



**Journal of Association of Arab Universities
for Tourism and Hospitality (JAAUTH)**

journal homepage: <http://jaauth.journals.ekb.edu/>



**The Influence of Organizational Justice on Achieving Job Happiness for
Employees in Egyptian Hotels and Travel Agencies.**

Marwa Sayed Wahba

Tourism Studies Department
Faculty of Tourism & Hotels
Fayoum University

Samar Nabil Khalaf

Hotel Studies Department
Faculty of Tourism & Hotels
Fayoum University

ARTICLE INFO Abstract

Keywords:

Organizational justice;
procedural justice ;
distributive justice;
interactive justice;
Job happiness.

**(JAAUTH)
Vol.24, No.1,
(2023),
pp.227 -241.**

Although job happiness is still considered a relatively new idea within management theory, it has lately gained importance across all institutions. Job happiness is an essential component of happiness on the personal level. As such, there are factors that contribute to job happiness in the field of work, one of which is organizational justice. The existence of positive work climate is based on the appreciation and respect of employees, and encouraging them contributes to enhancing their sense of job happiness. This study's aim is to determine how organizational justice impacts on job happiness for employees in tourism and hotel sector. The research conducted in this study utilized a quantitative approach with a deductive reasoning method. The study utilized a single quantitative method, specifically a field survey that involved the administration of a structured questionnaire. The survey was conducted among 597 employees employed in travel agents and hotels in Egypt. Statistical analysis was conducted (SPSS, V23) software. The findings proved that organizational justice dimensions positively affected job happiness dimensions. The study provides further theoretical and applied contributions to tourism and hospitality sectors.

1. Introduction:

Scholars and practitioners are currently interested in the distinction between work and life. This interest has been associated with several issues, including changes in the labor market's demographic makeup and modifications in work volume and speed (Bataineh, 2019). A person can live a joyful, healthy, and effective life with work-life stability. Work-life stability has become a top priority for people seeking a high quality of life (Breitenecker & Shah, 2018).

Recent years have seen resurgence in significance for the central idea of organizational justice effects on staff attitudes (Suifan, 2019). Prior research has conclusively determined that workers' views of equality at work considerably influence their attitudes and demeanor toward their company (Colquitt et al., 2013). In the modern workplace, happiness fosters employee loyalty to the organization and job satisfaction (Latham & Rai, 2015). According to De Neve & Ward (2017), happier people are more likely to be creative and inventive and have stronger social ties.

Employee satisfaction is fundamental since it increases performance and productivity, lowers absenteeism, and develops intellectual flexibility, cooperation, and collaboration (Maham et al., 2020). Employee satisfaction is a must for fruitful businesses in the powerful tourist sector. Customer satisfaction is strongly influenced by communications between employees and customers (Akgunduz & Bardakoglu, 2022). Since the tourism sector relies heavily on the hospitality sector, it must take advantage of human capital to prosper. The finest management tactics include increasing employee happiness (Jayasinghe, 2017), increasing the chance that consumers will be satisfied, and creating long-lasting connections between hotels and their consumers.

Tourism employees are typically less happy and more driven to fail than their counterparts in other industries (He et al., 2019). Happy workers think they can quickly deal with challenges and find solutions (Zhao & Ghiselli, 2016). Tourism requires professional, happy, committed, and trained workers if it is to develop and perform well (Ghaderi et al., 2021). Wu & Wang (2008) looked at the association between organizational fairness and loyalty to companies. The number of guest interactions in the tourism industry is among the highest (Atan et al., 2021). Although human resources are vital for all companies, they are particularly crucial in the tourism and hospitality sectors since satisfied employees are more likely to provide satisfied consumers and show them loyalty. As a result, hotel managers need to be attentive and aware of how their workers will accept their decisions and the steps they took to get there (Nadiri & Tanova, 2010).

2. Research framework

The present study inspects how organizational justice affects the achievement of job happiness for employees in the tourism and hotel sectors (Fig. 1). To assess the above-mentioned links, nine hypotheses were developed.

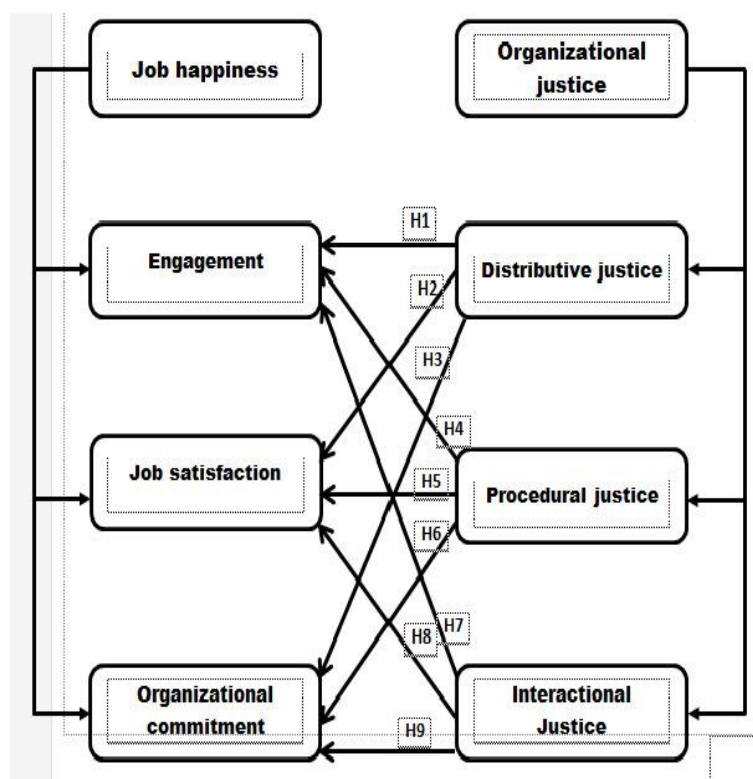


Figure 1. Research model.

