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STUDY PROGRAM: MSc in International Tourism and Hotel Leadership	THESIS IS WRITTEN IN THE FOLLOWING SPECIALIZATION/SUBJECT: Restaurant Industry IS THE ASSIGNMENT CONFIDENTIAL? NO
TITLE: Why fairness is important: the role of organizational justice in job satisfaction, commitment and turnover intentions within restaurant industry	

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Signature administration:.....

Foreword

Topic for this master thesis has been chosen because I am a part of management team in individual full-service restaurant and this sphere is very interesting for me. Moreover, there is always something that can be done better towards employees in order to keep them satisfied and make sure they giving their best service for the customers, and that is why it was decided to conduct the research from employees' perspective and see which factors are important from their side while working within restaurant industry.

I would like to express my appreciation to my supervisor Gro Ellen Mathisen who has helped me to find the right direction in the process of writing.

Moreover, would like to thank to University of Stavanger and its employees for giving me this opportunity to finish studies there and get my Master's Degree in the field that I can definitely see myself in the future.

Furthermore, big thanks to all my friends and family that supported me through the writing process and always were inspiring me.

And last, but not least, thanks to each one of the respondents that agreed to participate in this study and filled in questionnaire.

Abstract

Restaurant industry is one of the most challenging places to work within all tourism sector. It requires good physical and psychological state, as well as being able to handle stress, long working hours, and be always professional with the customers. Therefore, in order to make sure that employees are willing to do their job as best as possible, fairness within organization is very important as well as employees' perceptions towards organizational justice.

This study is designed to investigate current situation within full-service restaurants from employees' perspective towards distributive, procedural and interactional justice. Moreover, relationships between different types of justice and job satisfaction, commitment and turnover intentions have been evaluated as well. A quantitative survey approach was used and sample of 155 employees working within full-service restaurants in Norway has been collected and analysed.

In total 9 hypotheses have been raised in order to evaluate relationships between organizational justice and organizational outcomes and 7 hypotheses were proved. Main findings revealed that interactional justice is the strongest predictor of both, job satisfaction and organizational commitment, and organizational commitment is the strongest predictor of turnover intentions.

Table of Contents

1	Introduction	8
1.1	Problem statement	9
1.2	Importance of the problem	10
1.3	Structure of thesis	11
2	Literature review	11
2.1	Organizational justice	11
2.2	Distributive justice.....	13
2.3	Procedural justice	14
2.4	Interactional justice.....	15
2.5	Turnover	15
2.6	Organizational commitment	17
2.7	Job satisfaction	18
2.8	Differences and similarities between organizational justice influence towards organizational outcomes.....	19
3	Hypotheses	21
4	Methods.....	23
4.1	Research design	23
4.2	Sample	23

4.3	Data collection.....	24
4.3.1	Secondary data collection.....	24
4.3.2	Primary data collection.....	25
4.4	Measurements.....	27
4.4.1	Distributive justice	28
4.4.2	Procedural justice	28
4.4.3	Interactional justice	29
4.4.4	Job satisfaction	29
4.4.5	Turnover intentions	29
4.4.6	Commitment.....	30
4.5	Data analysis.....	30
4.6	Statistical analysis.....	30
5	Results.....	33
5.1	Achieved sample.....	33
5.2	Correlation and regression analysis.....	37
5.3	Factor analysis	40
6	Discussion	43
6.1	Organizational justice and job satisfaction.....	43
6.2	Organizational justice and organizational commitment	45
6.3	Organizational outcomes	46

6.4	Reliability and validity of findings.....	47
7	Conclusion.....	47
7.1	Limitations.....	49
7.2	Future research	50
8	References	51
9	Appendix	58
9.1	Appendix 1: Questionnaire.....	58
9.2	Appendix 2: Descriptive statistics	62
9.3	Appendix 3: Correlations within the constructs	63
9.4	Appendix 4: Factor analysis for all items together.....	66
Table 1:	Age groups	34
Table 2:	Field of education.....	35
Table 3	Primary job.....	36
Table 4	Reliability of a scale.....	37
Table 5	Correlations between constructs	38
Table 6	Communalities	41
Table 7	Rotated component matrix	42
Table 8	Hypotheses	48

Figure 1: Model development22

Figure 2 Model with R^2 and beta values39

1 Introduction

Each organization might face difficulties in the terms of “fairness” – what one thinks it is fair, another might see it as improper. It depends on people’s perceptions, the way they see things and the way they are treated. Organizational justice is focusing on fairness and previous research have shown that it has effect on “individual employee attitudes, such as satisfaction and commitment, and individual behaviours, such as absenteeism and citizenship behaviour” (Simons & Roberson, 2003, p. 432). Moreover, Folger and Konovsky (1989) in their study found that justice perceptions are related to pay satisfaction, commitment and trust in supervisor. Furthermore, Alexander and Ruderman (1987) after conducted research stated that justice were significantly related to job satisfaction, evaluation of supervisor, conflict/harmony, trust in management and turnover intention. There have been more studies done that showed relationship between organizational justice and personal as well as organizational outcomes (Koys, 2001; E. G. Lambert et al., 2010; McFarlin & Sweeney, 1992; Nadiri & Tanova, 2010).

Organizational justice has an important role in the service industry as well because employees are the ones that provide service to the customers and if they are happy about their workplace, feel committed to the company and are fairly treated, then the service they are providing will be high quality too. Hee Yoon, Beatty, and Suh (2001) in their study found that work environment contributes directly to employees’ job satisfaction and work effort and has impact on customer’s perceptions of employee service quality. Therefore, “satisfied employees will engage in better service delivery and this will positively influence customer confidence and word-of-mouth and as well as contribute to achieve customer loyalty” (Nadiri & Tanova, 2010, p. 33).

However, even though organizational justice is widely used construct and has been researched in different fields, there is a lack of information within restaurant industry. Therefore, this study will be concentrated on employees within full-service restaurants, since it has not been many studies done in this field in terms of organizational justice.

1.1 Problem statement

Restaurant industry is a challenging place to work in. As Hannerz, Tüchsen, and Kristensen (2002, p. 192) described: “people in restaurant industry work round the clock to provide customers with food, drinks, shelter, comfort and a long list of unspecified services. They create a good atmosphere and take care of many practical and psychological problems at the same time as they make themselves as invisible as possible. They pay a price in terms of hard deadlines, high temperatures, long working hours, night and evening work, standing work postures for many hours, walking long distances, and carrying heavy burdens in awkward postures”. Because the work itself is already requiring good physical and psychological state, it is important to make sure that atmosphere within the workplace is pleasant, employees are feeling fairly treated, getting fair payment, have good relationship with colleagues and supervisors and are willing to do their job as best as they can. However, to make sure that organizational justice exists within the workplace might not be so easy.

The main purpose of this study is to investigate current situation within full-service restaurants in terms of employees’ perceptions towards distributive, procedural and interactional justice and to see how they are related to job satisfaction, commitment and turnover intentions.

The main research questions of this paper:

- What type of justice (distributive, procedural or interactional) has the strongest relationships with and is the biggest predictor of commitment and job satisfaction?
- To what extent commitment and job satisfaction affect employees' turnover intentions?

