

QATAR UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMIC
THE IMPACT OF INTERACTIONAL JUSTICE ON
EMPLOYEES' WORK PERFORMANCE
IN HEALTH SECTOR OF QATAR

BY

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COMMITTEE PAGE

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Abstract

Interactional justice is an important part of the organization and it is an ongoing process depending on relationship between managers and employees. This study aims to explore possible relationships between employees' perception of interactional justice process; both interpersonal and informational, and how it may affect work performance.

While this research was conducted in the health sector of Qatar, 95 participants selected randomly from Qatari public sector. A Quantitative method was used by distributing paper questionnaires where data were analyzed by using SPSS.

Results of this study showed a positive relationship between interpersonal justice and work performance. Furthermore, a partial relationship between informational justice and work performance has been statistically proven. In a different domain, it has been statistically proven that proper interactional justice process can help both managers and organizations in improving work performance.

Subsequently, interactional justice would be considered as an important metric for managers so giving ability to improve work performance. It can also help managers to identify gaps in the system so that improve work output.

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1.0 Introduction

Interactional justice is a part of organization justice along with procedural and disruptive justice (Martinez-Tur, Peiro, Ramos and Moliner, 2006); the interactional justice was defined by the sociologist John R. Schermerhorn (1986) as the degree to which people affected by decision and treated with dignity and respect. This is why many authors claim that interactional justice has the most effect on work performance (Wang et al., 2010).

It has been argued that interactional justice can be composed of interpersonal and informational justice where interpersonal justice refers to how people can be treated in dignity and politeness (Colquitt et al, 2001). Informational justice would be related to explanations given to the employees about the procedures that have been used in such way (Colquitt et al, 2001). As argued, both interpersonal communication and informational justice can result in an increase in work performance (Ochoa, 2007; Cohen-Charash and Spector, 2001).

Work performance can be defined as performing the job well or job requirements (Campbell, 1990). This is why work performance can be defined as “individual variable which is something single related to the person himself” (Campbell, 1990). Companies always give priority to work performance which is critical target for managers because performance level will directly reflect total outcomes. In accordance, managers need to observe different behaviors of their employees so that monitoring this performance.

Organization justice divided to three main categories; the first category is disruptive justice, which is related to fairness of outcomes such as rewards and pay (Greenberg,

1987; 1990). Secondly the procedural justice which is mainly concerns with fairness of process, or fairness of decision making process that lead to the best outcomes (Tyler and Lind, 1992). The third one is the interactional justice as introduced earlier by R. Schermerhorn (1986).

All organizational justice aspects (procedural, disruptive and interactional) are related to organization trust, while interactional justice is related to managers' behaviors (Samuel et al, 2002). This reflects the positive role managers would play in this aspect of organizational justice and how managers can play an important role in enhancing work performance. This is why, justice can be considered as a vital concept by employees and a key element for organizational sustainability as well as work performance and development (Seyyed Javadin et al, 2008). In the same manner, it has been claimed that organizational success needs good efforts from both employees and human resource management (Rad and Yarmohammadian, 2006).

Qatari employees working under the law of ministry of labor where each company has its own policy and protocol to deal with employees based on agreed-upon contracts under the umbrella of labor law in Qatar. This study examines the impact of interpersonal and informational justice on employees work performance in Qatar and the relationship between these variables.

1.1 Study context

Qatar has been selected as context for this study. Qatar economy has been considered as one of the most developed ones in GCC (Wikipaida, 2016) and in Middle East. Qatar has huge economy based on oil and gas with a GDP reached to 166.9 billion in 2015. Qatari population also increases annually; it reached 2.2 million in 2015 with a labor force of 1.6 million. This labor force is distributed between both governmental and private sectors with a mixture of Qatari and non-Qatari. Because of this huge number of labor force in Qatar, the study will target this group of workers because it will be valuable.

1.2 Problem statement

The interactional justice allows managers and employees to improve quality of work and work performance due to valuable outcomes on employees which will be as motivator for the employees. Subsequently, in this study factors that could affect the performance of the employees work would be studied.

