

The Impact of Human Resource Management Practices on Perceived Organisational Justice

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Abstract

The paper sought to investigate the impact of perceived organisational justice and Human Resource Management (HRM) practices. HRM practices have been recognised progressively more as a vital ingredient towards sustained competitive success, especially firms and organisations that are operating in unstable, challenging and rapidly changing international competitive environments.

The paper made use of quantitative methodology. Data was collected from a list HRM payment registered National Department of Public Works (NDPW). Target population were 1296 employees and only 500 employees were selected using simple random sampling. A total of 375 questionnaires were completed. Statistical Package for Social Sciences (SPSS) was used to analyse the data using inferential and descriptive statistics. Employees are not

satisfied with the following HRM practices: performance management, compensation, promotion, recruitment and selection. The study recommends that for NDPW to achieve its strategic mandate attention must be given to promote positive organisational justice.

Keywords: HRM practices, organisational justice, perceptions, South Africa

1. Introduction

The aim of the paper was to investigate the impact of perceived organisational justice on Human Resource Management (HRM) practices. HRM practices can be regarded as a tool implemented by the organisation that assist in retaining and motivating employees through efficient practices, policies and philosophy. Babu and Reddy (2013:46) define HRM practices as the planned human resource deployment, the organisation's progress being targeted towards reaching the goals through efficient management of human capital.

The term organisational justice was initially coined by Greenberg in 1978 describing an individual's perceptions and reactions to fairness in the organisation. Karimi, Olipour, Pour and Azizi (2013:1149) suggest that the term refers to the fair and equitable behaviour of the organisation towards their employee. Organisational justice is crucial as it is attributed to organisational long term sustained success, especially in firms that are operating in changing and challenging environments (Singh and Khurana, 2016:693). There is a strong current opinion which indicate that, HRM practices tend to maximise the productivity of an organisation by optimising the effectiveness of its employees (Swathi, 2014:21).

Kairu and Karanja (2015:548) argue that internal alignment among HRM practices should lead to improvements in firm's performance as different sets of HRM practices will stimulate, reward and elicit appropriate employee behaviours necessary for accomplishing the stated strategic objectives of an organisation. HRM practice is critical as it encourages employees to work and support organisational strategic vision and improve organisational performance (Albrecht et al., 2015:13).

The paper examined the impact of HRM practices on perceived organisational justice in South Africa. The discipline of organisational justice and HRM has intrigued scholars and it has emerged as a viable body of scientific inquiry. The present paper seeks to provide empirical evidence of the status quo on perceived organisational justice.

1.1 Problem Statement

Merhmanesh and Ghasemi (2016:92) argue that it is critical for an organisation to determine perspective of such HRM practices that influence organisational justice. HRM practices on organisational justice usually results in distributive justice, procedural justice and interactional justice.

In some organisations perceived organisational justice (POJ) is perceived as being fair in an organisation. Consequently, POJ is generally seen as being positively correlated to employees work attitudes and their performance (Konovsky and Cropanzano 1991; Kairu and Karanja,

2015:548). Against this backdrop the study sought to investigate the impact of HRM practices on perceived organisational justice in the National Department of Public Works (NDPW).

1.2 Research Questions

The study is guided by the following two questions;

- What is the impact of HRM practices on perceived organisational justice?
- What HRM practices contribute to perceived organisational justice?

1.3 Research Objectives

The study is based on the following twin objectives;

- To study the impact of HRM practices and organisational justice.
- To understand and identify HRM practices that contribute to perceived organisational justice.

2. Literature Review

2.1 Definition of Concepts and Issues

2.1.1 Human resource management practices (HRM)

Singh and Kassa (2016:644) define “HRM as the policies, procedures and systems that influence employees’ behaviour, attitudes, and performance”. It involves all the activities required to recruit, employ, develop, reward and manage the people in the organisation. Dzansi, Chipunza and Dzansi (2016:139) adds that HRM is the strategic and proactive management of employees in a fashion that guarantees optimal fit between employees, their jobs and the organisation. In the process this can lead to employees reaching their desired levels of satisfaction and the organisation can meet its desired goals. Therefore, HRM practices are seen to be the utilisation of employees to gain competitive advantage.

