dimensions of the dependent variable.
3. Multiple Regression Analysis to test the effect of the dimensions of the independent variable on the dependent variable.
4. Simple Regression Coefficient to test the effect of the dimensions of the independent variable on the dependent variable.

### III. THEORETICAL FRAMEWORK AND PREVIOUS STUDIES

#### **Previous studies**

Despite the limited resources that dealt with the issue of the impact of the absence of the role of political parties in organizational justice in administrative and political literature, especially in Jordan, the researchers reviewed a group of Arab and foreign studies that dealt with the concepts of political parties and organizational justice and its relation to some other administrative concepts. The following is a summary of the most important studies' findings:

Carty study (2002) entitled Canadian political parties the study indicates that Canadian parties are described as working to bring together the interests of different classes in order to find a balance between the specific local demands of their regions and the national interests. The study also examined the organizational nature of political parties and the relationship between parties and members.

(Rahim, 2000) on identifying the relation between employees' perceptions of organizational justice and the methods used in confronting conflict and handling conflict with supervisors.

The study found that procedural, distributive and interactional justice were generally positively related to the use of more cooperative conflict management styles (integrating, obliging, and compromising). The study clarified that interactional justice has a role in conflict management style.

(Hendrix & et al., 1998) on the effects of procedural and distributive justice on factors predictive turnover

The study found that there is a correlation between justice in light of its procedural and distributional dimensions of the respondents and between predicting work turnover factors, which are job satisfaction, organizational loyalty, team performance, and motivation. The results showed that procedural justice is more linked with job satisfaction, organizational loyalty, and team performance.

While the relation was weak between distributive justice and predictors of work turnover as a whole.

(Niehoff & Moorman, 1993) study on identifying the role of organizational justice, by analyzing the relation between the effectiveness of established control methods and organizational loyalty.

The study concluded that there is an important positive relation between organizational loyalty and organizational justice, and that the administrative employee feels the increased organizational loyalty, the more organizational justice exist, which is reflected in the perpetuation of the relation that links with organization, and that the distributive and procedural justice achieved is considered one of the important pillars in the organizational loyalty of the respondents.

Moorman (1991) on the relationship between organizational justice through its dimensions (procedures, distribution and interaction with the supervisor justice) with the dimensions of organizational citizenship behaviors and with job satisfaction affecting organizational citizenship behaviors, as the study included a sample of (225) members of supervisors and administrative subordinates. The study found that there is a relationship between the respondents' perception of interaction with the supervisor and the dimensions of organizational citizenship behaviors, and this relationship formed a very high percentage, as the study

showed that all dimensions of organizational justice have an important relationship at the level of job satisfaction, despite that this level has no effect on organizational citizenship behaviors, which confirms that justice is of great importance in relation to the parameters of changes (citizenship behaviors and job satisfaction).

Greenberg (1991) on identifying the factors affecting employees' sense of evaluative justice in performance, as the study concluded that there are determinants and factors that affect employees' confidence in performance appraisal systems, which are distributive and procedural justice. Performance evaluation rises whenever employees feel that they participate in the annual evaluation of their performance, and that their opinions are heard and do not negatively affect their relations with their superiors, in addition to that the results of performance evaluation are related to those efforts made by the respondents as is reflected through the distributive justice they obtain.

Maharmeh,(2000) on the extent to which the employees of the Jordanian government departments in the governorates of Karak and Tafila feel about organizational justice, as the study included a sample of (450) employees from the employees of (15) government departments chosen randomly. The level of perception of government employees in the two governorates in question about organizational justice in general and with all types of organizational justice (distributive, interactional and procedural). The study also found that there are statistically significant differences in the level of sense of justice in general due to variables, gender, qualification, experience, age

Al-Ajami (1998) on analyzing the relationship between organizational loyalty and workers' sense of organizational justice, as the study included (500) employees from five government sector organizations in Kuwait, randomly selected from among government agencies that provide services to citizens and are subject to all according to the Kuwaiti Civil Service Law. The results indicated that the employees' sense of both the procedural and interactional justice affects the level of organizational loyalty, while there was no effect of workers' sense of distributive justice on the level of organizational loyalty to these employees.

### **Theoretical framework**

After independence and the declaration of the Hashemite Kingdom of Jordan on May 25, 1946, and the issuance of the second Jordanian constitution of 1947, which recognized freedom of expression and the right of Jordanians to establish associations, including political parties. Then, with the issuance of the 1952 current active constitution, which mainly and directly affirmed the right of Jordanians to organize political parties, the Jordanian political organization in general and the party organization witnessed a development at the intellectual and organizational levels, as nationalist parties emerged as a result of the Arab national expansion in many Arab countries.