1.3 Research objective:

This study aim to clarify the influence of both aspects of interactional justice (interpersonal and informational) on work performance, it is crucial for managers to improve the quality of the work and to enhance work performance. Based on this, study objectives will be as follows:

- To explore the relationship between interpersonal justice and work performance.

- To explore the relationship between informational justice and work performance.

1.4 Research questions:

This study will be new in Qatar. All other studies before focused mainly on interactional justice and how its effect work performance. However, it is not clear which aspect of interactional justice (interpersonal or informational) would highly affect work performance. In addition, there is a clear gap in literature when introducing each of them; interpersonal and informational justice. In relevance, this study explores the following questions:

1. What is the relationship between the interpersonal justice and work performance?
2. What is the relationship between the informational justice and work performance?

2.0 literature review

2.1 Work performance:

It is proclaimed that work performance is any task that is done by the employee to meet organizational goals (Suliman, 2001). In the same manner and in Business Dictionary (2016), it is defined as *“The work related activities expected of an employee and how well those activities were executed. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis in order to help them identify suggested areas for improvement”*. Both definitions agree then that employees’ performance would result in improvement in work performance.

Both system and individuals can play an important role in work performance in direct and indirect way (Waldman, 1994) which means that if the system is flexible and treating employees with respect and dignity, it will be reflected on these employees performance. Frayne & Geringer (2000) concluded after their experimental study that self-management training program for employees may have strong impact on work performance. However, an employees' training can play an important role in improving the performance of organization (Delaney & Huselid, 1996), and it is clear that this is the most important thing in improving the work performance; human resource can play this role.

2.2 Interactional justice and work performance:

Interactional justice is one of the organizational justice aspects. It has two main parts, interpersonal justice and informational justice as stated by coropanzano et al (2007). In interpersonal justice, managers are to treat employees with respect and courtesy (Schaubroeck, et al., 1994). It is mainly related to communication between the managers and their employees during any procedure (Bies and Moag, 1986). It is clear then that interpersonal justice rely on the relationship between managers and employees. So if the relationship is good between both managers and employees, performance will increase. Notwithstanding, informational justice is related to the explanations given to the employees about procedures and outcomes (Colquitt et al, 2001). This explains the amount of information received by employees from their managers about their work. However in (2014), Salwa conduct a study in Fayoum/Egypt in healthcare organization

among nurses and physicians to explore the relationship between organizational justice including interactional justice and work quality where the results show a positive and significant impact of organizational justice on the quality of the work (Salwa, 2014). It is clear then that organizational justice can have a positive impact on the quality of work, however it is still not clear which part of organizational justice has more effect than other which is very important for us in the future.

In another study which was done by faruk in (2016) in Turkey among teachers, it is found there is no relationship between interactional justice and work performance. It might be related to work situation which has a good interactional justice and the employees they didn't feel the impact of interactional justice if not available.

Furthermore, in 2014 Salah Diab Concluded in his study in Amman among healthcare providers in ministry of health that interactional justice (interpersonal and informational) can have a positive and significant impact on work performance. International justice according to the same study has shown high perception of organization justice among employees (Salah, 2014). This is clearly goes with the results of most of the studies that support the impact of interactional justice on work performance such as (salwa, 2014 and Liao &Rupp, 2005).

In conclusion, spread of justice climate within organizations can help both employees and organizations to have a positive outcomes and returns as mentioned by several studies like (Colquitt et al, 2001) and (Suliman, 2007). This needs efforts from both managers and employees in order to create and to understand developing such climate.

Work performance usually measured by its outcomes on the organizations and how these outcomes can returned the benefits for the organizations and managers, Liao and Rupp mentioned in their study in 2005 that organization and supervisor- focused procedural and interpersonal justice were significantly related to work outcomes (Liao &Rupp, 2005), this extremely correct because work performance measured by its outcomes and benefits for the organization so if the manager make more focus on that it will be positively related to work outcomes.

