

Factors Affecting the Organizational Justice in Ho Chi Minh City, Vietnam

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Abstract: The study was conducted to examine the factors affecting organizational justice in Ho Chi Minh City. Through quantitative analysis from the survey data for 242 civil servants working in Ho Chi Minh city to evaluate the scale and research model. Research results show that four factors: feedback, training, organizational culture and internal communication affect organizational justice in Ho Chi Minh city.

Key words: feedback; internal communication; organizational culture; organizational justice; training

JEL codes: D230

1. Introduction

The term “organizational justice” refers to the extent to which employees perceive the procedures, interactions, and outcomes of the workplace to be fair. These perceptions may influence good or bad attitudes and behaviors, which in turn have a positive or negative impact on employee achievement and organizational success (Baldwin, 2006). Often the notion of organizational equity becomes relevant and existing in the organization when a fairness violation takes place within the organization, then the issue of fairness is heightened (Baldwin, 2006). One of the main themes in the study of equity in an organization is that not only individuals can express themselves by answering “yes” or “no” to the equality that every individual can ask. Zero in the organization?, and many studies have shown that the perception of organizational equity differs from the perception of outcomes and the satisfaction of results (Colquitt, 2001). In addition, many studies have shown that organizational equity awareness explains the only differences in attitudes and behaviors that include organizational commitment, trust in management, civic behavior, counterproductive behavior and work efficiency (Cohen & Spector, 2001; Colquitt, 2001). As such, the factors from individual attitudes and behaviors will influence the organization's justice. Understanding that importance, the authors will explore the factors that will affect organizational justice and empirical research in Ho Chi Minh City, Vietnam.

2. Literature Review

2.1 Feedback

The purpose of management is to improve the performance of employees. Traditionally, employee personal reports are a source of feedback about what an individual is doing in the organization to accomplish his or her job,

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what the employee is doing, doing, stopping to see. Adapted to the requirements of the job (Latham & Wexley, 1994). Although there has been an increase in feedback patterns, there is ample evidence that these responses will bring positive change in organizational behavior (Wood & Associates, 2000). Studies by Cochrane & Kelly (1971), Hollen (1972), McLellan (1973), Penner (1971), Rokeach (1968, 1971, 1973), Rokeach & Cochrane (1971) Durability in value, attitudes, behavior as a result of objective feedback on the value of information and attitudes of oneself and others. These responses make many of the subjects clearly aware of the contradictions that exist in their value-assessment system, resulting in cognitive and behavioral changes of the manager. Management in the organization will change

2.2 Training

The training in the organization is very important because the training of staff will be faster than the problems that need to be addressed in order to reach the common goal of the organization. Every year, organizations around the world can spend hundreds of billions of dollars on training and development staff. After completing the training course, the staff has the skills and knowledge to implement and apply to their actual work in the organization. Through the training programs in the organization, participants' behavior changes in more positive ways and the degree of change in each behavior is different (Robert, 2003). In a study by Skarlicki et al. (1997) on the equity of leaders for union employees, training will increase employee perceptions of fairness among executives. Leadership and research also show organizational equity as an intermediary for the effectiveness of organizational training. However, this experiment by Skarlicki et al. (1997) was carried out by professionals in the union sector, so it was difficult to apply to private organizations (Nakamura et al., 2016). Nakamura et al. (2016) also conducted a randomized controlled trial to examine the effectiveness of a short course of training that influences organizational equity for private companies. Research results indicate that a short-term training course for managers will enable managers to significantly improve the level of employee evaluation and hence the level of organizational equity. The staff looked and appreciated more

2.3 Organizational Culture

Organizational culture is a set of specific values and standards that are shared among individuals and groups within the organization to help control how they interact with each other and with outside stakeholders (Hill and Jones, 2014). In a study by Özsoy & Associates (2017), organizational culture accounted for 35% of the impact of organizational culture on organizational equity. In addition, research results from Mohammad & Associates (2016) have also shown the importance of organizational culture to organizational equality in order to improve the level of employee satisfaction in the organization.