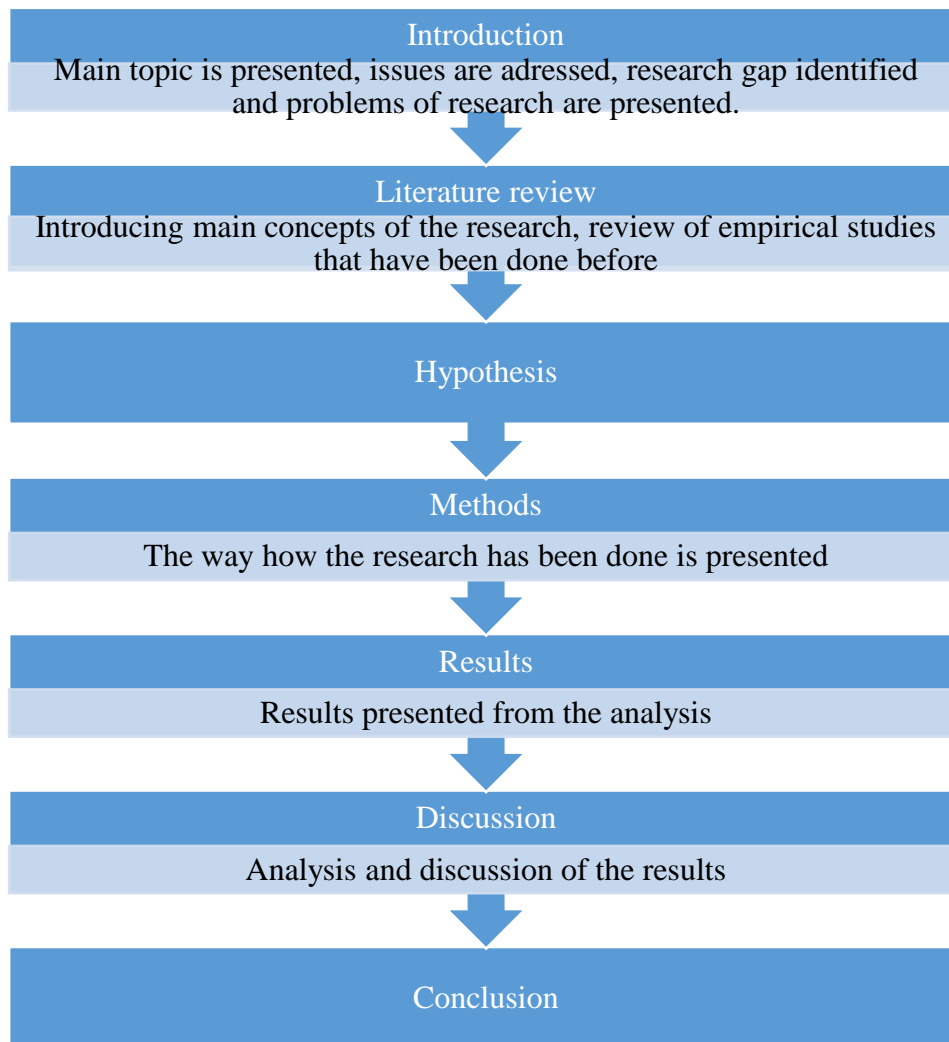
1.2 Importance of the problem

The main reason why this type of study has been chosen is because restaurants are important part of tourism and hospitality industry and it seems there are missing studies within this field in terms of organizational justice. Moreover, the author of this study has experience within restaurants for 2 years and has noticed problems and challenges while working there. Therefore, it is interesting to go deeper into this field and see how organizational justice is seen from employees' perspective and how do they feel in terms of fairness. In addition, research might reveal some of the problems within the restaurant industry from employees' perspective, which might be useful for managers to get an overall picture and improve the situation by making the restaurant as a better place to work. More than that, in a long run it might bring higher profit for restaurant as well.

Moreover, there are many discussions about the differences and similarities between three types of justice – distributive, procedural and interactional. Furthermore, there is no just one agreement, which of them has the biggest influence on organisational outcomes, such as job satisfaction, turnover intentions and organizational commitment. Therefore, this study is a good contribution for the science, since there will be tested relationships between organizational justice and

organizational outcomes within the restaurant industry, which might be different from other organizations and which will give more ideas for the further researches.

1.3 Structure of thesis



2 Literature review

2.1 Organizational justice

There has been a lot of work done in terms of organizational justice within the workplace (Alexander & Ruderman, 1987; Colquitt, 2001; E. G. Lambert et al., 2010; McFarlin & Sweeney,

1992; Robert H Moorman, Niehoff, & Organ, 1993; Nadiri & Tanova, 2010; Simons & Roberson, 2003; Skarlicki & Folger, 1997). According to Colquitt, Conlon, Wesson, Porter, and Ng (2001), justice is referred to “righteousness” and “in organizational settings can be described as focusing on the antecedents and consequences of two types of subjective perceptions: (a) the fairness of outcome distributions or allocations and (b) the fairness of the procedures used to determine outcome distributions or allocations” (Colquitt et al., 2001, p. 425). These types of justice in other terms can be called distributive and procedural justice.

However, the first studies have been already conducted in early 1960s, where Adams (1963) presented his theory of inequity and related to justice and fairness. The definition of inequity was presented as: “Inequity exists for Person whenever his perceived job inputs and/or outcomes stand psychologically in an obverse relation to what he perceives are the inputs and/or outcomes of Other (Adams, 1963, p. 424). Later, in 1965 he analysed theory of distributive justice that was presented by Homans (1961) as “distributive justice among men who are in an exchange relationship with one another obtains when the profits of each are proportional to their investments“ (Adams, 1965, p. 272). According to Adams (1965), the important thing that people were concerned about was the fairness of outcomes and not the absolute level of outcomes. Therefore, in order to find out if the outcomes were fair, he suggested calculating the ratio of one’s inputs (e.g., experience) to one’s outcomes and comparing it with the ratio of other’s.

Nevertheless, to be able to predict completely people’s reaction to perceived injustice it was not enough to follow only inequity and distribution justice theories, therefore procedural justice came into the context. First ones that introduced procedural justice construct were Thibaut and Walker (1975) and that gave possibility to compare the influence of different justice dimensions.

Furthermore, procedural justice - “the perceived fairness of the process by which outcomes were arrived at” (Cohen-Charash & Spector, 2001, p. 279) – not only helped to expand studies of distributive justice, but findings also showed that sometimes the process how rewards were allocated was more important than the distribution of them (Cohen-Charash & Spector, 2001). Moreover, around the same year researchers started to integrate “fairness concerns with outcomes relevant to organizations (e.g., job satisfaction and organizational commitment)” (Colquitt et al., 2001, p. 426). Eventually, Bies and Moag (1986) presented one more justice dimension by focusing “on the importance of the quality of the interpersonal treatment people receive when procedures are implemented” which was named as interpersonal justice (Colquitt et al., 2001, p. 426).

2.2 Distributive justice

As it was mentioned before, distributive justice started from (Adams, 1965) inequity theory, according to which people are tend to compare their inputs (experience, education, etc.) and outcomes (rewards, recognition, pay rise, etc.) to the inputs and outcomes of others (Poon, 2012). Many researchers agree that distributive justice refers to the fairness of the outcomes (Alexander & Ruderman, 1987; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Colquitt, Greenberg, & Zapata-Phelan, 2005; Folger & Konovsky, 1989; Greenberg, 1990; E. Lambert, 2003; Robert H Moorman et al., 1993; Poon, 2012; Skarlicki & Folger, 1997). Mueller, Iverson, and Jo (1999, p. 871) defined distributive justice as “the person’s appraisal of the fairness of his/her rewards (outcomes) given his/her inputs”. However, as most of the literature is focused on the rewards in distributive justice, it includes punishments as well. As E. Lambert (2003, p. 156) explained: “Organizational punishments must also be fair outcomes in comparison to the negative behaviour

of the employee. Therefore, distributive justice is the degree of perceived fairness in distribution and allocation of outcomes within an organization based upon inputs”. Employees are tend to compare what they get from the employment organization and if it is fair comparing with what they gave to the organization. It works as an exchange principle – “people look what they give in exchange for what they receive” (E. Lambert, 2003, p. 157).