In 2001 meta-analysis were done by Colquitt for 183 justice study, the result showed that all justice dimensions are related to each other and with unique relationship with several organizational outcomes like work performance and satisfaction (Colquitt et al, 2001). This also supports most of the studies such as (Colquitt et al, 2001and Liao &Rupp, 2005) results and how the organization justice can play an important role in work performance.

In addition, in 2010 study conducted in Barbados in different 9 companies of public sectors, the study aimed to discover the relationship of the three aspects of organization justice (interactional, disruptive and procedural)on task performance, the result of the study showed a strong and significant relationship of all aspect with task performance (Devonish and Greenidge, 2010). This study mentioned interactional justice in general didn't specify which part of interactional justice has more effect which needs further studies for that.

In terms of work related outcomes, a study in 2000 were conducted to explore the impact of interactional and procedural justice on work related outcomes, the study state that interactional justice affect supervisor related outcomes while procedural justice affects the organization related outcomes, which both reflect the work performance (Masterson et al, 2000), this give us an idea that the interactional justice mostly related to the managers behaviors within the organization, I agree with this result which shows how the manager can make changes in work performance.

It has been shown in the literature that work performance need intrinsic motivation to improve the ability of the employees to work better, in 2009 it has been mentioned in one of the studies which investigate the impact of interpersonal justice and procedural justice on intrinsic motivation and task performance that the interpersonal justice has no significant impact on task performance and intrinsic motivation (Zapata-Phelan et al, 2009), it was cleared in the literature that the interpersonal justice has a strong impact on task performance, am not with the results of this studies and most of the studies approve that impact and how it is affecting the work .

However, in 1990 a study was conducted by mikula state the injustices in the organization usually related to interactional justice rather that procedural and disruptive justice (mikula et al, 1990), so when people treated in with respect and dignity absolutely will be reflected to the work outcomes , which support the idea the employees perception will be more in interactional justice.

According to social exchange theory, the relationship with the administration either positive or negative it comes from interactional justice mostly, so if the employee has a good relationship with his manager sure this will push him for better performance (Cohen-Charash and Spector, 2001).

In addition the social exchange theory make clearly that difference between the procedural justice and interactional justice, procedural justice applies more to exchange between the employee and his organization, while in interactional justice the exchange more between manager and his employee (Cropanzano et al, 2002), so it is cleared that interactional justice applies direct relationship with employee more than procedural justice.

Also in (1993) Greenberg mentioned in his study that when people asked about unfair treatment in work their answer focused more on interpersonal factor rather than structural factor, which also support what mentioned before about the interactional justice and its importance in the work.

As notice in literature review above that most of the study is about interactional justice as whole not about interpersonal justice or informational justice separate, as well as the organizational justice aspects which are disruptive, procedural and interactional , we need to be more specific in each aspect to be clear for us which one has more effect and what are the factors affecting the perception of each one, so this study will be new at least in Qatar, cause it will take each item of interactional justice separate and the relationship with work performance, because it was not cleared which one affecting the work

performance the interpersonal or informational and if both affecting work performance we need to know which one affecting more.

3.0 Methodology

This study has been conducted to assess the interactional aspects and how this will affect the work performance. In order to achieve the latent objective, and based of in-depth reading of the literatures, it has been found that the quantitative approach is the best to meet the study objectives and answering the questions, a cross-sectional survey was adopted for this study. The survey composed from four parts, the first part is demographic data about the participant, then the second part is the interpersonal justice (independent variable) which is covered by 5 items, the third part is the informational justice (independent variable) which is covered by 4 items then the latest parts is work performance (dependent variable) which is covered by six items.

Moreover, the items used in the survey based on reading of literature, and each item assessed by using five point scale range from 1 (strongly disagree) to 5 (strongly agree) (see appendix A). This survey is in English language and is distributed as hard copy to the participants.

3.1 Research framework:

The interactional justice is one of the organizational justice parts which are disruptive and procedural justice and the interactional justice has two aspects mainly which are interpersonal and informational as explained in the literature.