The primary aim of these practices are to form and shape work force attitudes by molding employees’ perceptions of what the organisation is like. Ultimately, influencing their expectations of the nature and depth of their internal relationships.

HRM practices interrelate with perceptions of organisational support to affect employee commitment in achieving the organisation’s strategic goals. Siswanto (2014:2) concurs that “the quality of the organisation’s human resources, their sense of treatment, their enthusiasm and satisfaction with their jobs, and their experience, all affect the organisation’s productivity, customer service, reputation, and survival, which can lead to improved organisational performance”.

2.1.2 HRM Practices

HRM practices are a means to achieve efficiency and effectiveness in an organisation. Furthermore, serves other functional parts, so as to help the organisation to attain efficacy and

operations in its operations and attainment of objectives. The organisational objectives of HRM are acquiring the right people for the right jobs at the right time in the right numbers. In addition, the objectives of HRM are to develop people through the right kind of training, making use of the selected workforce and retaining the workforce. Succession planning is an important issue to be taken up as a contemporary organisational objective.

According to Hassan (2016:16), compensation is the amount of money paid to an employee for work performed. It is an important practice in attracting skilled employees, rewarding performance, and employee retention. Compensation may include basic pay, overtime, bonuses, travel or accommodation allowance, stock options, medical allowance, commission, and profit sharing. Employers must view compensation practices in a positive way as they compensation practices heavily influence employee recruitment, turnover and productivity.

Owor (2016:9) states that compensation fairness “refers to the perceptions that employees have regarding equity in the company’s internal and external compensation and benefits”. In his study, Owor (2016:10) finds that employees who experienced a high degree of compensation fairness in their jobs are more likely to be loyal and engaged, mainly because their perceived fairness will force them to seek to pay back their employer by engagement.

Babu & Reddy (2013:48) established that effective compensation and reward processes enhance productivity, employee retention, and overall organisational performance. In addition, competency-based rewards and pay enriches the quality of goods/services, and advances subordinate behaviour. Compensation incorporates all forms of monetary, and non-monetary returns.

Lamba & Choudhary (2013:410) add that nevertheless incentive systems, salaries and wages constitute a very large component of operating costs. No organisation can expect to attract and retain qualified and motivated employees unless it pays them fair compensation. Employee compensation can be classified into direct (salaries and wages) and indirect (i.e incentive systems, like commission, base plus incentive and piece rate (Dlabbay, Burrow and Kleindl, 2019:181). The importance of the fairness of how rewards are distributed to the employees and the procedures that come with it should be investigated for their impact on attitudinal and behavioural intention outcomes (Lamba & Choudhary, 2013:410: Gamage (2014:23).

Performance appraisal is also one of the HRM practices which is also very critical. Performance appraisal either shapes good of behavior after one is appreciated or it can result in dissatisfaction after not being appreciated. Performance management is not intended to be punitive, but should result in Training and development programmes are undertaken to make the employees capable enough to perform the assigned tasks efficiently and effectively (Arthur, 1994; Huselid, 1995).

Training and development as an HRM practice deals with reskilling, upskilling knowledge, competencies and experiences of an employee (Obeidat et al., 2014). It is a necessary practice that equips employees with the necessary skills and competencies in today’s competitive

environment in order to enhance productivity, organization competitiveness and performance.

Disciplinary procedures: “disciplinary and grievance procedures should be aimed at settling grievances promptly, amicably, fairly, and objectively, and, as far as possible, at the point of origin (Misuko, 2012)”. Sundrama (2014:198) and Yahya, Isa and Noor (2011:241) posit that grievance is the displeasure or discontent whether expressed or not by the employees in the organisation. An organisation establishes a grievance procedure to create a space for the employee to file his or her dissatisfaction.

Promotion: According to Lamba and Choudhary (2013:410), “promotion refers to advancement of an employee to a higher post carrying greater responsibilities, higher status and better salary”. Promotion recognises an employee’s performance and commitment, thereby boosting morale and developing a competitive spirit. Promotion which is based on fairness plays an important role in assisting employees in achieving their own career goals as well as organisations in achieving their objectives (Misuko, 2012:68).