2.3 Procedural justice

Procedural justice refers to the perceived fairness of the means or procedures that have been used to determine outcomes (Folger & Konovsky, 1989) and the process of how decisions were made (Tang & Sarsfield-Baldwin, 1996). As it was stated before, Thibaut and Walker (1975) were the first ones that introduced this construct, but later Leventhal (1980) expanded their theory and introduced six rules that procedures should meet in order to be perceived as fair. Thereby, procedures should (1) be applied across people and across time, (2) be based on bias-suppression, (3) be based on accuracy (needed information is collected and used during decision making process), (4) have a mechanism to correct inaccurate decisions, (5) adjust to personal or dominant standards of ethics and morality, and (6) guarantee that the opinions of the ones who will be affected by the decision have been taken into account (Colquitt et al., 2001). Moreover, fair procedures are important in each organization, because (a) it helps for employees to feel that they have some control over the decisions which is regarded as a way to achieve fair outcomes and (b) it shows that employees are respected within the organization (Poon, 2012) and are valued by their leaders.

2.4 Interactional justice

Interactional justice was first introduced by Bies and Moag (1986) and it refers to the interpersonal treatment, when the ones who make the decisions, treat people with respect and sensitivity and explain those decisions properly (Colquitt, 2001). However, later interactional justice was defined as including two specific types of interpersonal treatment (Greenberg, 1993; Greenberg & Cropanzano, 1993). The first one was named as interpersonal justice and referred to “the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing procedures or determining outcomes” (Colquitt et al., 2001, p. 427). The second one was named as informational justice and referred to “the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion” (Colquitt et al., 2001, p. 427).

Interactional justice is as much important as distributive and procedural justices within organizations because it refers to the employees’ treatment with respect and dignity, clear explanations about the decisions that were made and it deals with both what is said and how it was said (E. G. Lambert et al., 2010). Moreover, interactional justice is focusing on both “issues of treatment and on the role of supervisors in organizational justice” (Blader & Tyler, 2003, p. 120).

2.5 Turnover

Turnover intention refers to a deliberate and conscious wilfulness to leave the organization (Tett & Meyer, 1993) and it might be a huge problem since it creates a bad image for the company and

requires extra costs to hire and train new employees (Nadiri & Tanova, 2010). According to Koys (2001), employee turnover has a negative correlation with organization effectiveness. More specifically, “the effects of turnover are related to a reduction in managerial readiness, loss of sales, and a decrease in the company’s profits” (W. G. Kim, Leong, & Lee, 2005, p. 176). However, high turnover is acknowledge as one of the distinguishing features of the hospitality industry (Carbery, Garavan, O'Brien, & McDonnell, 2003). Most of the managers are afraid that the employees who have better skills and abilities will be the ones who can leave the organization and the ones, who will stay there will be those who cannot find other jobs (Tanova & Holtom, 2008).

Mobley (1977) has presented a model that explains processes through which people have to go when thinking about leaving the organization. According to the model, at first individual evaluates existing job and experienced satisfaction or dissatisfaction. If dissatisfaction feeling is higher, thought about quitting appears. Next step is evaluation of utility that individual is expecting to receive from a search and evaluation of costs that will increase when he/she will quit the job. In case of high costs and low utility, it might force individual to re-evaluate existing job. Nevertheless, if the costs are acceptable and utilities are seen as worth of quitting, individual will start to search for alternatives and compare them with a present situation. Finally, intention to quit is formed if the alternatives are favour comparing with the existing job, which will lead to the actual withdrawal (Nadiri & Tanova, 2010).

2.6 Organizational commitment

Organizational commitment is a widely used construct and do not have one common definition that would be used by all researchers. However, it is possible to notice certain trends that are used when describing organizational commitment, such as behaviour and attitude (Meyer & Allen, 1991; Mowday, Steers, & Porter, 1979). Behavioural approach refers to the individuals choosing to link themselves to the organization, whereas attitudinal commitment “represents a state in which an individual identifies with a particular organization and its goals and wishes to maintain membership in order to facilitate those goals” (Mowday et al., 1979, pp. 3,4). Moreover, as it was described in Mowday et al. (1979) paper, individual’s commitment to the organization can be characterized by three factors: 1) strong belief and acceptance of organization’s goals and values; 2) a willingness to use considerable effort on behalf of the organization; and 3) a strong desire to maintain membership within the organization. Also, organizational commitment is related to employees’ motivation and includes things such as organizational support, newcomer socialization, special trainings needed for work, empowerment, rewards, support from supervisor and unity of the personnel (B. P. Kim, Lee, Murrmann, & George, 2011).

Even though organizational commitment has many definitions and has differences in research approaches, O’Reilly and Chatman (1986) claim that it refers to the psychological bond that links the individual and the organization. For each organization it is beneficial to have psychologically committed employees because they “act instinctively to benefit the organization” (O’Reilly & Chatman, 1986) and there is smaller chance for high turnover. Furthermore, according to Poon (2012, p. 1510) “employees who are affectively committed to their organization are conceived to

identify with it and to be willing to expend extra effort on its behalf”, which will increase their desire to stay in the organization.

2.7 Job satisfaction

People spend a large part of their lives at work, therefore the topic about job satisfaction is important and it is connected with physical and mental well-being of employees (Oshagbemi, 2000). In general, job satisfaction is one of the most widely studied constructs in hospitality industry and many researches have been conducted in order to find out how it affects customers’ satisfaction, job performance and different work outcomes. In terms of sales, Churchill Jr, Ford, and Walker Jr (1974, p. 255) have defined job satisfaction construct as “all characteristics of the job itself and the work environment which industrial salesman find rewarding, fulfilling, and satisfying, or frustrating and dissatisfying”, which can be adopted to the job within hospitality industry too, because everything that is connected with the job (relationships, management, rewards, rules, etc.) is important and it affects employees’ feelings towards the job. Locke (1976, p. 1300) defined job satisfaction as “a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences”. Quite the same Oshagbemi (2000, p. 331) explained too, that job satisfaction in general refers to the individual’s positive emotional reaction to the particular job.

Moreover, job satisfaction “helps to ensure that employees will treat customers with the utmost respect” (Arnett, Laverie, & McLane, 2002, p. 89) and this will make sure that organization will always have both – happy employees and satisfied customers, which is necessary for hospitality

industry. Furthermore, as W. G. Kim et al. (2005, p. 175) stated that “employees’ job satisfaction is a primary concern for hospitality organizations that rely upon a loyal clientele” because of importance of developing relationships with customers. Also, in general, job satisfaction leads to employees’ intentions to perform as best as they can and be loyal to the company, which will to keep the low level of turnover intentions as well (Arnett et al., 2002; Nadiri & Tanova, 2010).

2.8 Differences and similarities between organizational justice influence towards organizational outcomes

There are many different opinions about relationship between various types of justice and how it is related to organizational outcomes. More than that, there are evidences that procedural and distributive justice constructs are highly correlated (correlation of .74 in Welbourne, Balkin, and Gomez-Mejia (1995) study, correlation of .72 in Sweeney and McFarlin (1997) study), therefore, some researchers are sceptical about the differences between these two constructs. Moreover, in some studies procedural, distributive and interactional justice items have even been combined into one organizational justice variable (Martocchio & Judge, 1995).