In light of these political realities on the Jordanian arena, the Jordanian government found that it is necessary to regulate the political activities on the ground, so it issued in 1953, a law prohibiting the organization of parties whose goals and objectives contradict each other with the Jordanian constitution, and one of the parties whose activities were banned was the Communist Party. Then the government issued the first general law for political parties in 1955. As a result, the first parliamentary / party government in the history of Jordan was formed that included the Ba'ath, Communist, Muslim Brotherhood and National Socialist parties, but this government did not last for long, and the activity of political parties did not last as a result of the conflict that broke out between the regime and the political parties in 1957. As a result, the licensing of political parties was revoked and the parties switched from overt to secret activity, and partisan life remained unorganized until the issuance of a new political parties' law in 1992 when it reorganized political and party life.

### **Data analysis**

Description of the sample's characteristics:

As shown in table 1, most of the sample members are males, the table shows also that most of the sample members are married and most of the sample members are of bachelor's holders. Table 1

Accordingly, the sample vocabulary reflects the reality of the study population, in terms of all demographic variables.

**Answer the study questions:**

With regard to the first question, what are the perceptions of the Jordanian ministries' employees researched of organizational justice and each of its dimensions? Table 2

It is noticed from Table 2 that the general arithmetic average of organizational justice for the responses of the study sample reached (3.2449), meaning that the level of awareness of the study sample individuals of organizational justice in the surveyed ministries was high. At the level of dimensions, it is noticed that the dimension of distributive justice ranked first with an arithmetic average (3.4889), followed by procedural, interactional, evaluation and ethical justice, respectively. Which means that the study sample individuals' perceptions of organizational justice, and its dimensions in general are positive perceptions. This indicates that organizational justice in these researched ministries is high and results from the availability of objective criteria for evaluating performance, availability of information required by work, the presence of highly qualified managers responsible for taking decisions and resolving disputes.

The researchers calculated the arithmetic means and standard deviations for the estimates of the sample members on each dimension of the study, and these means were defined as follows:

- The arithmetic mean greater than 3, represents a high degree of application.
- The arithmetic mean 3, represents an average degree of application.
- The arithmetic mean less than 3, represents a low degree of application.

Taking into account that the study scale ranged (1-5). Also, organizational values are clear, encourage the passage of legitimate and objective decisions, and limit unhealthy relationships at work.

The second question:

What are the correlations between the absence of political parties and the dimensions of organizational justice?

It is imperative to test the relationships between the dimensions of the independent variable (absence of political parties) and the dependent variable (organizational justice), to ensure that they represent a real relationship. Although, the level of importance adopted in social studies ranges between (0.05 - 0.01). A significance level (0.01) was adopted to increase the accuracy of the study.

Table 3

Table 3 shows that the relationship between the variable of absence of political parties and organizational justice is an important negative statistical relationship at the level of significance ( $\alpha = 0.01$ ), all of which are to some extent low (0.433) and can be interpreted as the greater the absence of political parties, the less organizational justice.

The correlation between the dimensions of organizational justice and the variable of absence of political parties, they were different according to the data of the statistical table.

**Table 1: Demographic characteristics of the study sample**

Variable	Variable category	quantity	ratio
gender	Males	397	%67.7
	Females	189	%32.3
Social status	Married	389	%66.4
	Unmarried	197	%33.6
Education	Secondary and below	93	%15.9
	diploma	152	%25.9
	Bachelor	172	%29.4
	MA and above	169	%28.8
Job rank	First	41	%7.0
	Second	172	%29.4
	Third	213	%36.3
	Fourth	160	%27.3
Administrative experience	-5 years	25	%4.3
	6-10 years	109	%18.6
	11-15 years	269	%54.9
	+16 years	183	%31.2

Career Level	Manager	51	%8.7
	Assistant Manager	167	%28.5
	Head of the Department	169	%28.8
	Employee	199	%34.0
Age	- 29 years	136	%33.2
	30-39 years	281	%48.0
	40-49 years	90	%15.4
	+50 years	79	%13.4

**Table 2: The arithmetic means, standard deviations, and the relative importance of the responses of the study sample individuals on the areas of organizational justice.**