3. Theoretical background

3.1. Organizational justice and job happiness

In 1987, Greenberg coined the phrase "organizational justice," which refers to how employees view their employer's actions, decisions, and activities and how they impact their attitudes and behaviors. Everyday choices made by employers, whether on a small or large scale, are felt by the workforce, who sees them as either fair or unfair (Mulang, 2022). The level of employees' trust in company policies, interactions, and decisions are just in general is mentioned as organizational justice (Afridi, 2018).

Organizational justice encompasses various components, including procedural justice, distributive justice, and interactional justice. Procedural justice, distributive justice, and interactional justice are the three main dimensions of organizational justice, as identified by Adams (1965), Leventhal (1976), and Bies & Moag (1986). In addition to these, informational justice and interpersonal justice are additional elements that fall within the realm of interactional justice.

According to Youssef & Luthans (2007) job happiness is the degree in which people feel contentment and satisfaction at work. According to Pryce, cheerful people are more likely to be promoted rapidly, receive more encouragement from their managers and coworkers, come up with innovative solutions, complete tasks more quickly, and do it with passion (Pryce-Jones & Lindsay, 2014). Fisher (2010) identified three dimensions of occupational contentment. Engagement, work happiness, and organizational commitment make up these three qualities.

3.2 The influence of distributive justice on engagement, Organizational commitment and job satisfaction:

The engagement has increased importance in management in recent years (Santhanam, 2020). The term "engagement" was first used by Kahn (1990), who defined it as a person's psychological existence while doing a work position. Engagement refers to the involvement and commitment displayed by employees towards work environment. Rothbard (2001) expanded on Kahn's concept of engagement by introducing two additional factors: attention, which relates to the extent of time devoted to thinking about one's job role, and absorption, which pertains to the intensity of focus directed towards the job role. Similarly, Falcone (2006) defined commitment as an individual's emotive and intelligent dedication to a company.

The earliest recognized kind of justice is called distributive justice, and it defines a situation in which employees believe that results are distributed equally within their firm. Moreover, distributive justice goes beyond simply guaranteeing that results are spread equally; In order to foster engagement, it is essential to safeguard individuals' rights to dignity, independence, and respect. This entails ensuring that employees perceive their contributions and participation in the work process as being adequately recognized and rewarded (Gulyani, 2018).

Distributive justice in the workplace plays a crucial part in creating a sense of safety between employees by guaranteeing fair distribution of resources. This equitable distribution not only meets work-related needs but also cultivates a sense of responsibility among workers, leading to a positive work ethic (Rawls, 2009; Deepa, 2020). As distributive justice aims to achieve a fair outcome, it is expected to encompass affective, cognitive, and behavioral aspects (Cohen-Charash & Spector, 2001).

According to Adam's equity theory from 1965, employees put forth less effort when conclusions are uneven. Employees perform poorly at work because they lack safety in the workplace when they believe that rewards are spread unfairly (Pfeffer & Langton, 1993). Therefore, when a company applies an equitable norm for conclusion allocation, it offers employability safety and a comfortable working atmosphere (Deepa, 2020).

H1. Distributive justice has a significant positive influence on engagement.

Job satisfaction refers to a favorable emotional state that arises when an individual evaluates their job or employment experiences positively (Locke, 1976). The level of job happiness and satisfaction with compensation among employees is greatly impacted by the concept of distributive fairness, as stated by Ali (2014).

In the study conducted by Folger & Konovsky (1989), it was discovered that distributive justice had a more significant correlation with job satisfaction than procedural justice did, whereas procedural justice showed a stronger connection with organizational commitment. Additionally, Abu Elanain (2010) emphasized that distributive justice offered a more comprehensive explanation for differences in job satisfaction and performance evaluations compared to procedural justice.

H2. Distributive justice has a significant positive influence on job satisfaction.

Organizational commitment refers to the level of individuals' identification with and active involvement in a particular organization. It encompasses a strong belief in and acceptance of the organization's objectives and values, a willingness to exert considerable effort on its behalf, and a clear intention to maintain a connection with the organization (Ali, 2014).

Multiple studies have provided evidence of a correlation between organizational commitment and distributive fairness (Meyer et al., 2002; Colquitt et al., 2013). Empirical research consistently indicates that individuals' perceptions of distributive justice are linked to their level of organizational commitment (Loi et al., 2006; Andrews et al., 2008).

Furthermore, Western literature has underscored the significant impact of distributive justice on both organizational commitment and job satisfaction (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Folger & Konovsky, 1989; Folger & Cropanzano, 1998; Linda & Ping, 1996).

H3. Distributive justice has a significant positive influence on Organizational commitment.

3.3 The impact of Procedural justice and engagement, job satisfaction and Organizational commitment:

Procedural justice pertains to how employees perceive the fairness and dependability of the formal procedures employed to allocate rewards and benefits within the workplace (Biswas et al., 2013). When there is procedural justice, an extension of distributive justice, employees perceive the decision-making process as fair and reliable. The actual distribution of resources becomes less significant as long as the established procedures are followed (Lind & Tyler, 1988).