Nevertheless, there have also been studies conducted in order to find the relationships between organizational and distributive justice as well as their effects on various work-related variables, such as job satisfaction, commitment and turnover intentions (Alexander & Ruderman, 1987; Folger & Konovsky, 1989; Konovsky, Folger, & Cropanzano, 1987; Sweeney & McFarlin, 1997). However, there is no common view which type of justice has bigger influence on which type of organizational outcome. In Alexander and Ruderman (1987) study there was found that both types

of justice, procedural and distributive, are significantly related to all five variables – job satisfaction, evaluation of supervisor, conflict/harmony, trust in management and turnover intention. But procedural justice had bigger influence on all of the variables except turnover intention, which was influenced more by distributive fairness measures. According to other researchers, distributive justice is mostly related to turnover intentions, job satisfaction and pay satisfaction, whereas procedural justice has bigger influence on commitment and evaluation of supervisor (Konovsky et al., 1987; McFarlin & Sweeney, 1992; Nadiri & Tanova, 2010).

The meta-analytic review conducted by Colquitt et al. (2001) included 183 justice studies that were published since 1975, when Thibaut and Walker introduced procedural justice construct. In the literature review it is mentioned that “organizational justice is still marked by a debate over whether the domain includes one, two, three or four dimensions of justice” (Colquitt et al., 2001, p. 427). However, after the analysis have been done, it was found, that none of the four types of justice (distributive, procedural, interpersonal and informational) had so high correlations that they would be considered as one and measuring the same thing. Furthermore, in the review there was tested relationships between different types of justice and organizational outcomes. According to analysis, distributive justice had the biggest influence on outcome satisfaction (decision-making process, such as pay, promotions, and performance evaluation) ($r = .52$, $r_c = .61$), and withdrawal ($r = -.41$, $r_c = -.50$), whereas procedural justice had stronger influence on job satisfaction ($r = .51$, $r_c = .62$), organizational commitment ($r = .48$, $r_c = .57$) and performance ($r = .30$, $r_c = .36$) (Colquitt et al., 2001). Moreover, interpersonal justice was strongly related to evaluation of one’s supervisor ($r = .57$, $r_c = .62$), whereas informational justice was strongly related to trust ($r = .43$, $r_c = .51$), evaluation of one’s supervisor ($r = .58$, $r_c = .65$) and evaluation of management in general ($r = .42$, $r_c = .47$) (Colquitt et al., 2001).

Moreover, studies about interactional justice have been conducted and as it was stated in Simons and Roberson (2003, p. 434) paper, relationship between interactional justice and organizational commitment should exist because “most employees tend to view their supervisor as a key representative of the organization” and if employees trust in supervisors and feel valued by them, it might make them want to stay in the same company and increase commitment level.

To conclude with, there is evidence that organizational justice and organizational outcomes are relevant for the hospitality industry. However, there are no studies done specifically for restaurant industry in terms of relationship between justice and organizational outcomes. Therefore, this study will give a first insight into this field and will make a step towards future researches connected with organizational justice in the restaurant industry.

3 Hypotheses

This study investigates relationships between organizational justice (distributive, procedural and interactional) and different types of organizational outcomes (turnover intentions, commitment and job satisfaction). Following hypothesis are based on literature review and previous studies:

H1: Distributive justice will have a significant positive relationship with job satisfaction;

H2: Distributive justice will have a significant positive relationship with organizational commitment (a) and be the strongest predictor of organizational commitment (b);

H3: Procedural justice will have a significant positive relationship with job satisfaction (a) and be the strongest predictor of job satisfaction (b);

H4: Procedural justice will have a significant positive relationship with organizational commitment'

H5: Interactional justice will have a significant positive relationship with job satisfaction;

H6: Interactional justice will have a significant positive relationship with organizational commitment;

H7: Job satisfaction will have a significant positive relationship with organizational commitment;

H8: Organizational commitment will have a significant negative relationship with turnover intentions;

H9: Job satisfaction will have a significant negative relationship with turnover intentions.

Based on defined hypothesis, the model has been developed (see Figure 1). The model includes three main types of organizational justice (distributive, procedural and interactional) and their relationships with organizational outcomes, such as job satisfaction and organizational commitment which leads to turnover intentions.

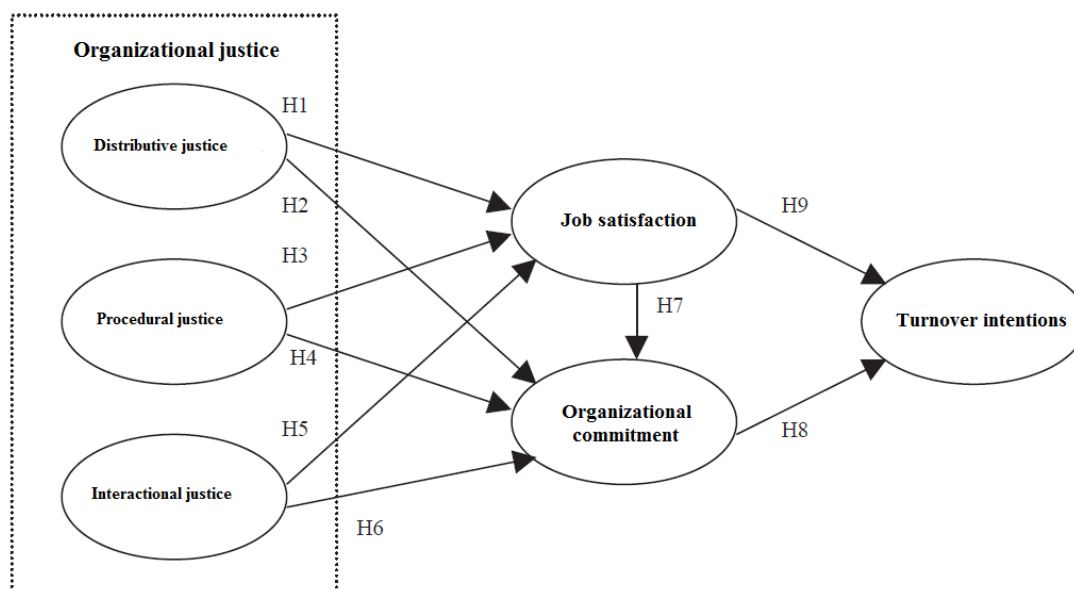


Figure 1: Model development

4 Methods

4.1 Research design

For this research descriptive design with causal explanations has been chosen, as the goal of this design is “to present a picture of the specific details of a situation, social setting or relationship. It focuses on the “how?” and “who” questions” (Neuman, 2009, p. 13). Therefore, descriptive research design fits the best, because the main purpose of the study is to find the relationships between different types of justice and organizational outcomes. Moreover, quantitative type of research was adopted, because (1) research questions were developed before the data collection, (2) main goal is to test developed hypothesis, (3) concepts and ideas are expressed in the form of distinct variables, (4) precise measurements were planned before data collection, (5) collected data is presented in the form of numbers, (6) causal explanations are used and data analysis includes tables, (7) charts and numbers with relationships among numbers (Neuman, 2009).

4.2 Sample

In each research it is important to have representative sample – the one that “has all the features of the population from which it came” (Neuman, 2009, p. 88), because later it is possible to generalize the results about the entire population. According to Marshall (1996), one of the most common sampling technique is random sample, where all members from the population have equal chances to be selected. Moreover, according to Neuman (2009), random sample can give equal or even more accurate results than if you tried to reach everyone from the population. However, this study is limited to the restaurant industry within Norway and the sample population was employees who

work in individual full service restaurants. Unfortunately, there does not exist the list with all the employees who work in the restaurant, so sample frame – “a specific list of sampling elements in the target population” (Neuman, 2009, p. 92) - was not available for the researcher, which is needed in order to use random sampling. Therefore, non-random convenience sampling technique was chosen. And yet, respondents were in different age groups, from different countries, had different education, experience and positions.