Dimension	AM	SD	Relative importance	Level / average*
Distributive justice	3.4889	0.8810	1	High
Procedural justice	3.3376	1.2240	2	High
Interactional justice	3.3376	1.2240	3	High
Evaluative justice	3.3055	1.2500	4	High
Moral justice	3.2211	1.2376	5	High
Total organizational justice	3.3449	1.0518		High

**Table 3: Pearson Correlation Matrix\* for the relationship between the independent variable (absence of political parties) and dimensions of the dependent variable (organizational justice)**

Dimensions of organizational justice	Absence of political parties
Distributive justice	0.586-
Procedural justice	0.393-
Interactional justice	0.299-
Evaluative justice	0.450-
Moral justice	0.375-
Total organizational justice	0.433-

\* Statistically significant at ( $\alpha=0.01$ ) level

**Table 4: Regression analysis results to test the effect of the absence of political parties' role in distributive justice as a dependent variable.**

Source	Degrees of secrecy	SST	SS	F value	F Sig. level	F tabular value	R2
Reg.	1	27.292	27.292	57.261	0.000	6.635	0.089
Error	584	278.353	0.477				

\* Statistically significant at ( $\alpha= 0.05$ ) level

**Table 5: Regression analysis results to test the effect of the absence of political parties' role on procedural justice.**

Source	Degrees of secrecy	SST	SS	F value	F Sig. level	F tabular value	R2
Reg.	1	47.194	47.194	106.640	0.000	6.635	0.154
Error	584	258.451	0.443				

\* Statistically significant at ( $\alpha= 0.05$ ) level

**Table 6: Regression analysis results to test the effect of the absence of political parties' role in interactional justice.**

Source	Degrees of secrecy	SST	SS	F value	F Sig. level	F tabular value	R2
Reg.	1	43.037	43.037	95.707	0.000	6.635	0.141
Error	584	262.608	0.450				

\* Statistically significant at ( $\alpha= 0.05$ ) level

**Table 7: Regression analysis results to test the effect of the absence of political parties' role in evaluation justice.**

Source	Degrees of secrecy	SST	SS	F value	F Sig. level	F tabular value	R2
Reg.	1	61.782	61.782	147.953	0.000	6.635	0.202
Error	584	243.864	0.418				

\* Statistically significant at ( $\alpha= 0.05$ ) level

**Table 8: Regression analysis results to test the effect of the absence of political parties' role in moral justice.**

Source	Degrees of secrecy	SST	SS	F value	F Sig. level	F tabular value	R2
Reg.	1	71.795	71.795	179.296	0.000	6.635	0.235
Error	584	233.850	0.400				

\* Statistically significant at ( $\alpha= 0.05$ ) level

**Table 9: ANOVA analysis between workers' level of perception of organizational justice and demographics.**

Variable	Variable	SMA	SD	F value	F sig.
Gender	Males	3.185	0.074	39.443	*0.000
	Females	3.774			
Social Status	Married	3.401	0.092	4.541	*0.034
	Unmarried	3.558	0.073		
Education	Secondary And Below	3.708	0.111	6.270	*0.000
	Diploma	3.344	0.101		
	Bachelor	3.304	0.084		
	MA And Above	3.562	0.099		
Job Rank	First	3.639	0.144	1.747	0.156
	Second	3.390	0.101		
	Third	3.497	0.080		
	Fourth	3.393	0.090		
Administrative Experience	-5 Years	3.287	0.172	0.799	0.494
	6-10 Years	3.548	0.101		
	11-15 Years	3.534	0.073		
	+16 Years	3.550	0.080		
Career Level	Manager	3.500	0.147	44.208	*0.000
	Assistant Manager	2.443	0.112		
	Head Of The Department	3.309	0.173		
	Employee	3.644	0.70		
Age	- 29 years	3.240	0.059	11.206	*0.000
	30-39 years	3.847	0.092		
	40-49 years	3.503	0.108		
	+50 years	3.328	0.134		

\* Statistically significant at ( $\alpha= 0.05$ ) level

### Hypothesis testing:

#### First hypothesis:

There is no statistically significant effect of the absence of the role of political parties in distributive justice: Table 4

Based on Table 4 results , the calculated value of (F) (57,261) is greater than its tabular value and the level of negligible significance (0.000), the null hypothesis that states that there is no statistically significant effect in the absence of the role of political parties in distributive justice, accepting the alternative hypothesis, which states that there is a statistically significant effect of the absence of the role of political parties in distributive justice, but the explanatory power of the dimension of confidence in the



information explains an amount (0.089) of the variable in the descriptive satisfaction, which is a real explanatory power.