2.4 Communication

Information means trust and openness. The availability of open channels to access all types of information, which influences the perception and assessment of workers in their work. Communication in this context is accepted as a tool that provides information to organizations to achieve organizational goals (Waterhouse and Lewis, 2004). The importance of the relationship between communication with justice is trust. Communication is a kind of glue that keeps employees and organizations together and gives them confidence. Lack of communication and trust between employees and organizations will lead to loss of productivity, reduced quality, reduced sales and income (Rosen, 1998). Rhenman mentions the conflicts that have taken place from the failed information exchange, and he shows that there are insufficient information and communication as to the cause of these conflicts. In organizing the access and sharing of information easily, it will help solve the problems of

individuals and organizations quickly. In this way, communication is sharing information among people in the organization. When information about the department, unit, job, technology, organizational purpose, strategy, policy, and intentional change will make it easier for employees to be more compatible and sympathetic (Yeniçeri, 2006). Effective communication will be an important motivator for creating a fair and equitable awareness that increases the confidence of everyone in the organization (Barutçugil, 2004).

2.5 Organizational Justice

The term “Organizational Justice” was first introduced by Greenberg, the organization’s equity shown by the perception of its members (Nakamura et al., 2016). In particular, equity in the organization is related to how employees determine whether they have been treated fairly in the job and how the decisions made affect the outcome variables. micro in the organization. In a review of the past and present status of organizational equity research, Greenberg (1990) states that equity research in an organization is capable of explaining many of the outcomes. micro-organizations. Organizational equity can help explain why employees “retaliate” for unfair outcomes or inadequate processes and interactions between them (Alsalem & Alhaini, 2007).

The complexity of building equity theory in development organizations over the years. Many researchers have studied equity in the organization with a two-pronged model of fair distribution and fairness (Greenberg, 1990, Sweeney and McFarlin, 1992). However, several other recent studies (Deconinck, 2000, Liljegren and Ekberg, 2000), Colquitt (2001) and Hasan Ali and Al-Zu'bi (2010) argue that equity in the organization consists of three components: fair distribution, fairness, and fairness interact, and it has received high consensus among researchers in the world about the completeness and completeness of the study of equity in the organization.

3. Model Specifications

From the above discussion, the authors propose the following research model

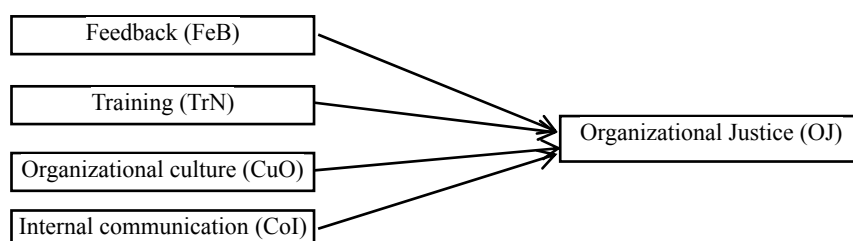


Figure 1 Research Model

The model is intended to examine the factors that affect organizational equality

$$OJ = \alpha + \beta_1 * FeB + \beta_2 * TrN + \beta_3 * CuO + \beta_4 * Col$$

4. The Setting and Valuations

The study uses qualitative-quantitative methods. With qualitative methods, the authors select and explore theories of components that may affect organizational equilibrium and then communicate with specialists in the field of designing ladders, corresponding measure for components. After that, we continue to talk with experts to review the shortcomings as well as the best scales. When the group is done, we conduct quantitative research by

inviting some staff members in the organization to read through the scale and adjust accordingly. After finalizing the scale, the team collected data and time to collect from October 2017 to March 2018. From 300 questionnaires were distributed, 280 questionnaires were returned. and 242 valid questionnaires for data analysis. The questions in the questionnaire are based on our theoretical framework and are divided into 5 components: feedback (Feb), training (TrN), organizational culture (CuO), internal communication (CoI) and Organizational Equity (OJ).

5. Estimations

5.1 Analysis of EFA

The Cronbach's Alpha scale reliability test showed that 5 observed variables of Feb, 5 observed variables of Organizational Culture (CuO), 5 Observed Variables (TrN), and four observation variables of the internal communication variable (CoI) are highly reliable (greater than 0.6) so these independent variables will be included for EFA analysis for the next step. According to them, after performing EFA as shown in Table 1, the $KMO = 0.797 > 0.6$ indicates that the results of the EFA analysis are reliable and that the analysis is appropriate. Sig value. = $0.000 \leq 0.05$ in the Battle test showed that the analysis results were statistically significantly greater than 95% and the observed variables were correlated with the overall. The total variance of 50.443% representing the factors derived from the analysis can account for 50.443% of the variance of the initial survey data. The coefficient of Eigenvalues of the four factors in the model is $3.027 > 1$, confirming that there will be four factors derived from the analysis and the factor load factor of the observed variables in each factor of the variables. Observations in each factor are greater than 0.5 showing the good representation of the variables for the factor that the variables represent. The results in Table 1 also show that factors that represent research concepts and are highly reliable are well suited for subsequent analyzes.