4.3 Data collection

After the research problem has been identified and research design has been chosen, data collection begins. There are two types of data – primary and secondary (Kothari, 2004). Primary refers to the data “that has been collected fresh and for the first time, and thus happened to be original in character” and secondary refers to the data “that had been collected by someone else and which already been passed through the statistical process” (Kothari, 2004, p. 95). Both primary and secondary data was used in this study.

4.3.1 Secondary data collection

As it was mentioned before, secondary data is the one that is already available and have been collected by others. It can be published or unpublished. Published data is usually accessible in various books, journals, magazines, newspapers, reports and publications of various associations, other reports released by research scholars or universities, historical documents, public statistics and other published information. Unpublished data might be letters, diaries, unpublished researches, biographies or autobiographies (Kothari, 2004). However, before using secondary data,

it is very important to make sure that it is reliable and trustworthy. For this study information was collected using books, published articles and conducted researches from peer reviewed journals that have been cited many times in other sources as well. Moreover, it includes suitable theories and models that are necessary for a comprehensive study and helps to have a strong base for this paper. Secondary data was used to get a general overview about concepts used in this study, such as organizational justice, different types of organizational outcomes and relationship between them. Moreover, evaluation of studies that have been done before helped to find the best way to conduct this research and to choose the most reliable methods with a relevant theory behind it.

4.3.2 Primary data collection

As it was identified before, primary data “is data that is collected for the specific research problem at hand, using procedures that fit the research problem the best” (Hox & Boeije, 2005, p. 593). It can be qualitative or quantitative. Moreover, there are many different ways of primary data collection, but the main ones are observations, interviews, questionnaires and schedules (Kothari, 2004). For this paper it was chosen quantitative approach in the form of online structured questionnaire, as the main purpose of this study is to find out the relationships between organizational justice and organizational outcomes and the best way to get the data was to reach as many participants as possible and to ask them to fill in prepared questionnaire. According to the Kothari (2004), the advantages of this type of primary data collection are: (1) free from bias of the interviewer as answers for the questions are in respondents’ own words; (2) respondents have enough of time to give well thought answers; (3) easy to reach respondents; (4) larger number of respondents can be reached and more reliable and dependable results can be achieved.

Moreover, in order to increase reliability of the questionnaire, pilot study was conducted in order to check and see, if all the questions are understandable and not misleading and, if there are any mistakes or unnecessary details. Questionnaire was sent out to 10 people that are working within restaurant industry and have knowledge in conducting surveys. After the feedback 2 questions were improved, because 60% of the respondents (n=6) did not understand these questions and asked for explanation; and few more questions were added to the “demographics” part in order to get more reliable information about participants. As Kothari (2004, p. 101) have stated – pilot survey “brings to the light weaknesses (if any) of the questionnaire and also of the survey techniques”.

4.3.2.1 Structure of the questionnaire

Questionnaire was divided into 7 sections (Appendix 1: Questionnaire). First section included questions about personal information, such as age, gender, nationality, level of education, field of education (if any), type of employment, organization level that respondent is working, primary job in the restaurant, if Norwegian is the main language at the work place (having in mind communication with colleagues), the level of Norwegian language, how long time respondent has been working in that particular restaurant and in restaurant industry in general. All questions had multiple-choice option, except questions about age, nationality, education field and years in restaurant and industry, which were left as opened questions. For the analysis, these answers later were grouped and added into SPSS 21.0 software. All other 6 sections were divided according to the constructs that have been tested – distributive justice, procedural justice, interactional justice, satisfaction, turnover intentions and commitment. All of the statements within other 6 sections were evaluated according to Likert scale from 1 to 7, where 1 was “strongly disagree” and 7 was “strongly agree”. In order to avoid misunderstanding, next to each section there were explanations

about the statements that respondent will have to evaluate, e.g. next to evaluation of distributive justice: “Rewards and fairness within the restaurant. When answering questions, think about your restaurant in general since the time you started to work there”.

4.3.2.2 *Participants*

Participants were chosen according to the restaurants they were working at, since the main criteria was that the employment place was supposed to be individual full service restaurant. All the participants were reached through the virtual communication. At first, people that researcher knew and worked within specific type of restaurant in Stavanger were contacted, later more participants were reached through the different forums and groups within Facebook by contacting them individually. All the people, that wanted to participate in the study, but worked in chain restaurants or other type of restaurants that did not fit into the research, were rejected in order to avoid misleading information.

4.4 *Measurements*

As it was mentioned before, participants were asked to fill in online questionnaire. This method has been chosen because it was the easiest way to get as many participants as possible for quantitative type of analysis. Only one part of the questionnaire was mixed with multiple-choice and opened questions (personal information) and other 6 parts of questionnaire were evaluation of given statements using Likert scale from 1 to 7, where 1 was “strongly disagree” and 7 was “strongly agree”, as it was mentioned before. This type scale was chosen, because: (1) it is considered as more reliable since participants have to evaluate each statement included in the

construct, (2) it is easy to study how responses are different between people, (3) after it is possible to correlate scores on the scale to other measures (Kothari, 2004).

In order to measure 6 chosen constructs – distributive justice, procedural justice, interactional justice, job satisfaction, turnover intentions and commitment – measurement scales from previous studies have been used.

4.4.1 Distributive justice

The construct of distributive justice was measured with 5 items in the questionnaire. The measure was developed to evaluate rewards and fairness within the restaurant and included items were adapted from scale used by Robert H. Moorman and Schmitt (1991). Each item included in the scale asks to evaluate the degree to which employee feels fairly rewarded considering his/her performance, effort, education level and so forth. Examples of the items “I feel fairly rewarded in the view of amount of experience I have” or “I believe the pay I receive is fair”.

4.4.2 Procedural justice

Procedural justice was measured with 6 items scale developed by Niehoff and Moorman (1993). This construct was concentrated on evaluation of manager during decision-making process. Examples of the items “To make job decisions my manager collects accurate and complete information in advance” or “I have a right to accept or deny the decision made by manager”.

4.4.3 Interactional justice

Construct of interactional justice was measured with 6 items scale taken from two different studies - four items have been taken from Robert H. Moorman and Schmitt (1991) and other two from Niehoff and Moorman (1993). Each item within the scale was measuring the degree to which manager is able to interact with employee in terms of considering employee's viewpoint, treating him/her well, making sincere decisions about the job. Examples of the items "My manager listens to my personal concerns about my job" or "I get clear explanations about decisions related to my job".

4.4.4 Job satisfaction

To measure job satisfaction there were used 6 items from a scale originally developed by Brayfield and Rothe (1951). Items within the scale were measuring the degree to which employees are feeling satisfied at the work place and are passionate about their job. Examples of the items include "My job is like a hobby to me" or "If I were to choose a restaurant career, it would be within this restaurant".

4.4.5 Turnover intentions

Construct of turnover intentions was measured with the scale of two items that originally has been developed by Cammann, Fichman, Jenkins, and Klesh (1979) but taken from the study made by Nadiri and Tanova (2010). Scale included items such as "I am often thinking about quitting" and "I am planning to find another job in the next year".