Procedural justice happens within an organization once fair procedural norms are upheld, there is no discrimination, the decision-making process is reliable, and ethical standards are maintained (He et al., 2014). It is also used as a basis for determining the allocation of resources (Xiang et al., 2019). Employees will feel more important and determine if the technique is executed with equal employee participation in its decision-making process (Knoop, 1991). Employees are motivated to put forth effort when, for instance, their ideas are considered throughout the process of promotions and salary increases. This makes them feel

like they play fundamental roles and understand their duties within the company. Additionally, fair methods give employees clear information about how their efforts are rewarded (He et al., 2014), which aids in helping them comprehend the goal of their work and maintain concentration (Xiang et al., 2019). Because a shortage of purpose can paralyze employees' concentration, the awareness of fairness in processes inspires employees to focus on their work without interruptions.

H.4 Procedural justice has a significant positive influence on engagement.

Additionally, procedural justice affects job satisfaction (Ilies et al., 2018). Organizational assurances, such as pay raises or promotions, encourage employees to put their all power into work and foster positive emotions by letting them to contribute in decision-making. This is due to the fundamental part that procedural justice servers play in enforcing organizational justice and preserving workers' happiness (Farid et al., 2019). According to Son & Ok (2019), the point to which employees are comfortable with their compensation, working conditions, tasks, and growth opportunities is mentioned as their job satisfaction level. Employees are more probable to give back to their employer (Ilies et al., 2018).

Hotels and travel organizations that emphasize procedural justice are expected to profit from amalgamation between the corporation and employees (Blix et al., 2020), and these organizations are also more probable to retain staff who are satisfied with their jobs (Lambert et al., 2007; Dailey & Kirk, 1992). Additionally, studies have found a correlation between higher perceived levels of procedural justice and higher job satisfaction (Blix et al., 2020).

In a meta-analytic review conducted by Colquitt et al. (2001), it was suggested that procedural justice holds greater importance in relation to job satisfaction compared to distributive and interactional justice. However, Cohen-Charash & Spector (2001) found that all components of justice have an equally substantial influence on job satisfaction.

H5. Procedural justice has a significant positive influence on job satisfaction.

Research findings have consistently shown a positive relationship between procedural justice and increased levels of organizational commitment (Konovsky & Folger, 1987; Dailey & Kirk, 1992; McFarlin & Sweeney, 1992; Sweeney & McFarlin, 1993; Bakhshi et al., 2009; Ali & Jan, 2012).

H6. Procedural justice has a significant positive influence on Organizational commitment.

3.4 The impact of Interactional justice on engagement, job satisfaction and Organizational commitment:

Interactional justice focuses on how individuals in positions of power treat others and emphasizes the fairness of interpersonal interactions within an organization (Kerse, 2019; He et al., 2017). It complements procedural justice by highlighting the human aspect of organizational activities, particularly how management interacts with individuals who have experienced injustice (Cohen-Charash and Spector, 2001). Essentially, interactional justice refers to the interpersonal elements of organizational practices, particularly the behavior and communication of managers towards their subordinates (Ribeiro & Semedo, 2014).

Interactional justice consists of two primary components: informational justice and interpersonal justice (Cropanzano et al., 2007; Mroz, 2017). Informational justice reflect decision-makers producing clear information to employees regarding measures and decisions. On the other hand, interpersonal justice calls for decision-makers to show sensitivity towards their subordinates and respect their relationships with them. By providing employees with necessary information about organizational decisions and processes, and treating them with

politeness and respect, the perception of interactional justice is reinforced. When employees perceive their supervisor's behavior during interactions as fair, it indicates the presence of interactional justice (Gurbuz & Mert, 2009).

Employees want rationalizations or explanations for selections or actions that directly affect them. An organization must deliver such information. Otherwise the workplace will not be encouraging (Mulang, 2022).

H7. Interactional justice has a significant positive influence on engagement.

Studies have shown a significant relationship between organizational justice, which includes distributive justice, procedural justice, and interactional justice, and job satisfaction in the workplace (Halepota & Irani, 2010). Researchers have specifically emphasized the influential role of interactional justice in determining employees' job happiness (Hamlett, 2014; Sohail & Nuhu, 2010). Job satisfaction, particularly in terms of how individuals perceive their treatment in organizational practices and decision-making, is closely associated with interactional justice (Hamlett, 2014). Studies on interactional justice have indicated that factors such as employees' current job responsibilities and opportunities for promotion have a greater influence on their job happiness compared to decisions impacting their income (Passer, 2014).

H8. Interactional justice has a significant positive influence on job satisfaction.

Interactional justice plays a significant role in shaping the overall organizational culture (Gupta & Singh, 2013) and in fostering a positive manager-employee relationship (Potdar et al., 2020). Additionally, it plays a less apparent role in enhancing employees' organizational commitment (Del Brio et al., 2017; Potdar et al., 2018d) and building trust at both the group and organizational levels (Xu et al., 2016). Moreover, interactional justice contributes to the development of organizational loyalty among employees (Potdar et al., 2020).

H9. Interactional justice has a significant positive influence on Organizational commitment.

4. Methods

4.1 Questionnaire and conceptual development

Utilizing the mono method quantitative approach, quantitative research with a deductive approach is carried out. The field survey approach was then used to gather the study's findings and conclusions. The survey technique was implemented using Google Form. The necessary data were gathered between January and March of 2023 using random sampling. Utilizing the three sub-scales of organizational justice was adjusted from other research (e.g., Usmani & Jamal, 2013; Ko & Hur, 2014; Karatepe & Shahriari, 2014; Bahri-Ammari & Bilgihan, 2017; Li et al., 2020). To gauge job happiness, we adapted Stankeviit et al. (2021) and Tsaour et al. (2019) with three sub-scales of this construct, as shown in Figure 1.