It has been shown in previous studies that the interactional justice has positive effects on employee work performance. However, the employees who are treated with respect and fairly sure they will have positive attitudes toward their work (Brown et al, 2010). Hence, based on literature and the relationship between these factors I suggest the conceptual model shown below in figure1.

Interactional justice

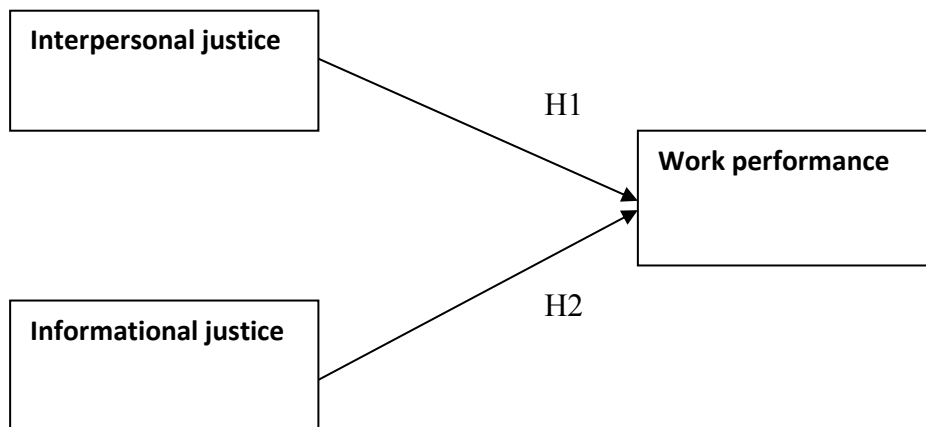


Figure 1: conceptual framework

From the model above, it can be hypothesized that there could be a positive relationship between interpersonal justice and work performance as well as another positive relationship between the informational relationship and work performance.

3.2 Hypothesis:

- Interpersonal justice has a positive impact on work performance.
- Informational justice has a positive impact on work performance.

3.3 scope of the research:

This study conducted in Qatar, it includes all employees with 2 years or more of work experience in Qatar health sector and it includes male and female working in private and government sector.

This study will measure the impact of interactional justice (interpersonal, informational) on work performance of the employees by using survey prepared for that purpose.

3.4 Data collection

Primary data were collected by using cross sectional questioner, which is more beneficial and low cost as well as enable the respondents to be more confident to write the truth. It also removes the ambiguity around the asked questions with a significant level of confidentiality (Schermerhorn in 1986).

The questionnaire consists of four sections. The first section measures the demographic and career variables of the respondent. The second section measures the interpersonal justice (Independent variable); the third section measures the informational justice (Independent variable) while the fourth section measures the work performance (dependent variable), the survey distributed along with consent , to be signed by the participants after reading it see(Appendix B).

3.5 Populations and Sample:

A 125 participant has been the sample population for this study. The sample of this research selected randomly from the Qatar health sectors which include male and female

employees working in Qatar from both private and governmental sector. The respondent number was 110 while 15 out 110 did not answer all the questions so the remaining sample was 95 participants, the survey include different type of work like teachers , nurses and some other private workers, managers were excluded from this study because they are one of our target in this study.

3.6 Data analysis:

After data collection had been completed, the reliability of the survey part were done using alpha Cronbach, then factor analysis were done to see how far the items checked each factor, after that descriptive statistics (mean, standard deviation) were checked for each factor and correlation analysis were done to see the relationship between the variables then the regression analysis were done to check the hypothesis, SPSS (Statistical Package for Social Science) was used to analyze the data.

4.0 Contribution of the research

This research is considered as a quality research since it is aimed to improve the work performance. However, few or limited researches before discussed this issue in Qatar so this research will be considered as good reference in the future for further studies.

In addition this research will help the managers and the employees to understand the importance of the interactional justice for the employees and the organization and how it works as motivators for good performance. Furthermore the result of this study can be guidance for all managers to engage their employees in decision making process, which will increase later the job satisfaction thus improving work performance. However when

the employee feel the sense of justice and treated in fair way in his organization sure it will be reflected positively to his work performance and commitment as well as to the job satisfaction (Kim et al, 2015).