4.4.6 Commitment

Commitment was measured with 5 items used from a scale that was originally developed by Mowday et al. (1979). Each item asked participants to evaluate the level to which they are committed to the restaurant they are working at in terms of being proud of that place, thinking about future within the same restaurant, willing to do more than it is required in order to keep the restaurant as a successful business. Examples of the items include “I care about the future of this restaurant” or “I am happy I choose this restaurant to work for, over other jobs I was considering at the time I joined this restaurant”.

4.5 Data analysis

In order to analyse collected data programme SPSS 21.0 has been chosen. This programme helps to analyse huge amount of quantitative data quickly and reliably. Before all the collected data from the questionnaires was added to the programme, the codebook was created for all the questions in the questionnaire, which included variable name, variable name in SPSS and values of the variables (coding). Examples include: gender was coded as 1=Male and 2=Female or type of employment was coded as 1=Full time, 2=Part time, 3=Extra help. After the codebook was created and data entered into SPSS programme, statistical analysis have been made.

4.6 Statistical analysis

According to Kothari (2004, p. 130), “Analysis, involves estimating the values of unknown parameters of the population and testing of hypotheses for drawing inferences”. Therefore, in this

sub-chapter there will be presented statistical analysis that have been conducted in order to analyse the data.

Descriptive statistics

Descriptive statistics helps to describe the sample, check the variables and address specific research questions (Pallant, 2005). Moreover, for continuous type of variables, mean, standard deviation, mode, skewness and kurtosis can be reported. And for categorical type of variables, there can be used frequencies, that helps to see how many people answered the questions (e.g. how many males and females).

Cross tabulation

This type of analysis is used when there is a data in nominal form. Using this approach, it is possible to classify variables into two or more categories and then cross classify variables into these categories (Kothari, 2004). It helps to see, e.g. how many males and females separately are working within restaurant industry, what is the distribution looking into this category etc.

Correlation and regression analysis

According to Pallant (2005, p. 121), “Correlation analysis is used to describe the strength and direction of the linear relationship between two variables”. One of the most common used method of measuring the degree of the relationship between two variables is Karl’s Pearson’s coefficient of correlation, also known as the product moment correlation coefficient (r) and its value lies between -1 and +1 (Kothari, 2004). Positive value of the coefficient indicates positive relationship (as one variable increases, other increases as well) and negative value of the coefficient indicates negative relationship (as one variable decreases, other decreases). The size of the absolute value

without looking at the sign in the front indicates the strength of the relationship. If the value is indicated as 0, then there is no relationship at all between two variables, as 1 – perfect positive correlation, as -1 – perfect negative correlation. In order to be able to interpret values and the strength of the relationship Cohen (1988) suggests to evaluate the strength of relationship as following:

$r=.10$ to $.29$ or $r=-.10$ to $-.29$ small

$r=.30$ to $.49$ or $r=-.30$ to $-.49$ medium

$r=.50$ to 1.0 or $r=-.50$ to -1.0 large

Moreover, in order to calculate how much of variance two variables are sharing, value of “ r ” has to be squared and the result will show how many percentages in one variable (dependent) is explained by another variable (independent), which is part of multiple regression analysis (Neuman, 2009). R-squared (R^2) “indicated reduced errors when predicting the dependent variable based on information from the independent variables” and “ R^2 of .20 is considered as very good in professional social sciences, which means that independent variables explain 20 percent of change in the dependent variable” (Neuman, 2009, p. 254). Furthermore, multiple regression results also may indicate “how five independent variables simultaneously affect a dependent variable, with all variables controlling for the effects of one another” (Neuman, 2009, p. 254). Standardized regression coefficient that measures effects on dependent variable is symbolized by Greek letter beta (β) and the way of interpretation is similar to a r correlation coefficient (Neuman, 2009).

In this research correlation analysis will be used in order to find the relationships and directions between variables, as well as to test the hypothesis, whereas regression analysis will be used to see which variables have bigger effect on each other.

Factor analysis

According to Kline (2014, p. 5), “a factor is a dimension or a construct which is condensed statement of the relationships between sets of variables” and factor can be defined by factor loadings, which means “the correlations of a variable with a factor”. It is usual to interpret factor loadings as high if they are greater than 0.6 (both positive and negative signs) and moderately high if they are above 0.3 (Kline, 2014).

Moreover, factor analysis helps to evaluate construct validation which is described by convergent and discriminant validity. In general, construct validity “is supported if the factor structure of the scale is consistent with the constructs the instrument purports to measure” (Floyd & Widaman, 1995, p. 287). If to look separately into convergent and discriminant validities, convergent validity “is indicated by evidence that different indicators of theoretically similar or overlapping constructs are strongly related” and discriminant validity “is indicated by results showing that indicators of theoretically distinct constructs are not highly correlated” (Brown, 2015, p. 4).

5 Results

5.1 Achieved sample

In total 155 participants answered questionnaires, where 43% were males and 57% females. Age varied from 16 to 52 (with mean 27,05) and later it was divided into different age groups (Table 1). The biggest age group was 25-29 (34%) and the smallest age group was 45 and older (5%).

Age Groups					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 19	17	11.0	11.0	11.0
	20-24	46	29.7	29.7	40.6
	25-29	53	34.2	34.2	74.8
	30-34	21	13.5	13.5	88.4
	35-39	3	1.9	1.9	90.3
	40-44	8	5.2	5.2	95.5
	45 and older	7	4.5	4.5	100.0
	Total	155	100.0	100.0	

Table 1: Age groups

In total, 16 different nationalities were found within the achieved sample. However, two dominant nationalities were Norwegian (41%) and Lithuanian (18%). Moreover, 36% of participants have Bachelor's Degree, 17% have Master's Degree, 3% are in secondary school and the rest (44%) are still finishing or have finished upper secondary school. There was also a big variance in the question where participants have been asked to write the field in which they have finished their education (Table 2). Almost 13% of all participants have finished studies in tourism, more than 7% in marketing and more than 5% in economy. However, as it was written above, almost 50% of all the respondents have not finished higher education at all.

Field of finished education					
		Frequency	Percent	Valid Percent	Cumulative Percent
	None	74	47.7	47.7	47.7
	Tourism	20	12.9	12.9	60.6
	Technical design	3	1.9	1.9	62.6
	Special pedagogy and speech therapy	1	.6	.6	63.2
	Restaurant and hotels	3	1.9	1.9	65.2
	Philosophy and social studies	2	1.3	1.3	66.5
	Petroleum geoscience	1	.6	.6	67.1
	Pedagogy	2	1.3	1.3	68.4
	Medicine	4	2.6	2.6	71.0
	Marketing	11	7.1	7.1	78.1
	Linguistics	1	.6	.6	78.7
	Journalism	2	1.3	1.3	80.0
	International relations	2	1.3	1.3	81.3
	Graphic design	1	.6	.6	81.9
	Engineering	4	2.6	2.6	84.5
	Economy	8	5.2	5.2	89.7
	Cultural management	3	1.9	1.9	91.6
	Confectionery	2	1.3	1.3	92.9
	Computer engineering	4	2.6	2.6	95.5
	Business administration	7	4.5	4.5	100.0
	Total	155	100.0	100.0	

Table 2: Field of education

Looking at the employment, almost half of the respondents (49%) work as full time employees, 31% as part time and 20% as extra help. Also, there are different organization levels that respondents are working at – employee (61%), shift leader (17%), supervisor (12%), apprentice (8%) and marketing manager (2%). The most common primary job in the restaurant was as a waitress/waiter (33%), bartender (18%) and cook (14%) (Table 3).