2.2 Organisational Justice

Usmani and Jamal (2013:354) state that organisational justice refers “to an action or decision that is morally and ethically right. It can be linked to religion, ethics, equity and law. Definitions may include issues associated with perceptions of fairness in pay, equal opportunities for promotion and employee selection processes”. Azeem, Abrar, Bashir and Zubair (2015:273) concur that organisational justice is all about the ways in which employees feel that either they are treated fairly or not in their jobs. How this conclusion affects other variables which are related to work outcome is also considered, it is characterised by emotion and employees’ perceptions of fairness, equality in behaviour and job attitudes in the workplace.

Dzansi, Chipunza and Dzansi (2016:139) describe organisational justice as basically the perception of fairness and the reaction to those perceptions in the organisational context. Mehrmanesh and Ghasemi (2016:92) state that the term denotes to employees’ subjective perceptions of the fairness of allocations in the organisation.

Beugr (2011:1093) and Ajala (2015:93) further adds that organisational justice consists of three sub dimensions, which are:

- the allocation of outcomes such as promotion opportunities or financial rewards (i.e. distributive justice),
- the process by which the allocations were made (i.e., procedural justice), the provided information about the process (i.e., informational justice), and,
- the received relational treatment during this process (i.e. Interpersonal justice) distributive, procedural and interactive justice.

In this paper, organisational justice is seen as a personal evaluation of the ethical and moral standing of managerial behavior. The implication is that producing justice in the workplace

entails that management should take the perspective of an employee.

2.3 Relationship between HRM Practices and Perceived Organisational Justices

Researches and previous studies pertaining to the direct and indirect effects of HRM practices on organisational justice (Kasemsap, 2013:59), conducted in many developed countries, indicate a noticeably a strong association between HRM practices of an organisation and the organisation's overall performance.

In some organisation's HRM practices tend to discriminate unfavourably towards ethnic minorities, women and older employees and in favour of ethnic majorities, men and younger employees (Goldman *et al.* 2006:80; Tsui and Gutek, 1999). In some cases, tendencies of "widespread discrimination against ethnic minorities in recruitment, training and development, appraisal, reward and dispute resolution in both the developing and developed worlds have been observed" (Shen *et al.* 2009:98).

According to Kadiresan *et al.* (2015:162), their study concludes the impact of HRM practices can create a comparative advantage for organisational performance when organisational commitment matters. Nasurdin, Ahmad & Ling (2015:3) point out that the main objective of HRM practices is to boost employees' performance.

Kaur and Quoc (2016) in their study they concluded that employee job satisfaction and employee work motivation can significantly and positively affect employee performance. In addition, the finding of their study highlighted that organizational justice and ethical leadership are significant in contributing towards employee job performance.

2.4 Conceptual Framework of the Study

Merhmanesh and Ghasemi (2016:94) propose the theoretical framework below. Figure 1 below presents the HRM practices and their effect on organisational justice, consisting of distributive, procedural and interactional justice.



Figure 1. HRM practices

Singh and Kassa (2016:646) and Yahiaoui, Anser and Lahouel (2015:2) add that although previous researchers have shown that HRM practices are positively related to organisational justice, there is a great need for additional evidence to support the relationship between HRM practice and organisational justice relationship in different contexts. Literature shows that the existence of justice in HRM practices in an organisation leads to the growth of its programmes and continuous improvement of organisation performance (Merhmanesh and Ghasemi, 2016:94). It can be an enormous power in synergistic development and creating opportunities for organisational excellence. The next section looks at the materials and methods that were used in the study.

3. Materials and Methods

The study was cross sectional and it employed a quantitative approach using a survey design. Choy (2014:102) states that quantitative research is useful to quantify behaviour, opinions and attitudes. To fulfil the objectives stated earlier a simple random sampling, was used; whereby a sample of 500 employees across all levels of occupation was drawn from the population of 1296 employees (Strydom, 2012). A list of employees was obtained from HRM payment register system because all employees of the NDPW were eligible to participate. A total of 375 questionnaires were completed and returned.

Primary and secondary data were used for purposes of this study. The primary data was collected through a population survey by using questionnaires. The secondary data was collected from books, journals and publications. Data collected was then entered, cleaned using Statistical Package for Social Sciences (SPSS) were descriptive and inferential statistics were used in the analysis of data.