5.0 Data analysis and finding

5.1 Demographic profile:

The table below shows the description of demographic data for the participants. (Table 1)

Table 1. Demographic

Variable	Categories	Frequency	Percent %
Gender	Male	25	26.32
	Female	70	73.68
	Total	95	100
Marital status	Married	20	21.05
	Non-Married	75	78.95
	Total	95	100
Age	18-25	-	-
	26 – 34	36	37.89
	35 – 44	39	41.05
	45 – 54	10	10.53
	55 and above	10	10.53
	Total	95	100
Number of years working in Qatar	2 - 4 years	10	10.53
	5 – 9 years	28	29.47
	10-19 years	35	36.84
	20-29 years	14	14.74
	30years and above	8	8.42

The above table shows that most of the respondents are female 73.6 % while male are 26.32%. Almost 78.95% of the respondents are not married. However we found that 41.05% of participants fall between 35-44 years old .lastly, for number of years worked in Qatar, 36.84% of the respondents had worked for 10-19 years, 29.47% had worked for 5-9 years, 10.53% had worked for 2-4 year and 8.42% had worked for more than 30 years.

5.2 Reliability analysis:

The reliability test usually gives us picture to which degree that data collection tools can give stable result, this will help us to verify the ability of data collection tool to measure the study objectives, in 2001, Cavana mentioned in his study that the best test is Cronbach’s alpha, 0.7 and above considered acceptable for Cronbach alpha (Wikipedia, 2016 and hair et al, 2006).

Table (2) below shows the summery of all items which were included in the study and the coefficients for each variable. However, all items where more than 0.7.

Table 2. Reliability

No	Domain	Correlation Test R. test	Item No
1	interpersonal justice (5-9)	0.82	5
2	informational justice (10-13)	0.83	4
	Work performance (14-19)	0.80	6
	Total	0.85	15

From the table above we can see the number of items used to measure each variable and the reliability coefficient for each one, two variables were used to measure the interactional justice which are informational justice and interpersonal justice (independent variables) and each variables measured by 4-6 items, for the interpersonal justice Cronbach alpha reached to 0.82, while for the informational justice Cronbach alpha reached to 0.83, work performance is the dependent variable which measured by 6 items Cronbach alpha reached to 0.80, the total coefficient reached 0.85.

5.3 Factors analysis:

Factors analysis used to determine the construct validity. However, the factor analysis was used in this study to show the interrelationship between the items used to measure the interactional justice (interpersonal justice and informational) and work performance, this will give us idea about the how each item in the survey is related to its variable assigned to measure, sure this will help us to achieve the study objectives in proper way. Principal components analysis (PCA) with varimax rotation was used for that reason.

Table (3) below shows all items results when we used factors analysis.

Table 3. Factors analysis

	Component		
	1	2	3
Interpersonal justice			
A1			0.636
A2			0.674
A3			-0.031
A4			0.791
A5			0.639
Informational justice			
B1		0.677	
B2		0.860	
B3		0.747	
B4		0.339	
Work performance			
C1	0.560		
C2	0.554		
C3	0.613		
C4	0.631		
C5	0.631		
C6	0.775		

However all items above shows the success in measuring all factors except items No. 3. The result explored the weakness in measuring the interpersonal justice and it was removed from analysis, the factors were defined by variables loaded higher than 0.30.

The first factor was called as work performance measured using six items, and the result rank from 0.554-0.775 which give us strong indicators that these items will strongly measure the work performance.

The second component was called as informational justice which measured by four factors loaded under factor 2 and result shown in the table rank from 0.339-0.860 which prove that these items measured the informational justice, while the third factor was labeled as interpersonal justice which was measured by five items rank from 0.636-0.791 all items can measure the interpersonal justice except factor three -0.031 which was removed from analysis.

5.4 Descriptive statistics:

As shown in Table (4) all variables have mean more than 3, the highest was the interpersonal justice 4.2653 while the lowest was the informational justice 3.3263. On the other hand, all variables have standard deviation less than 1; however, for the standard deviation the highest was for work performance which was .81902 while the lowest was for the interpersonal justice which was .70466.