Primary job					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Waiter/ waitress	51	32.9	32.9	32.9
	Bartender	28	18.1	18.1	51.0
	Cook	22	14.2	14.2	65.2
	Apprentice	12	7.7	7.7	72.9
	Cleaner	10	6.5	6.5	79.4
	Kitchen chef	13	8.4	8.4	87.7
	Restaurant chef	11	7.1	7.1	94.8
	Driver	5	3.2	3.2	98.1
	Sales	3	1.9	1.9	100.0
	Total	155	100.0	100.0	

Table 3 Primary job

Furthermore, in total there were 23% of respondents who worked less than a year in both – exact restaurant and industry in general. The most common pattern was that respondents worked 1-2 years in same restaurant and 3-5 years in the industry. Also, almost half of the respondents (46%) have been working less than a year in the same restaurant and 25% less than a year in the restaurant industry in general.

One more interesting thing to check was the level of Norwegian language of the respondents and, if Norwegian language is the main language they are using while communicating with colleagues. Most of the answers were “no” (71%), even though all the respondents are working in the restaurants in Norway. Moreover, only 6% of respondents answered that their level of Norwegian is advanced, 14% marked knowledge of Norwegian language as intermediate, 29% as basic and 2% as non-existent. The rest of the respondents were Swedish/Danish speakers (6%) or Norwegians (43%).

5.2 Correlation and regression analysis

First of all, Cronbach's alpha was checked for each construct (Table 4) as well as correlations within each construct were calculated separately in order to see how all items are correlated within the same construct (Appendix 3: Correlations within the constructs). Cronbach's alpha helps to check the reliability of a scale and ideally coefficient should be above .7 (Pallant, 2005).

Construct	Cronbach's alpha	No of items	Mean	Std. Deviation
Distributive justice	.871	5	24.15	5.878
Procedural justice	.889	6	27.39	8.230
Interactional justice	.916	6	30.75	7.491
Job satisfaction	.829	6	28.34	7.344
Turnover intentions	.764	2	7.23	3.737
Commitment	.920	5	27.74	6.455

Table 4 Reliability of a scale

From looking at Cronbach's alpha it can be said that all constructs have high reliability (score is above .7), which means that scales have good internal consistency. Correlations between items within the same construct were high in most of the cases.

Correlations between all constructs were also checked (Table 5) by using Pearson product-moment correlation coefficient. All the constructs were medium or highly correlated with each other. There was a strong positive relationship between Procedural justice and Interactional justice ($r=.808$, $N=155$, $p<.01$), Organizational commitment and Job satisfaction ($r=.759$, $N=155$, $p<.01$). The

lowest negative relationship was found between Procedural justice and Turnover intentions ($r = -.376$, $N = 155$, $p < .01$), which is still being considered as medium correlation.

		DJ	PJ	IJ	JS	OC	TI
Distributive Justice (DJ)	Pearson Correlation	1	.676**	.692**	.475**	.574**	-.563**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	155	155	155	155	155	155
Procedural Justice (PJ)	Pearson Correlation	.676**	1	.808**	.448**	.488**	-.376**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	155	155	155	155	155	155
Interactional Justice (IJ)	Pearson Correlation	.692**	.808**	1	.556**	.588**	-.496**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	155	155	155	155	155	155
Job Satisfaction (JS)	Pearson Correlation	.475**	.448**	.556**	1	.759**	-.646**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	155	155	155	155	155	155
Organizational Commitment (OC)	Pearson Correlation	.574**	.488**	.588**	.759**	1	-.687**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	155	155	155	155	155	155
Turnover intentions (TI)	Pearson Correlation	-.563**	-.376**	-.496**	-.646**	-.687**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	155	155	155	155	155	155
**. Correlation is significant at the 0.01 level (2-tailed).							

Table 5 Correlations between constructs

After correlation analysis, regression analysis was conducted in order to see, how constructs are influencing each other and how many percentages in dependent variable is explained by independent variable (Figure 2).

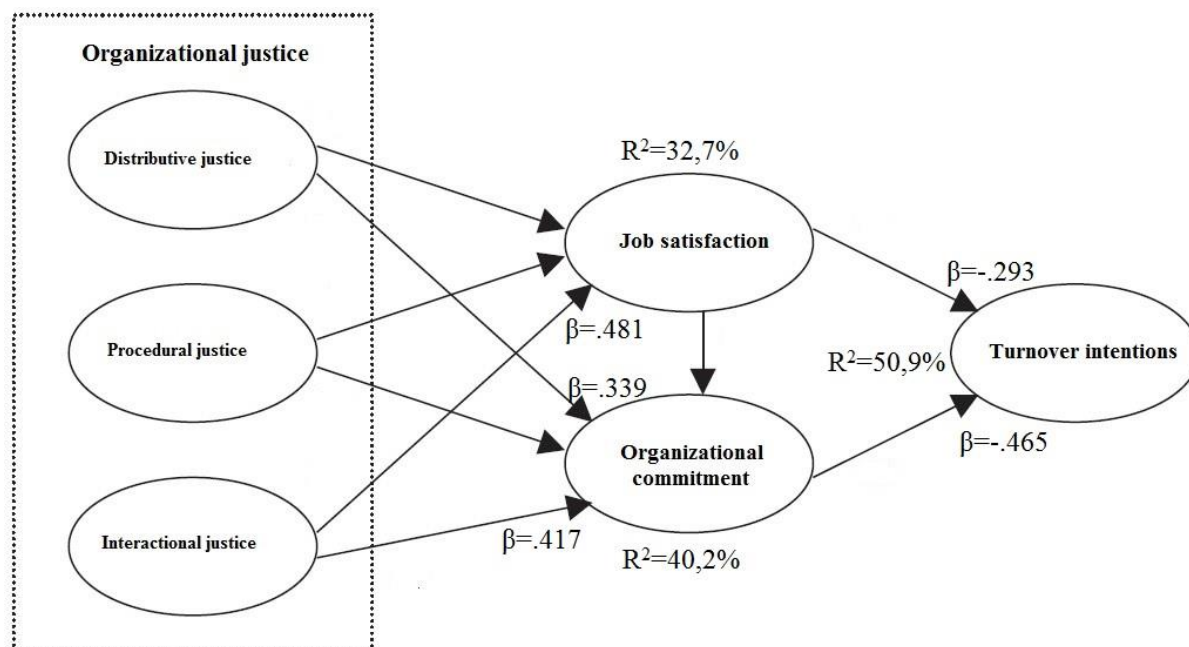


Figure 2 Model with R^2 and beta values

Using enter method, a multiple regression analysis was calculated to test if job satisfaction is predicted and explained the most by distributive, procedural or organizational justice. The result of the regression indicated that the three predictors explained a significant amount of the variance in job satisfaction ($R^2=.327$, $F(3,151)=24.405$, $p<.001$). Moreover, analysis showed that procedural justice did not significantly predict the value of job satisfaction ($\beta=-.068$, $t=-.577$, ns), as well as distributive justice did not show significant prediction ($\beta=.188$, $t=1.957$, ns). However, interactional justice did significantly predict value of job satisfaction ($\beta=.481$, $t=4.002$, $p<.001$).

Using the same enter method and multiple regression analysis, there was checked influence of distributive, procedural and interactional justice towards organizational commitment. The results of regression indicated that three predictors explained a significant amount of the variance in organizational commitment ($R^2=.402$, $F(3,151)=33.828$, $p<.001$). Furthermore, analysis showed

that procedural justice did not significantly predicted the value of organizational commitment as well ($\beta=-.078$, $t=-.704$, ns). However, other two predictors showed significant results: distributive justice showed significant value prediction of organizational commitment ($\beta=.339$, $t=3.734$, $p<.001$) and interactional justice appeared to be the biggest significant predictor of value of organizational commitment ($\beta=.417$, $t=3.685$, $p<.001$).