The calculations of frequencies, means and standard deviations were used to interpret the results from the study. Factor analysis, Pearson Correlation coefficient and Cronbach's alpha co-efficient was used to determine internal consistency. The interpretation was performed at $\alpha=0.05$ and the association were considered valid if the p-value was found to be less than 0.05.

Tavakol (2011:53) states that Cronbach's alpha coefficient is used to examine reliability. According to Salkind (2014:165), reliability happens when a test measures the same thing more than once and results in the same outcome, and it consists of both an observed score and a true score component. The reliability of the data collected in this study was managed through an internal consistency method, as the questionnaire was only administered once and each participant completed only one questionnaire.

In this research, content validity was addressed through the use of a skilled statistician to confirm that the content of the questionnaire was in line with the statistical methods used. The questionnaire was also given to a HRM department as the subject expert for validation before it was distributed to participants.

Consulting the subject specialist assisted in determining if the questions in the questionnaire were subject related. In addition, to this, the questionnaire was approved by the Tshwane University of Technology (TUT) Research Ethics Committee before it was distributed to the participants.

4. Results and Discussion

4.1 Characteristics of Respondents

The demographic profile shows that the bulk of the respondents are in the age group category 31-40 years and they constitute 43%; this is followed by 24% in the age category of 20-30 years. However, it is quite clear that the minority groups are in the age groups 20-30 years and 50-60 years respectively, as they constitute 22 and 9% for each group and there are no respondents in the category of sixty-one years and above. The vast majority of respondents are in middle management and administration; they constitute 29%, followed by office assistants and professionals who constitute 16% and 13% respectively; only 9% of the participants are in the senior management category, 5% are cleaning and gardening employees. It is clear that majority of management and administrators had participated.

The study shows that the majority of the participants (48%) had been employed for 0-5 years in the organisation, while 32% had 6-10 years' service in the organisation (Table 1). This suggests that most of the employees might have experienced all selected HRM practices in the organisation. However, 10% of the respondents had been employed for 11-15 years in the organisation and another 10% of the participants for more than 16 years. This suggests that few employees have a long service record in the organisation.

Table 1. Distribution of sample based on years in the organisation

Years in the organisation	Number	Percentage
0-5	179	48%
6-10	121	32%
11-15	39	10%
16 and above	36	10%

Source: Calculated from survey results 2016

4.2 Factorial Structure of The Questionnaire for Organisational Justice

Theoretically the organisational justice scale had three factors, namely distributive justice, procedural justice and interactional justice. In the factor analysis, the Kaiser criterion as well as Horn's parallel analysis suggested that only two factors could be extracted. Items relating to the distributive justice scale formed one factor while the remaining items formed one factor. The remaining two theoretical factors could thus not be distinguished from one another. Therefore, they will be renamed procedure-interactional justice.

Following the factor analysis, the reliability of these factors were established. Factor loadings, alpha coefficients and average inter-item correlations are reported in the table below. It shows that the two factors showed acceptable reliability values with an Alpha of 0.811 for procedural justice and distributive justice had 0.939.

In Table 2 participants' responses are presented for factors relating to one selected HRM practice, which is compensation to determine how employees perceive benefits and/or rewards and compensation they receive. This area of attention was measured through four positive statements. The response categories included: completely disagree = 1; partially agree = 2; neither agree/disagree = 3; partially agree = 4 and completely agree = 5.

Table 2. Frequency distribution for organisational member's perception of compensation

Statement	Completely disagree	Partially disagree	Neither agree/disagree	Partially agree	Completely agree

I feel that the benefits that I receive are fair considering the experience and responsibilities I have	18.7%	15.7%	9.1%	35.5%	20.8%
I'm fairly paid considering the amount of skills I have	21.9%	15.25	10.45	30.9%	21.6%
I receive enough rewards when consider the rewards that other employees receive elsewhere	31.2%	16.0%	17.3%	21.6%	13.9%
My salary is enough for me to maintain a comfortable lifestyle	34.7%	18.7%	10.4%	25.3%	10.7%
I feel that the benefits that I receive are fair considering the experience and responsibilities I have	18.7%	15.7%	9.1%	35.5%	20.8%

Source: Calculated from survey results 2016

Table 2 indicates that 20.8% of respondents completely agree with the statement that the benefits they receive are fair considering the experience and Responsibilities they have, while 18.7% of respondents completely disagree that the benefits are fairly distributed in the department. This may be regarded as a positive response as a lower percentage of employees have a negative feeling when it comes to fair compensation considering their experience and responsibilities.