Table 4. Descriptive analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Interpersonal justice	95	2.20	5.00	4.2653	0.70466
Informational justice	95	1.50	5.00	3.3263	0.76586
Work performance	95	1.00	5.00	3.3632	0.81902
Valid N (list wise)	95				

5.5 correlation analysis:

Correlation indicates to which extent the variables related to each other, so more correlation give us idea about the strength of relationship between the two set of variables and its range between -1 to +1 which reflect either negative or positive relationship.

From the table below, it can be observed that all variables are positively correlated and statistically significant with each other, however the interpersonal justice positively correlated and statistically significant with work performance($r = 0.358$). On the other

hand, the informational justice was weakly positive correlated and statistically significant with work performance ($r = 0.118$).

Table 5. Correlation

Component	1	2	3
Interpersonal justice	1.000		
Informational justice	0.214	1.000	
Work performance	0.358	0.118	1.000

5.6 Regression analysis

A Multiple regression analysis was used to test the hypothesis. We aimed in this study to find out whether the interactional justice does have a significant impact on the work performance; we used the regression analysis to support the correlation results about the relationship between variables.

5.6.1 The relationship between the interpersonal justice and work performance.

As noted in the table (6) below, the first hypothesis in the study which is concerned about the impact of interpersonal justice on work performance. The analysis result showed ($\beta =$

0.59, $p < 0.00$) which indicates that interpersonal justice has a positive and significant impact on work performance.

Table 6. Regression H1

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.438	0.421		1.040	0.301
	Interpersonal justice	0.686	0.097	0.590	7.049	0.000

a. Dependent Variable: work performance

5.6.2 The relationship between the informational justice and work performance.

In second hypothesis state that informational justice has a positive impact on work performance, the result showed ($\beta=0.27$, $p < 0.008$) which indicates that informational justice has moderate significance impact on work performance. Hence, this confirms to some extent that the second hypothesis is moderately supported as shown in table (7) below.

Table 7. Regression H2

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	2.398	0.364		6.585	0.000
	Informational justice	0.290	0.107	0.271	2.718	0.008

a. Dependent Variable: work performance

6.0 Hypothesis testing:

Based on the correlation analysis and multiple regression analysis above we can measure the relationship between the independent and dependent variable which allow us to test the study hypothesis, the table (8) below shows the summery of hypothesis testing.

Table 8

Hypothesis	Beta	Correlation	Result
H1: interpersonal justice has a positive impact on work performance.	0.59	0.358	Supported
H2: informational justice has a positive impact on work performance	0.27	0.118	Moderately Supported

As shown in the table above that first hypothesis has correlation 0.358 and beta 0.59 which discovered a strong positive relationship interpersonal justice and work performance, while in the second hypothesis the correlation was 0.118 and beta 0.27 which discovered moderate positive relationship between informational justice and work performance.

7.0 Discussion

As mentioned in the beginning of this study that the overall aim is to investigate how the interactional justice affects work performance.

However, in this study it was confirmed that the component of interactional justice which are informational and interpersonal justice have a positive impact on work performance. This means that the employees are mainly more concerned about the interactional justice mostly in interpersonal justice.

Qatar organizations should take in the consideration the impact of interactional justice on work performance, also it was evident by several previous studies which talked about this topic, and I believe that interactional justice is an important driver for better work performance.

As we noticed in the demographic data above that most of the participants were female and not married which might lead to think of a possible relationship between gender and marital status with perception of interactional justice. Therefore a further study is highly recommended to roll out this relationship in the future.

The descriptive statistics showed a mean above 3 for almost all variables. In addition, the standard deviation for all the values had been below one which indicates how close these data are distributed around the mean.

Also from the result above we noticed that most of the sample age fall between (26-44) which is around 79% of total sample, also this number could guide us to possible relation between age and perception of interactional justice.

However, all these factors might need further studies in the future to detect the relationship with the interactional justice.