4.2 Population and Sample Size

We contacted 597 employees in total for our survey. The participants in this study are only employees at travel agencies (category A) and five-star hotels in Great Cairo. According to the human resources departments of these hotels, there are 33 five-star hotels. The average number of employees in five-star hotels was estimated to be 50 employees, so that the sample size was 1650 and travel agencies' employees to be 63000 according to (Abou-Shouk et al., 2021). So, sample is taken from five-star hotels' and travel agencies employees are calculated according to Robert mason as follows:

$$n = \frac{M}{\left[\frac{S^2 \times (M - 1)}{pq} \right] + 1}$$

Table 1 sample size

Items	Sample	Response rate
Hotels	311	87,4% (272)
Travel agencies	381	85,3% (325)

4.3. Data validity and Reliability

To assess the validity of the questionnaire, a validity test was conducted. The questionnaire underwent revisions by 8 academic experts specialized in the tourism and hotel fields. Various modifications were made to enhance the questionnaire's fill, clarity, and overall validity, particularly in terms of vocabulary and design.

The reliability of the questionnaire's constructs and indicators was measured by examining the construct reliability using Cronbach's alpha coefficient. The coefficient was calculated for each construct, and all of them exceeded the threshold of 0.70, indicating reliable results (Osman et al., 2016). Additionally, regression coefficients were calculated to analyze the relationship between organizational justice and job happiness.

Table 2 Cronbach's Alpha of study constructs

Variables	Question Numbers	No. of Items Selected	Cronbach's Alpha
Distributive Justice	1-5	5	0.941
Procedural justice	6-14	9	0.913
Interactional Justice	15-22	8	0.922
Work engagement	23-28	6	. 0.905
organizational commitment	29-31	3	0.910
job satisfaction	32-40	9	0.928

Table 2 displays the Cronbach's Alpha values for the constructs in the study. The construct of work engagement exhibited the lowest reliability value, with $\alpha = 0.905$, followed by organizational commitment with a reliability value of $\alpha = 0.910$. Procedural justice showed a reliability value of $\alpha = 0.913$, while interactional justice had a reliability value of $\alpha = 0.922$. Job satisfaction demonstrated a reliability value of $\alpha = 0.928$. Lastly, the construct of distributive justice had the highest reliability value of $\alpha = 0.941$.

5. Results and Discussion

5.1. Descriptive Measurements of the Respondents

According to the descriptive measurements provided in Table 2, 61.4% of the respondents in the study were males, while 38.5% were females. In terms of age distribution, 31% of the respondents fell within the 20-25 age range, followed by 35.3% in the 25-35 age range. Additionally, 16.2% were between 35-45 years old, and an equal percentage of 16.1% were above 45 years of age.

Regarding educational level, 25.3% of the respondents had a mid-level of education, while the majority, 55.3%, possessed a university education. Furthermore, 19.4% of the respondents had pursued post-graduate studies.

Table 3 Descriptive Measurements of the respondents (n=597)

Description		Frequency	Percent %
Gender:	Male	367	61.4
	Female	230	38.5
Age:	From 20-25	183	31
	25-35	211	35.3
	35-45	97	16.2
	More than 45	96	16.1
Education level:	Mid-level	151	25.3
	University education	330	55.3
	Post-graduate study	116	19.4

Table 4 Descriptive measurements of variables

Variable	Mean	Std. Deviation	Attitude
Distributive Justice	4.35	.546	Agree
Procedural justice	4.24	.773	Agree
Interactional Justice	4.41	.678	Agree
Work engagement	4.49	.553	Agree
organizational commitment	4.57	.989	Agree
job satisfaction	4.59	.643	Agree

The independent variables of procedural justice and distributive justice had relatively lower mean values, with procedural justice at 4.24 and distributive justice at 4.35. These values indicate that the respondents generally agreed with these aspects of organizational justice. On the other hand, job satisfaction had the highest mean value of 4.59, indicating a higher level of agreement among respondents in terms of their satisfaction with their jobs.

5.2. Model Evaluation

The structural equation modeling assessment was engaged regression analysis for Research Variables.

Table 5. Regression coefficients of organizational justice and job happiness

	B	T	Sig.	R ²	Hypothesis
(Constant)	2.658	10.472	.000	0.297	
Distributive Justice – Work engagement	.136	4.659	.000		H1 supported
Procedural Justice– Work engagement	.116	2.975	.003		H4 supported
Interactional Justice – Work engagement	.172	4.188	.000		H7 supported
(Constant)	2.385	11.761	.000	0.362	
Distributive Justice – Job satisfaction	.131	5.630	.000		H2 supported
Procedural Justice– Job satisfaction	.143	4.567	.000		H5 supported
Interactional Justice – Job satisfaction	.151	4.615	.000		H8 supported
(Constant)	1.762	7.072	.000	0.437	
Distributive Justice – Organizational commitment	.172	5.993	.000		H3 supported
Procedural Justice– Organizational commitment	.115	3.007	.003		H6 supported
Interactional Justice – Organizational commitment	.353	8.762	.000		H9 supported