In contrast 9.1% of participants neither agree nor disagree with the statement. Overall a high level of benefits satisfaction was reported: 31.2% of employees indicated that they do not receive enough reward as compared to other employees doing the same job elsewhere. This area needs to be addressed by the public sector regulatory policy by increase and standardisation of rewards of the total number of employees, 34.7% of indicate that their salary is adequate to maintain a comfortable life style; only 10.7% of employees completely agree that their salary is enough to maintain a comfortable life style. The results of the study can mean that majority of employees are not quite happy with their compensation and the rewards they receive as compared to other employees elsewhere. Table 3 below highlights descriptive statistics per factor is reported below.

Table 3. Descriptive statistics on factor scores for human resource management practice

Factor	N	Minimum	Maximum	Mean	Std. Deviation
Disciplinary procedures	375	1.00	7.71	3.3022	.95811
Compensation	375	1.00	5.00	2.9253	1.19229
Promotion	375	1.00	5.00	2.8533	1.05302
Training and development	375	1.00	5.00	3.1372	1.13707
Performance management	375	1.00	5.00	3.1968	1.08711

Source: Calculated from survey results 2016.

The summaries of HRM practices presented in Table 3 show that the average responses ranged from 1 (Strongly Disagree) to 5 (Strongly Agree) which means that they are generally below 3 with the overall mean being 2.682. Based on the decision criteria above, it is clear from the overall mean of 2.682 and the means for the various sections that, generally, the respondents were not content with HRM practices in the organisation. The study indicates a negative response of a mean below 3.00; this is a low score. It is clear that the organisation needs to improve fair HRM practices. The findings also suggest that the organisation needs to pay more attention to compensation mean= (2.93) and promotion mean= (2.85) issues in order to use reward as a motivation tool for improving employees' performance. The study reveals that all 375 respondents perceive recruitment and selection, training and development, compensation, promotions, grievances and disciplinary procedures in the department as unfair.

4.3 Descriptive Statistics on Factor Scores for Organisational Justice

Descriptive statistics on the two scales were calculated and are reported below. The respondents responded on a scale of 1-5 whereby the response score scale included: organisational injustice/completely disagree = 1 and organisational justice/completely agree = 5. A low mean score thus implies a negative rating, which means that the resources are not fairly distributed, employees do not relate well with their managers, and improper or not aligned procedures; therefore, distributive procedural and interactive injustice needs attention while a high mean score implies a positive rating which means the factor requires little or no attention.

The mean score per question relating to area of attention is reported below (Table 4). The following keys were used to interpret results in terms of mean scores: mean scores of 1-2.99 were defined as unfairness in the organisation in terms of procedural, interactive and

distributive justice which therefore requires urgent attention; and a mean score of 3.00 was defined as average score which needs improvement. However, a mean score of 3.01-3.99 was defined as an area that requires little or some improvement and a mean score of 4-5 was defined as fairness that requires to be sustained and is acceptable.

Table 4. Descriptive statistics on factor scores for organisational justice

Factor	N	Minimum	Maximum	Mean	Std. Deviation
Interactional and Procedural justice	3 7 5	1.00	5.00	3.2753	1.19574
Distributive justice	3 7 5	1.00	5.00	3.3129	1.15799

Source: Calculated from survey results 2016

The summaries for organisational justice indices highlighted in Table 4 show that the average responses ranged from 1 (Strongly Disagree) to 5 (Strongly Agree) with means that are generally below 3 with the overall mean being 3.28. From the table above, it can be noted from the overall mean of 3.28 that the respondents were not pleased with procedural, interactional and distributive justice. The study indicates a moderate response of a mean of 3.00 this is a moderate score. Employees not only view justice in terms of distributive justice of inputs and outcomes, but they also view justice in terms of the procedures which determine those outcomes, categorised as procedural justice. Employees considers economic importance of outcome and socio- emotional value (which refers to the treatment that an employee receives in terms of explanations for decisions and information with compassion and respect), which is called interactional justice.