8.0 Implications

This study which confirmed that the employees have an important role in the success of the system. Having emphasizing this, it is very important for all managers to understand their employee's perception in order to be able to improve work performance.

On the other hand the managers should always be aware of their employee's requirements by asking them continuously about their need in order to ensure good relationship with their employees considering the revealed relationship between both the interactional justice and work performance.

The findings reported may have some interesting implications for managers. However, the positive findings regarding work performance only describe those employees who are affected with how interactional justice is conducted. These indulge in higher work performance. Thus, to obtain such positive outcomes, an organization should provide a good interactional justice where employees improve their work performance.

Subsequently, when employees has good interpersonal relationship with their managers and informed about any action or procedure in the organization it mean good work performance as well as good management which reflect great success.

9.0 Conclusion

This research investigates the relationship between employees' perception of interactional justice (interpersonal justice and informational justice) and work performance. Moreover, it provided indicators on the effect of interpersonal justice on work performance.

The sample where chosen randomly from Qatar health sector which include different work specialty. Paper based survey was used to collect data from 95 participants. The SPSS was used to analyze the retrieved data.

The survey were used composed of four part describing the demographic data of participants, then the other three parts describing the variables that we discussed in the hypothesis, internal consistency checked using alpha Cronbach, also factor analysis and descriptive statistics (mean, slandered deviation, correlations) were done, at the end we used regression analysis to check the hypothesis if it is rejected or accepted.

However the result shows how the interactional justice can affect the work performance; the managers should take in their considerations this kind of justice to improve the work performance as well as the output of employees work.

It is shown a positive impact of interpersonal and informational justice on work performance, as we know the work performance is the main target for all managers, so this study will be as evidence based to improve their management style thus improving productivity.

9.1 Recommendations

This study will be helpful for human resources for decision making and development program for their staff and managers to improve their perception about interactional justice thus improving the work performance.

This study also recommends all health sectors in Qatar to pay attention to the interactional justice that could affect the work performance.

I recommend also further study in the future to be more specific for one organization like Hamad hospital since each organization has different management system, so the results will be reflect the organization itself and it will be more accurate.

I also recommend further studies as I mentioned in the discussion to reveal the relationship between age, marital status and gender.

9.2 Limitation & future researches

The researcher encountered some limitation as it was difficult to distribute the questionnaires through public sectors, so distribution of questionnaires was done randomly, but with the target sample size in mind.

This study showed positive impact on work performance may due to different management system was found in Qatar health sectors so further study need in future to be more specific in one health sector for example Hamad medical corporation.

Moreover one hypothesis were moderately supported which need further investigation in the future as well as the questionnaires took long time to be distributed.

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APPENDIX A



Dear Respondent,

I'm MWAFFAQ ABUZBAID, a student of Master in Management business administration. I'm doing research study on the impact of Interactional justice on work performance in Qatar health sectors.

The purpose of this research is to measure the influence of interactional justice (Interpersonal and Informational) on the work performance. This questionnaire contains 4 parts.

I would be grateful if you could spend a little of your time to answer this questionnaire. Your corporation is very much appreciated.

Thank you very much for your assistance in completing this questionnaire.

It surely will be of great help to me.

Wish you the very best in your future.

MWAFFAQ ABUZBAID

MBA student

Please tick (√) where appropriate

Part one: Demographic and career variables

- 1- Sex: Male Female
- 2- Marital status: Married Non-married
- 3- Age: Under 18-25 26– 34 35 – 44 45 – 54 55 and above
- 4- Number of years working in Qatar : 2 - 4 years 5 – 9 years
 10 – 19 years 20 – 29 years 30 years and above

Part two: Perception of Interpersonal Justice

	Statement	Strongly disagree (1)	Disagree (2)	Average (3)	Agree (4)	Strongly agree (5)
5	My rater is always polite to me					
6	My rater treats me with dignity					
7	My rater treats me with respect					
8	My rater does not attack my privacy					
9	My supervisor shows concern for my rights as an employee					

Part three: Perception of Informational Justice

	Statement	(1)	(2)	(3)	(4)	(5)
10	I have proper communication with my manager.					
11	Am receiving information about any decision making related to my work in good manner.					
12	Am receiving information about all procedures in my organization.					