The results presented in Table 5 indicate that the regression model predicts a significant relationship with the dependent variable. This implies that there is a statistically significant impact between the independent variables, which are the dimensions of organizational justice (procedural justice, distributive justice, and interactional justice), and the dependent variable, which is job happiness. All of these relationships exhibit a significance level of less than 0.05. As a result, the first nine hypotheses of the study are supported, indicating the presence of statistically significant positive associations between the dimensions of organizational justice and job happiness. These findings are consistent with previous research conducted by Pfeffer & Langton (1993) and Deep (2020), which suggest that employees' job performance can be adversely affected when they perceive an unfair distribution of rewards. Conversely, when an organization adheres to equitable norms in allocating outcomes, it promotes job security and fosters a comfortable working environment, **thus confirming the first hypothesis of the study regarding the significant positive influence of distributive justice on job happiness.**

The results of the present study are consistent with previous research conducted by Folger & Konovsky (1989) and Abu Elanain (2010), which found that distributive justice exhibited a stronger association with job satisfaction compared to procedural justice. However, procedural justice was found to have a stronger correlation with organizational commitment. **These findings provide support for the second hypothesis, which assumed that distributive justice has a significant positive impact on job satisfaction.**

Additionally, the findings of this study align with previous research conducted by Meyer et al. (2002), Colquitt et al. (2013), Loi et al. (2006), Cohen-Charash & Spector (2001), and Linda & Ping (1996), which have consistently demonstrated a relationship between organizational commitment and distributive fairness. Empirical studies have shown that individuals' perceptions of distributive fairness are associated with their level of organizational commitment. **These results provide support for the third hypothesis, which proposes that distributive justice has a significant positive impact on organizational commitment.**

Furthermore, the findings of the present study are consistent with the research conducted by Knoop (1991), He et al. (2014), and Xiang et al. (2019), which indicate that employee involvement in decision-making processes and fair methods of recognition and reward serve as motivational factors and enhance employee engagement. When employees feel that their input is valued, they perceive their roles as meaningful and gain a clear understanding of their responsibilities within the organization. Fair procedures also provide employees with transparent information about how their efforts are rewarded, helping them comprehend the purpose of their work and maintain their focus. **These results support the validity of the fourth hypothesis, which suggests that procedural justice has a significant positive impact on employee engagement.**

The current findings align with prior research conducted by Blix et al. (2020), Lambert et al. (2007), and Dailey & Kirk (1992), which demonstrated that organizations in the hotel and travel industry that prioritize procedural justice are more likely to cultivate strong employee-company relationships and experience higher rates of employee retention. Moreover, these organizations tend to have employees who are more satisfied with their jobs. Furthermore, studies have found a positive association between perceived levels of procedural justice and job satisfaction. Although Colquitt et al. (2001) emphasized in their meta-analytic review that procedural justice is the most influential factor affecting job satisfaction compared to distributive and interactional justice, Cohen-Charash and Spector (2001) concluded that all components of justice have an equally significant impact on job satisfaction. **These findings**

support the validity of the fifth hypothesis, which proposes that procedural justice has a significant positive effect on job satisfaction.

Furthermore, the findings of the present study are consistent with the perspectives put forth by Ali & Jan (2012), Bakhshi et al. (2009), Sweeney & McFarlin (1993), and Dailey & Kirk (1992), which indicate a positive relationship between procedural justice and organizational commitment. **These findings support the validity of the sixth hypothesis, which suggests that procedural justice has a significant positive impact on organizational commitment.**

Additionally, the results align with the viewpoint presented by Mulang (2022), emphasizing the importance of organizations providing justifications or explanations for decisions that directly affect employees. The failure to provide such information can create an unfavorable work environment. **This finding supports the validity of the seventh hypothesis, which proposes that interactional justice has a significant positive effect on employee engagement.**

Additionally, the current results agree with Hamlett (2014) and Sohail & Nuhu (2010), who emphasized the strong influence of interactional fairness on job happiness. They found that employees' current work assignments and opportunities for promotion have a greater impact on job happiness than decisions affecting their income. **This supports the validity of the eighth hypothesis, which states that interactional justice has a significant positive influence on job satisfaction.**

Lastly, the results are in line with the perspectives presented by Del Brio et al. (2017), Potdar et al. (2018), Xu et al. (2016), and Potdar et al. (2020), which emphasize the implicit role of interactional justice in cultivating trust and commitment within the organization at both the group and organizational levels. **This supports the validity of the ninth hypothesis, which suggests that interactional justice has a significant positive impact on organizational commitment.**

6. Conclusion and Future Researches

The aim of this study was to investigate how organizational justice affects job happiness among employees in the tourism and hotel industry. Through the testing of nine hypotheses, the study confirmed significant relationships between organizational justice and job happiness. By employing a quantitative research method and deductive approach, the study provided valuable insights into the influence of organizational justice on job happiness. Data collection involved the administration of a questionnaire to 597 participating employees.

Future studies should concentrate on how managers may create effective communication strategies to regularly transmit critical information and provide open channels for worker feedback. Managers should evaluate their employees' attitudes and degree of job satisfaction since attitudes and emotions spread quickly among their employees. It is also suggested that everyone take ownership of their perspective on life and degree of happiness. A person can transform from having a negative to a positive essential character to boost pleasure both on and off the job.