5.2 Result of Regression

The authors performed regression analysis with OJ dependent variables and four independent variables: FeB, CuO, TrN and CoI. The results are presented in Table 2.

From the regression result of Table 2, the R^2 coefficient is 0.582 and the correlation R^2 is 0.575. Thus, the model with 4 variables Feb, TrN, CuO, CoI explained 57.5% of the impact of feedback, training, organizational culture and internal communication to the team equality, officials. Sig value = $0.000 (< 0.05)$, so the combination of two independent variables can explain the variability of the dependent variable. The magnified coefficients of the VIF variance (Table 2) are less than 2, indicating that the regression model does not occur in multi-collinear phenomena (when VIF exceeds 10, multipliers occur and when VIF is greater than 2, it is necessary to be careful in interpreting the regression weights).

Regression analysis gives us the following linear regression equation

$$OJ = 0.332 * FeB + 0.336 * TrN + 0.311 * CuO + 0.174 * CoI$$

Through the above equation, we find that the four components Feb, TrN, CuO, and CoI have the same effect on organizational equity of organizations in Ho Chi Minh City. From the equations above, the levels of impact are nearly the same, but the internal communication factor has the lowest impact on equity in the organization with 0.174

Table 1 Results of Reliability Analysis and Factor Analysis of EFA Discovery

Variable	Component					Cronbach's Alpha
FeB5	0.909					Cronbach's Alpha = 0.888
FeB4	0.871					
FeB2	0.848					
FeB3	0.758					
FeB1	0.732					
CuO5		0.88				Cronbach's Alpha = 0.886
CuO1		0.845				
CuO4		0.827				
CuO2		0.749				
CuO3		0.711				
TrN5			0.815			Cronbach's Alpha = 0.822
TrN1			0.744			
TrN2			0.719			
TrN4			0.718			
TrN3			0.682			
CoI2				0.792		Cronbach's Alpha = 0.710
CoI1				0.765		
CoI4				0.763		
CoI3				0.554		
OJ1					0.592	Cronbach's Alpha = 0.800
OJ2					0.396	
OJ3					0.538	
OJ4					0.424	
OJ5					0.501	
OJ6					0.574	
Invalid method	18.553	36.948	52.584	64.342	50.443	
Eigenvalues	5.336	3.159	1.953	1.777	3.027	
KMO = 0.797	Sig = 0.000	Sig = 0.000	Sig = 0.000	Sig = 0.000	Sig = 0.000	

Table 2 Results of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	Tolerance
1	(Constant)	1.085	0.153		7.089	0.00		
	Feedback	0.191	0.025	0.332	7.701	0.00	0.946	1.058
	Training	0.221	0.031	0.336	7.137	0.00	0.793	1.261
	Organizational Culture	0.204	0.031	0.311	6.625	0.00	0.801	1.249
	Internal communication	0.118	0.030	0.174	3.905	0.00	0.891	1.122
a. Dependent Variable: Cong bang to chuc (OJ) $R^2 = 0.582$; Adj $R^2 = 0.575$ $F = 82.605$; Sig. = 0.000								

6. Conclusions and Policy Recommendations

The purpose of this study is to examine the factors that affect organizational justice. Based on the survey samples, we found four factors that have an impact on equity in the organization: feedback, training, organizational culture and internal communication. The interaction between the variables in the study shows relevance to our theoretical basis. Cronbach Alpha analyzes, EFA analyzes, yielded high reliability, indicating that the sample was representative. As a result of regression analysis, we can see that equity in an organization is enhanced when the quality of information feedback from staff to management is emphasized, It is clear that besides the elements of training as well as internal communication are more clearly expressed.

In addition to the results obtained in the study, this study also has some limitations such as: research has not investigated the individual factors affect the organizational equity or not, the characteristics of the industry It will also create another premise in the matter of organizational equality, so this issue is also the director of the next study. Although the sample of this study is highly reliable, in this study the sampling method used was the convenient and large sampling method of this sampling method, the reliability of the sample will not be high, so in subsequent studies, attention should be given to using other sampling methods to make the sample more reliable.

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