4.4 Pearson's Correlations between Factors

Following the reporting on item level above, total scores were calculated for HRM practices and organisational justice. Items were appropriately reversed before a mean score on the scale was calculated. This was used to observe the linear relationship between two interval or ratio variables. The correlation coefficient is an inherently standardised statistic and is therefore readily interpretable. The correlations between the factors were calculated and are reported below (Table 5).

Table 5. Correlations between the human resource management practice and organisational justice

		Proc_Interact	Procedural	and	Interactional	Disciplinary	Compensation	Promotion	Training	Performance management
Pearson Correlation	Proc_Interact	1,000								
	Procedural and Interactional Justice	0,460	1,000							
	Disciplinary	0,336	0,368	1,000						
	Compensation	0,601	0,529	0,435	1,000					
	Promotion	0,467	0,509	0,424	0,599	1,000				
	Training	0,487	0,515	0,537	0,496	0,498	1,000			
Sig. (1-tailed)	Proc_Interact				0,000	0,000	0,000	0,000	0,000	0,000
	Procedural and Interactional Justice				0,000		0,000	0,000	0,000	0,000
	Disciplinary				0,000	0,000		0,000	0,000	0,000
	Compensation				0,000	0,000	0,000		0,000	0,000
	Promotion				0,000	0,000	0,000	0,000		0,000
	Training				0,000	0,000	0,000	0,000	0,000	

Source: Calculated from survey results (2016)

In order to observe the relationship and test the hypotheses of the study, a correlation analysis was done. The results in the above Table 5 support all the research hypotheses and the relationships are significant. The results show that statistically, HRM practices are related to organisational justice at the 0.05 and 0.01 levels of significance. All Pearson correlation coefficients are positive, indicating a positive relationship. This means that NDPW HRM practices are positively related to distributive justice ($r=0.485$, $p<0.05$), and are positively related to procedural and interactional justice ($r=0.458$, $p<0.05$). A noteworthy relationship exists between organisational justice and HRM practices. If the statistical significance is below 0.05 then the correlation is significant. However, as statistical significance of this value is largely influenced by sample size, Jacob Cohen (1988) suggests that a correlation of 0.5 is large, 0.3 is moderate, and 0.1 is small.

Correlation analysis shows that HRM practices are positively related to organisational justice. However, the relationships can be described as moderate to weak as the correlation coefficients are around 0.4 and 0.3 in Table 5. The important quality of a correlation coefficient is not its sign, but its absolute value. A correlation of 2.78 is stronger than a correlation of 1.68, just as a correlation of 1.56 is weaker than a correlation of 2.60. The findings of this section of research are consistent with the findings of prior researchers, such as Kasemsap (2013:60), Karimi *et al.* (2013:1155) and Dzansi (2016:146). Kaur (2016) established that Distributive Justice is found out to be the strongest predictor of organizational justice perceptions, job satisfaction, and Psychological Capital. This implies

that if people have encouraging distributive justice perceptions, they are also likely to have positive organizational justice perceptions, job satisfaction, and Psychological Capital that has led to the favorable outcomes.

4.5 Linear Regression Analysis

Regression analysis is a “static method to structure mathematical regression which links the dependent variable to one or more independent variables” (Saunders, Lewis and Thornhill, 2016). In order to test the direct effect of the hypotheses, the dependent variable (organisational justice) was first regressed onto the HRM practices variable.

Table 6. Linear regression results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	0,607	0,188		3,224	0,001		
Disciplinary	0,137	0,063	0,110	2,171	0,031	0,609	1,643
Compensation	-0,022	0,049	-0,022	-0,459	0,646	0,664	1,507
Promotion	0,462	0,061	0,407	7,557	0,000	0,541	1,848
Training	0,080	0,056	0,076	1,434	0,153	0,556	1,800
Performance management	0,222	0,058	0,202	3,811	0,000	0,557	1,796

The effect size estimated by R^2 is 0.422 (42.2%) implying that it has a significant effect. According to Cohen (1988), when the effect size is more than 0.35 it is categorised as large. Furthermore, the adjusted R square (0.414) is very close to R square (0.422) indicating a generalised model. The above diagram shows that performance management, promotion, compensation was significant with 0.000. The results reveal that there is a positive relationship that exists between HRM practices and organisational perceived justice.