References

- Abou-Shouk, M., Elbaz, A. M., & Maher, A. (2021). Breaking the silence of travel agency employees: The moderating role of gender. *Tourism and Hospitality Research*, 21(4), 487-500.
- Abu Elanain, H. M. (2010). Testing the direct and indirect relationship between organizational justice and work outcomes in a non-Western context of the UAE. *Journal of management development*, 29(1), 5-27

- Adams, J.S. (1965). Inequity in social exchange. In L. Berkowitz :(Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267-299). New York: Academic Press.
- Adnan Bataineh, K. (2019). Impact of work-life balance, happiness at work, on employee performance. *International Business Research*, 12(2), 99-112.
- Afridi, A. A., & Baloch, Q. B. (2018). The effect of organizational justice on job satisfaction: A comparative study of public and private universities of khyber pakhtunkhwa. *Abasyn Journal of Social Sciences*, 11(1), 237-253.
- Akgunduz, Y., Bardakoglu, O., & Kizilcalioglu, G. (2023). Happiness, job stress, job dedication and perceived organizational support: a mediating model. *Journal of Hospitality and Tourism Insights*, 6(2), 654-673.
- Ali.M and Saifullah.Z.(2014). Distributive and Procedural Justice as Predictors of Job Satisfaction and Organizational Commitment: A Case Study of Banking Sector of Balochistan, Vol.6, No.34,p 70-78.
- Andrews, M. C., Kacmar, K. M., Blakely, G. L., & Bucklew, N. S. (2008). Group cohesion as an enhancement to the justice—affective commitment relationship. *Group & Organization Management*, 33(6), 736-755.
- Atan, A., Ozgit, H., & Silman, F. (2021). Happiness at work and motivation for a sustainable workforce: Evidence from female hotel employees. *Sustainability*, 13(14), 7778.
- Bahri-Ammari, N., & Bilgihan, A. (2017). The effects of distributive, procedural, and interactional justice on customer retention: An empirical investigation in the mobile telecom industry in Tunisia. *Journal of Retailing and Consumer Services*, 37, 89-100.
- Bakhshi, A., Kumar, K., & Rani, E. (2009). Organizational justice perceptions as predictor of job satisfaction and organization commitment. *International journal of Business and Management*, 4(9), 145-154.
- Bies, R. J. (1986). Interactional justice: Communication criteria of fairness. *Research on negotiation in organizations*, 1, 43-55.
- Biswas, S., Varma, A., & Ramaswami, A. (2013). Linking distributive and procedural justice to employee engagement through social exchange: A field study in India. *The International Journal of Human Resource Management*, 24(8), 1570-1587.
- Blix, L. H., Ortegren, M., Sorensen, K., & Vagner, B. (2021). The relationship between justice perceptions and organizational commitment among alternative work arrangement participants and non-participants. *Managerial Auditing Journal*, 36(8), 1092-1113.
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational behavior and human decision processes*, 86(2), 278-321.
- Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: a meta-analytic test of social exchange and affect-based perspectives. *Journal of applied psychology*, 98(2), 199.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology*, 86(3), 425.
- Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of management perspectives*, 21(4), 34-48.
- Daileyl, R. C., & Kirk, D. J. (1992). Distributive and procedural justice as antecedents of job dissatisfaction and intent to turnover. *Human relations*, 45(3), 305-317.
- De Neve, J. E., & Ward, G. (2017). Happiness at work. Saïd Business School WP, 7.
- De Neve, J. E., Diener, E., Tay, L., & Xuereb, C. (2013). The objective benefits of subjective well-being. World happiness report.

-
- Deepa, S. M. (2020). The effects of organizational justice dimensions on facets of job engagement. *International Journal of Organization Theory & Behavior*, 23(4), 315-336.
 - Del Brio, E. B., Hernández-Maestro, R. M., & Yoshikawa, T. (2018). How does interpersonal justice affect outside directors' governance behavior? A cross-cultural comparison. *Review of Managerial Science*, 12, 683-709.
 - Falcone, P. (2006). Preserving restless top performers: keep your top performers engaged so they don't jump ship once job opportunities arise. *HR magazine*, 51(3), 117-122.
 - Farid, T., Iqbal, S., Ma, J., Castro-González, S., Khattak, A., & Khan, M. K. (2019). Employees' perceptions of CSR, work engagement, and organizational citizenship behavior: The mediating effects of organizational justice. *International journal of environmental research and public health*, 16(10), 1731.
 - Fisher, C. D. (2010). Happiness at work. *International journal of management reviews*, 12(4), 384-412.
 - Folger, R. G., & Cropanzano, R. (1998). *Organizational justice and human resource management* (Vol. 7). Sage.
 - Folger, R., & Konovsky, M. A. (1989). Effects of procedural and distributive justice on reactions to pay raise decisions. *Academy of Management journal*, 32(1), 115-130.
 - Ghaderi, Z., Tabatabaei, F., Khoshkam, M., & Shahabi Sorman Abadi, R. (2021). Exploring the Role of Perceived Organizational Justice and Organizational Commitment as Predictors of Job Satisfaction among Employees in the Hospitality Industry. *International Journal of Hospitality & Tourism Administration*, 1-30.
 - Gulyani, G., & Sharma, T. (2018, June). Total rewards components and work happiness in new ventures: The mediating role of work engagement. In *Evidence-based HRM: A global forum for empirical scholarship*. Emerald Publishing Limited.
 - Gürbüz, S., & Mert, I. S. (2009). Validity and reliability testing of organizational justice scale: An empirical study in a public organization. *Review of Public Administration*, 42(3), 117-139.
 - Halepota, J. A., & Irani, Z. (2010). The impact of organizational antecedents on employee job satisfaction: An empirical evaluation of public sector employees in Pakistan.
 - Hamlett, J. (2014). Exploring how managers' perception of organizational justice influences job satisfaction and turnover intention. Northcentral University.
 - He, J., Morrison, A. M., & Zhang, H. (2019). Improving millennial employee well-being and task performance in the hospitality industry: The interactive effects of HRM and responsible leadership. *Sustainability*, 11(16), 4410.
 - He, P., Murrmann, S. K., & Perdue, R. R. (2010). An investigation of the relationships among employee empowerment, employee perceived service quality, and employee job satisfaction in a US hospitality organization. *Journal of Foodservice Business Research*, 13(1), 36-50.
 - He, H., Zhu, W., & Zheng, X. (2014). Procedural justice and employee engagement: Roles of organizational identification and moral identity centrality. *Journal of business ethics*, 122, 681-695.
 - Ilies, R., Lanaj, K., Pluut, H., & Goh, Z. (2018). Intrapersonal and interpersonal need fulfillment at work: Differential antecedents and incremental validity in explaining job satisfaction and citizenship behavior. *Journal of Vocational Behavior*, 108, 151-164.
 - Jayasinghe, C. (2017). A model of employee well-being for front-line employees in hotel industry. *International Journal of Scientific and Research Publications*, 7(5), 60-64.