### **Second hypothesis:**

There is no statistically significant effect of the absence of the role of political parties in procedural justice: Table 5

It is noted from the results shown in Table 5 that the amount explained by the absence of the role of political parties (15.4%) of the change in procedural justice, which is a low value. Despite this, F calculated value is greater than F tabular value in terms of significance ( $\alpha = 0.05$ ) and degrees of freedom (1.584). Therefore, it rejects the null hypothesis, which states that there is no statistically significant effect of the absence of the role of political parties in procedural justice and accept the alternative hypothesis which states that there is a statistically significant effect of the absence of the political parties' role in procedural justice.

### **Third hypothesis:**

There is no statistically significant effect of the absence of the role of political parties in procedural justice. Table 6

There is a statistically significant effect of the absence of the role of political parties as an independent variable in the interactional justice as a dependent variable in light of F calculated value that is greater than its tabular value on the level of significance ( $\alpha = 0.05$ ) and degrees of freedom (1.584).

This requires the rejection of the alternate nihilism hypothesis, which requires the existence of a statistically significant effect of the absence of the role of political parties in the interactional justice, but the explanatory power of the model reached (0.141) based on the value of the determination coefficient, which is a very weak explanatory force. Table 6

### **Fourth hypothesis:**

There is no statistically significant effect of the absence of the role of political parties in evaluative justice. Table 7

Table 7 indicates that F value of is much greater than its tabular value on the level of significance ( $\alpha = 0.05$ ) and degrees of freedom (1.584), so it is necessary to reject the null hypothesis and accepting the alternative hypothesis that there is a statistically significant effect of the absence of political parties' role in evaluative justice, while the explanatory power of the independent variable was (20.2%) based on the value of the determination factor, which is a weak explanatory force.

### **Fifth hypothesis**

There is no statistically significant effect of the absence of political parties' role in moral justice: Table 8

The statistical data in Table (8) reflect that F value is greater than the tabular F value at the level of significance ( $\alpha = 0.05$ ) and degrees of freedom (1.584). Political parties in moral justice, and accepting the alternative hypothesis that states that there is a statistically significant effect of the absence of the role of political parties in moral justice. The absence of the role of political parties explains 0.235 of the variable in moral justice, which is a weak explanatory force.

### **Sixth hypothesis**

Perceptions of respondents in Jordanian ministries do not differ on the level of organizational justice due to demographic variables (gender, marital status, educational qualification, job category, administrative experience, administrative level, age). Table 9

Table 9 shows the difference in the employees' perception of organizational justice in the surveyed ministries according to different demographic factors such as (gender, marital status, educational level, administrative level, age).

Whereas the same table showed that there is no difference in the employees' perception of organizational justice in the ministries surveyed according to the different job category and administrative experience.

Female members of the sample are more aware of organizational justice than males, as is evident from the arithmetic averages in Table 9. Married are more aware of organizational justice than unmarried persons. Workers with a higher education level and those with lower levels of education are more aware of organizational justice than those with middle educational levels.

Therefore, it can be said that these results do not support the hypothesis that perception of justice does not differ according to the different organizational variables, on the contrary, the respondents' perceptions of organizational justice differed according to the different demographic variables.

#### IV. FINDINGS AND RECOMMENDATIONS:

##### Results:

The study reached the following results:

1. The level of organizational justice for the sample of the study was high, as its general average reached (3.3449).
2. The level of the job satisfaction variable was low for the sample of study individuals, reaching (2.7303).
3. There is an inverse relationship with significant statistical significance between the dimensions of the organizational justice variable taken together as a dependent variable and the absence of the role of political parties as an independent variable, and that these dimensions together explain (26.8%) of the change in organizational justice, which is a weak explanatory force.
4. There is an important statistical relationship between the absence of the role of political parties and organizational justice.
5. It was found that the perceptions of the sample members in the surveyed ministries of organizational justice differ according to the following demographic variables: (gender, marital status, educational level, administrative level, age).
6. It was found that the perceptions of the sample members in the surveyed ministries of organizational justice do not differ according to the following demographic variables: (job category, administrative experience).

##### Recommendations:

In light of the above results, the researchers recommend the following:

1. Work to strengthen the organizational justice prevailing in the ministries studied, especially since these ministries seem to be fertile ground for such reinforcement.
2. Issuing legislations that allow political and partisan organization and granting the right to administrative employees to join political parties and participate in the activities that they organize, free from being penalized or discriminated against because of that.

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