Table 7. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	225,478	5	45,096	53,806	.000 ^b
Residual	309,267	369	0,838		
Total	534,745	374			

ANOVA, which test for a linear relationship between the variables. F statistic= ratio of the mean square for regression to the residual mean square (Saunders et al, 2016). From the table, the value of F is significant beyond the 0.00 level. It should be noted, however, that only examination of their scatter plot can confirm that the relationship between two variables is genuinely linear (Figure 2 and Figure 3). The observed value of the F-test is 53,806. P-value (sig. = 0.000).

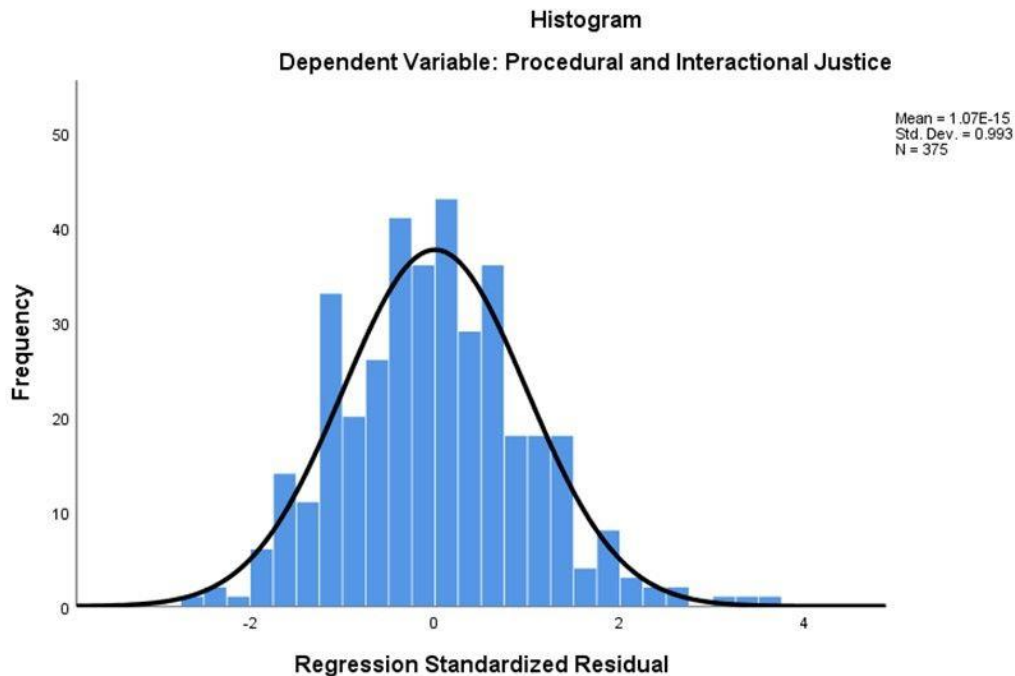


Figure 2. Relationship between procedural and interactional justice

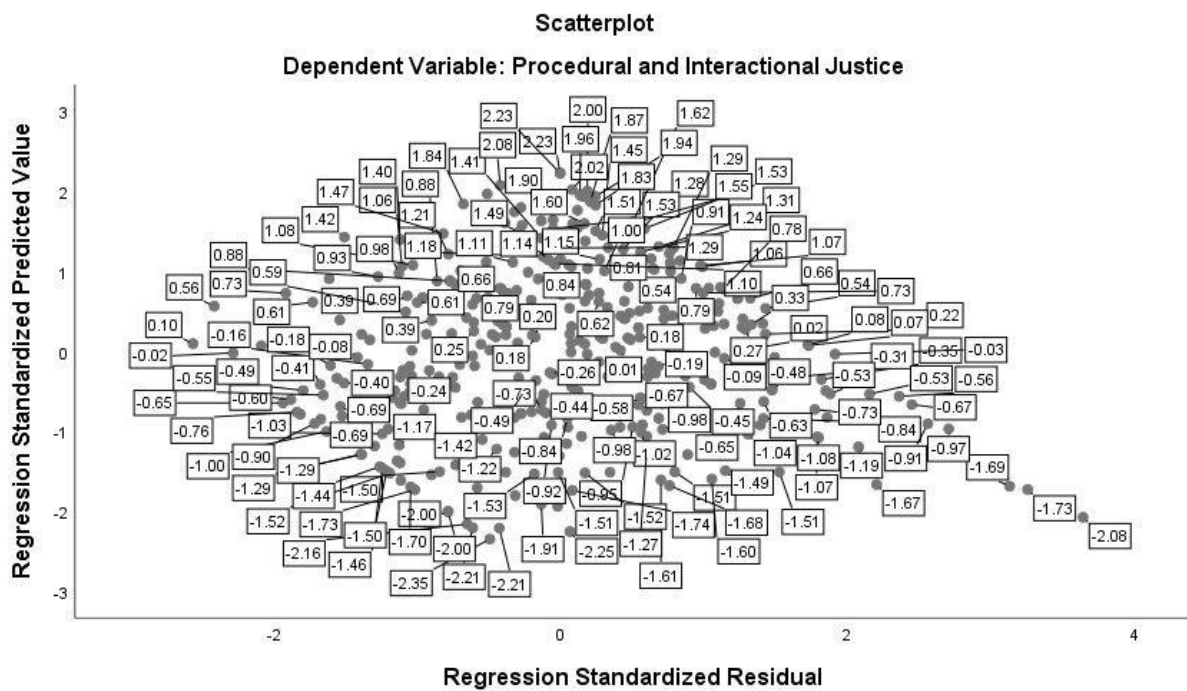


Figure 3. Relationship between procedural and interactional justice

5. Discussing the results

The paper sought to answer the question what is the impact of Human Resource Management practices on perceived organisational justice? Results of the factor analysis on factor score for HRM practices in Figure 3 show that three main HRM practices (distributive, procedural and interactional justice) seem to have had the highest influence on organisational justice during the study period. Based on the decision criteria of 375 respondents, the following HRM practices are generally below mean of three:

- Compensation mean score =2.93;
- Promotion mean score = 2.65; and
- Performance management mean score =3.20.

Overall the results of Table 5 and Figure 3 suggest that the NDPW needs to priorities the above HRM practices in terms of justice on the above, because the score is below the minimum required mean which is 3. These findings agree with those in the study conducted by Lamba & Choudhary (2013:418), Farahbod & Arzi (2014:82) Siswanto (2014:10), Singh and Kassa (2016:659), Kadiresan *et al.* (2015:162) & Azami *et al.* (2016:33).

6. Policy Implications

Justice is an appealing topic in organisational life and employees’ negotiations about the appropriateness of incomes, outputs and appropriate and fair decision- making processes employed by managers to achieve these incomes, prove it. Understanding justice in an