-
- Karatepe, O. M., & Shahriari, S. (2014). Job embeddedness as a moderator of the impact of organisational justice on turnover intentions: A study in Iran. *International Journal of Tourism Research*, 16(1), 22-32.
 - Kerse, G., & Naktiyok, A. (2020). The effect of interactional justice on work engagement through conscientiousness for work. *Journal of Economy Culture and Society*, 61(1).
 - Knoop, R. (1991). Achievement of work values and participative decision-making. *Psychological reports*, 68(3), 775-781.
 - Ko, J., & Hur, S. (2014). The impacts of employee benefits, procedural justice, and managerial trustworthiness on work attitudes: Integrated understanding based on social exchange theory. *Public Administration Review*, 74(2), 176-187.
 - Konovsky, M. A., Folger, R., & Cropanzano, R. (1987). Relative effects of procedural and distributive justice on employee attitudes. *Representative research in social psychology*, 17(1), 15-24.
 - Lambert, E. G., Hogan, N. L., & Griffin, M. L. (2007). The impact of distributive and procedural justice on correctional staff job stress, job satisfaction, and organizational commitment. *Journal of criminal justice*, 35(6), 644-656.
 - Leventhal, G. S. (1976). What should be done with equity theory? New approaches to the study of fairness in social relationships.
 - Lind, E. A., & Tyler, T. R. (1988). *The social psychology of procedural justice*. Springer Science & Business Media.
 - li, N., & Jan, S. (2012). Relationship between organizational justice and organizational commitment and turnover intentions amongst medical representatives of pharmaceuticals companies of Pakistan. *Journal of Managerial Sciences*, 6(2), 202-2012
 - Linda, S.B.J. and Ping, T.T.L. (1996), “Distributive and procedural justice as related to satisfaction and commitment”, *Advanced Management Journal*, Vol. 61 No. 3, p. 25.
 - Li, C. J., Chang, K. K., & Ou, S. M. (2020). The relationship between hotel staff’s organizational justice perception, relationship quality and job performance. *Cogent Social Sciences*, 6(1), 1739953.
 - Locke, E. A. (1976). The nature and causes of job satisfaction. *Handbook of industrial and organizational psychology*. Chicago: RandMc Nally, 2(5), 360-580.
 - Loi, R., Hang-Yue, N., & Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of occupational and Organizational Psychology*, 79(1), 101-120.
 - Maham, R., Bhatti, O. K., & Öztürk, A. O. (2020). Impact of Islamic spirituality and Islamic social responsibility on employee happiness with perceived organizational justice as a mediator. *Cogent Business & Management*, 7(1), 1788875.
 - McFarlin, D. B., & Sweeney, P. D. (1992). Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of management Journal*, 35(3), 626-637.
 - Mroz, J., & Kaleta, K. (2016). Relationships between personality, emotional labor, work engagement and job satisfaction in service professions. *International journal of occupational medicine and environmental health*, 29(5), 767.
 - Mulang, H. (2022). Analysis of The Effect of Organizational Justice, Worklife Balance on Employee Engagement and Turnover Intention. *Golden Ratio of Human Resource Management*, 2(2), 86-97.
 - Osman, S., Shariff, S. H., & Lajin, M. N. A. (2016). Does innovation contribute to employee performance?. *Procedia-Social and Behavioral Sciences*, 219, 571-579.