13	Am always receiving explanation about any action taken related to my work before happening.					
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Part four: Work performance

	Statement	(1)	(2)	(3)	(4)	(5)
14	I consider my performance better than the average employee in this organization					
15	I always perform to an acceptable standard					
16	I always perform to a standard over and above what is expected of me					
17	I always reach my performance target					
18	I often perform tasks which are outside of my job description					
19	Overall, I am a very good performer					

APPENDIX B

SURVEY CONSENT

Dear participant:

I'm MWAFFAQ ABUZBAID, a student of Master in Management business administration. I'm doing research study on impact of interactional justice on work performance in Qatar health sectors.

The purpose of this research is to evaluate the influence of the interactional justice (Interpersonal and Informational) on work performance. This questionnaire contains 4 parts.

There are no known risks if you decide to participate in this research study. There are no costs associated with your participation in this study.

Your participation in this study is voluntary. If you agree to participate, you will have the Opportunity to withdraw your consent at any time from this study. If you decide not participate in this study, the data collected from you so far will not be documented for study purposes, and if you have any question you can contact me ant time at (55605585) or at my mail (a.mwaffaq@yahoo.com).

The information you provide will only be used for study purposes and will not be used against you or result in any negative consequences.

The survey will take approximately 15 minutes to complete. The information collected will be confidential. The research team will not record your name during this process. No one will be able to identify you or your answers, and no one will know whether or not you participated in the study.

I would be grateful if you could spend a little of your time to answer this questionnaire, be sure that your data will be confidential and nobody allowed to review it, your corporation is very much appreciated.

By signing the consent form below, I am agreeing to participate in this study and have read and understood the information that has been provided above.

Participant Signature:

Date:

Researcher signature:

Date:

MWAFFAQ TAWFIQ SAAD ABUZBAID/MBA Student

Qatar University/College OF Business and Economic

APPENDIX C

Descriptive statistics for survey answers

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	25	26.3	26.3	26.3
	2.00	70	73.7	73.7	100.0
	Total	95	100.0	100.0	

MARITAL STATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	20	21.1	21.1	21.1
	2.00	75	78.9	78.9	100.0
	Total	95	100.0	100.0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	36	37.9	37.9	37.9
	3.00	39	41.1	41.1	78.9
	4.00	10	10.5	10.5	89.5
	5.00	10	10.5	10.5	100.0
	Total	95	100.0	100.0	

EXPEREINCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	10	10.5	10.5	10.5
	2.00	28	29.5	29.5	40.0
	3.00	35	36.8	36.8	76.8
	4.00	14	14.7	14.7	91.6
	5.00	8	8.4	8.4	100.0
	Total	95	100.0	100.0	

Interpersonal justice**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
A1	95	1.00	5.00	4.3263	1.02565
A2	95	1.00	5.00	4.1474	1.14825
A3	95	1.00	5.00	3.9789	1.07168
A4	95	1.00	5.00	4.4842	0.99854
A5	95	1.00	5.00	4.3895	1.05482
DIM1	95	2.20	5.00	4.2653	0.70466
Valid N (listwise)	95				

Informational justice

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
B1	95	1.00	5.00	2.7579	1.27760
B2	95	1.00	5.00	3.4632	1.11861
B3	95	1.00	5.00	3.3368	1.08775
B4	95	1.00	5.00	3.7474	1.02073
DIM2	95	1.50	5.00	3.3263	0.76586
Valid N (listwise)	95				

Work performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
C1	95	1.00	5.00	3.4947	1.15661
C2	95	1.00	5.00	3.3895	1.21423
C3	95	1.00	5.00	3.6316	1.17648
C4	95	1.00	5.00	3.4632	1.16519
C5	95	1.00	5.00	3.5158	1.10956
C6	95	1.00	5.00	2.6842	1.23136
DIM3	95	1.00	5.00	3.3632	0.81902
Valid N (listwise)	95				