organisation is an essential factor affecting organisations' efficiency and individuals' satisfaction. Without creating the context for understanding the perception of HRM practices and their influence on organisational justice within the NDPW, it is difficult for management to motivate and direct employees.

Organisational justice research has established that perceptions of fairness tend to induce positive attitudes and behaviour, such as employee commitment, trust and loyalty. However, perceptions of unfairness tend to provoke negative attitudes and reactions such as poor performance, theft and workplace aggression, and high staff turnover.

7. Recommendations

Increase internal consistency and integration among Human Resource Management processes: It is imperative that HRM processes are made more internally integrated so that they could communicate consistent HR messages to the employees. More important, there should be a clearer relationship between performance management, training and development, compensation and selection processes. This would make HRM processes more compatible with organisational goals. HRM implementers should endeavour to close the gap between what HRM purports to do and what it actually does. Post-performance appraisal should be carried out in the organisation for betterment of employee performance in the job.

8. Conclusion

Results proved that employees perceive HRM practices to be unjust. In order to increase positive attitudes and behaviour like job satisfaction, efforts must be made by management to improve the organisational justice system. It is therefore very important for service organisation to comprehend the desirable human resource management practices that influence employee's attitudes and behaviour that may improve public sector performance.

Based on the above discussions it is highly imperative for the organisation to focus on perceived fairness or organisational justice in the work setting. Perceptions about fairness mainly depend on the standards set by supervisors in implementing the performance appraisal system ensuring equal treatment and fair distribution of rewards among employees.

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