-
- Passer, J. D. (2014). Moderating effect of job satisfaction on the relationship between emotional intelligence and employee organizational justice perceptions (Doctoral dissertation, Capella University).
 - Pfeffer, J., & Langton, N. (1993). The effect of wage dispersion on satisfaction, productivity, and working collaboratively: Evidence from college and university faculty. *Administrative Science Quarterly*, 382-407.
 - Potdar, B., Guthrie, J., & Gnoth, J. (2017). Encouraging shoplifting prevention with quality relationships: A theory of planned behaviour perspective. *International Journal of Retail & Distribution Management*, 46(1), 49-69.
 - Potdar, B., Garry, T., Guthrie, J., & Gnoth, J. (2020). Yours truly: the role of organizational commitment in shoplifting prevention. *International Journal of Retail & Distribution Management*, 48(1), 70-91.
 - Pryce-Jones, J., & Lindsay, J. (2014). What happiness at work is and how to use it. *Industrial and Commercial Training*.
 - Ribeiro, N., & Semedo, A. S. (2014). Human Resources Management Practices and Turnover Intentions: The Mediating Role of Organizational Justice. *IUP Journal of Organizational Behavior*, 13(1).
 - Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative science quarterly*, 46(4), 655-684.
 - Soomro, A. A., Breitenacker, R. J., & Shah, S. A. M. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 7(1), 129-146.
 - Santa Cruz, F. G., López-Guzmán, T., & Cañizares, S. M. S. (2014). Analysis of job satisfaction in the hotel industry: A study of hotels in Spain. *Journal of Human Resources in Hospitality & Tourism*, 13(1), 63-80.
 - Santhanam, N., & Srinivas, S. (2019). Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-collar workers at a manufacturing company. *Benchmarking: An International Journal*, 27(2), 499-516.
 - Sohail, M. S., & Nuhu, N. A. (2010). The influence of organisational justice on job satisfaction: evidence from an emerging nation. *International Journal of Project Organisation and Management*, 2(2), 193-207.
 - Son, J., & Ok, C. (2019). Hangover follows extroverts: Extraversion as a moderator in the curvilinear relationship between newcomers' organizational tenure and job satisfaction. *Journal of Vocational Behavior*, 110, 72-88.
 - Stankevičiūtė, Ž., Staniškienė, E., & Ramanauskaitė, J. (2021). The impact of job insecurity on employee happiness at work: a case of robotised production line operators in furniture industry in Lithuania. *Sustainability*, 13(3), 1563.
 - Suifan, T. S. (2019). The effect of organizational justice on employee's affective commitment: the mediating role of job satisfaction. *Modern Applied Science*, 13(2), 42-53.
 - Sweeney, P. D., & McFarlin, D. B. (1993). Workers' evaluations of the "ends" and the "means": An examination of four models of distributive and procedural justice. *Organizational behavior and human decision processes*, 55(1), 23-40.
 - Tsaour, S. H., Hsu, F. S., & Lin, H. (2019). Workplace fun and work engagement in tourism and hospitality: The role of psychological capital. *International Journal of Hospitality Management*, 81, 131-140.

- Usmani, S., & Jamal, S. (2013). Impact of distributive justice, procedural justice, interactional justice, temporal justice, spatial justice on job satisfaction of banking employees. Review of integrative business and economics research, 2(1), 351-383.
- Wu, X., & Wang, C. (2008). The impact of organizational justice on employees' pay satisfaction, work attitudes and performance in Chinese hotels. Journal of Human Resources in Hospitality & Tourism, 7(2), 181-195.
- Xiang, C., Li, C., Wu, K., & Long, L. (2019). Procedural justice and voice: A group engagement model. Journal of Managerial Psychology, 34(7), 491-503.
- Youssef, C. M., & Luthans, F. (2005). Positivity in the Middle East: developing hope in Egyptian organizational leaders. In Advances in global leadership (Vol. 4, pp. 277-291). Emerald Group Publishing Limited.
- Zhao, X., & Ghiselli, R. (2016). Why do you feel stressed in a “smile factory”? Hospitality job characteristics influence work–family conflict and job stress. International Journal of Contemporary Hospitality Management, 28(2), 305-326.



أثر العدالة التنظيمية على تحقيق السعادة الوظيفية للعاملين بالفنادق وشركات السياحة المصرية

سمر نبيل خلف
قسم الدراسات الفندقية
كلية السياحة والفنادق
جامعة الفيوم

مروة سيد وهبة
قسم الدراسات السياحية
كلية السياحة والفنادق
جامعة الفيوم

المخلص

معلومات المقالة

على الرغم من أن السعادة الوظيفية لا تزال تعتبر فكرة جديدة نسبياً ضمن نظرية الإدارة، إلا أنها اكتسبت مؤخرًا أهمية في جميع المؤسسات. حيث تعد السعادة الوظيفية مكونًا أساسيًا للسعادة على المستوى الشخصي. على هذا النحو، هناك عوامل تساهم في السعادة الوظيفية في مجال العمل، أحدها العدالة التنظيمية. فوجود مناخ عمل إيجابي مبني على تقدير الموظفين واحترامهم، وتشجيعهم يساهم في تعزيز شعورهم بالسعادة الوظيفية.

علاوة على ذلك، تهدف هذه الدراسة إلى دراسة تأثير العدالة التنظيمية على السعادة الوظيفية للعاملين بشركات السياحة والفنادق في مصر. لذلك اعتمدت الدراسة على المنهج الكمي والأسلوب الاستنتاجي من خلال استخدام طريقة (المسح الميداني) في جمع البيانات، وقد تم جمع البيانات الأولية من خلال استبيان تم توزيعه على ٥٩٧ موظفًا من شركات السياحة والفنادق في مصر. وتم إجراء التحليلات الإحصائية باستخدام برنامج الحزم الإحصائية للعلوم الاجتماعية (SPSS, V23) وأثبتت نتائج الدراسة أن أبعاد العدالة التنظيمية أظهرت تأثيراً إيجابياً على أبعاد السعادة الوظيفية و تقدم هذه الدراسة المزيد من المساهمات النظرية والتطبيقية لقطاعي السياحة والضيافة.

الكلمات المفتاحية

العدالة التنظيمية؛
العدالة الإجرائية؛
العدالة التوزيعية؛
العدالة التفاعلية؛
السعادة الوظيفية .

(JAAUTH)

المجلد ٢٤، العدد ١،
(٢٠٢٣)،
ص ٢٢٧-٢٤١.