Finally, there was also calculated how turnover intentions are predicted by organizational commitment and job satisfaction. Using the same analysis there was found that two predictors explained 50,9% of the variance ($R^2=.509$, $F(2,152)=78.756$, $p<.001$). It was found that job satisfaction significantly predicted turnover intentions ($\beta=-.293$, $t=-3.357$, $p<.005$), as did organizational commitment ($\beta=-.465$, $t=-5.319$, $p<.001$).

5.3 Factor analysis

After correlation regression analysis, factor analysis was made to test reliability and validity of the constructs as well as to check correlations between and among variables. First of all, each construct was checked separately with the factor analysis and later all items were added together (Appendix 4: Factor analysis for all items together).

In total 30 items were analysed in factor analysis from 6 different constructs. In the correlation matrix most of the coefficients were .3 and above. KMO value was .806, which exceeded recommended value of .6 (Kaiser, 1970) and the Barlett's Test of Sphericity reach significant result, supporting the factorability of correlation matrix (Pallant, 2005). Finally, the communalities

were all above .5 (Table 6), confirming that each item shared common variance with other items.

Because of these given indicators, factor analysis was suitable with all 30 items.

	Initial	Extraction
Fairly rewarded considering responsibilities	1.000	.832
Fairly rewarded considering amount of experience I have	1.000	.688
Fairly rewarded for the work I have done well	1.000	.772
Fairly rewarded here at work	1.000	.816
The pay I receive is fair	1.000	.553
Employees concerns are heard before job decisions	1.000	.805
Information collected in advance before decisions are made	1.000	.866
During decision-making process able to express views about it	1.000	.726
I have influence on procedures during decision-making process	1.000	.629
My manager provides additional information	1.000	.645
I have a right to accept or deny the decision	1.000	.719
Considers my viewpoint about my job	1.000	.824
Listens to my personal concerns about my job	1.000	.843
Treats me with kindness and consideration	1.000	.756
Provides me with timely feedback about my job	1.000	.789
Manager being sincere for decisions about my job	1.000	.828
I get clear explanations about decisions related to my job	1.000	.769
Job like a hobby	1.000	.743
Never bored with job	1.000	.589
Most of the days enthusiastic	1.000	.758
Career would be within this restaurant	1.000	.724
Satisfied with working conditions	1.000	.821
Satisfied with my job	1.000	.888
Often thinking about quitting (r)	1.000	.705
Planning to find another job in the next year (r)	1.000	.724
Proud to tell other I am part of this restaurant	1.000	.713
Care about future of this restaurant	1.000	.834
Restaurant inspires me to do my best	1.000	.878
Willing to do more than expected	1.000	.822
I am happy I chose this restaurant	1.000	.869

Table 6 Communalities

Principal components analysis revealed 6 components (as many as were constructs) with eigenvalues exceeding 1, explaining 47,7%, 11,22%, 6,18%, 4,2%, 3,65% and 3,45% of the variance. However, looking at the scree plot and principle component analysis, it was decided to leave 3 factors that in total explain 65,13% of the variance.

With the 3 factors left, rotated component matrix table was checked and most of the items had primary loading over .5. In total 6 items out of 30 had cross loading over .5 and one item did not load above .5 on any factor (Table 7).

	Component		
	1	2	3
Fairly rewarded considering responsibilities			.829
Fairly rewarded considering amount of experience I have			.726
Fairly rewarded for the work I have done well			.799
Fairly rewarded here at work			.637
The pay I receive is fair			.556
Employees concerns are heard before job decisions		.581	.537
Information collected in advance before decisions are made		.639	.591
During decision-making process able to express views about it		.727	
I have influence on procedures during decision-making process		.680	
My manager provides additional information		.668	
I have a right to accept or deny the decision		.713	
Considers my viewpoint about my job		.819	
Listens to my personal concerns about my job		.764	
Treats me with kindness and consideration			
Provides me with timely feedback about my job		.716	.501
Manager being sincere for decisions about my job		.710	
I get clear explanations about decisions related to my job		.543	
Job like a hobby	.560		
Never bored with job	.709		
Most of the days enthusiastic	.808		
Career would be within this restaurant	.608		
Satisfied with working conditions	.554		.557
Satisfied with my job	.659		.570
Often thinking about quitting (r)	.518		.554
Planning to find another job in the next year (r)	.626		
Proud to tell other I am part of this restaurant	.711		
Care about future of this restaurant	.684		
Restaurant inspires me to do my best	.766		
Willing to do more than expected	.622		
I am happy I chose this restaurant	.714		

Table 7 Rotated component matrix

After factor analysis done, it is possible to conclude that there is convergent validity – items within the same construct are correlated. Discriminant validity was not proved completely, because even though in the beginning there were 6 factors and there were 6 constructs as well, 3 factors had to be removed. However, most of the items within rotated component matrix were loading pretty well with one factor each.

6 Discussion

The purpose of this study was to examine relationships between organizational justice (distributive, procedural and interactional) and organizational outcomes (job satisfaction, organizational commitment and turnover intentions) within restaurant industry looking from employees' point of view. Moreover, study was conducted to see which one from organizational justices is the biggest predictors of job satisfaction and organizational commitment, as well as to test and see how these two organizational outcomes are influencing turnover intentions.

6.1 Organizational justice and job satisfaction

There were presented three different organizational justices – distributive, procedural and interactional. All three of them are important predictors of organizational outcomes such as job satisfaction and commitment. However, as it was presented in literature review, there are a lot of different opinions which type of justice has the biggest influence on which type of organizational outcome.

According to the literature review, 9 hypotheses were introduced and 3 of them were about relationship between organizational justices and job satisfaction. First of all, there was found a significant positive relationship between distributive justice and job satisfaction (H1) that proves first hypothesis ($r=.475$, $n=155$, $p<.01$). Secondly, there was found a significant positive relationship between procedural justice and job satisfaction (H3a) that proves one part of third hypothesis ($r=.448$, $n=155$, $p<.01$). However, second part of third hypothesis was that procedural justice is the strongest predictor of job satisfaction (H3b) and that has not been proved. Procedural justice was not even a significant predictor of job satisfaction even though there is a significant relationship between them. Looking at the relationship between interactional justice and job satisfaction, fifth hypothesis was proved (H5) because there was found a significant positive relationship between those two constructs ($r=.556$, $n=155$, $p<.01$). Moreover, after regression analysis it was found that interactional justice is the strongest predictor of job satisfaction ($\beta=.481$, $t=4.002$, $p<.001$) and other two justices (distributive and procedural) were not significant predictors.

From the results that were found in terms of organizational justice and job satisfaction, it might be concluded that interactional justice has the biggest influence on employees' satisfaction towards their job. Therefore, the way managers are communicating and treating their employees have an influence on overall job satisfaction. In the questions about interactional justice the lowest scores had two items – “my manager provides me with timely feedback about my job” (mean=4.78, std. d.=1.504, $n=155$) and “my manager is being sincere for decisions about my job” (mean=4.92, std. d.=1.541, $n=155$). It is important to pay attention to each employee and make sure they are being updated about their work, getting feedback on time as well as decisions that are related to their work are being made fair and explained well.

6.2 Organizational justice and organizational commitment

Other three hypotheses were presented about relationship between organizational justice and organizational commitment. First of all, there was found significant positive relationship between distributive justice and organizational commitment ($r=.574$, $n=155$, $p<.01$), so first part of second hypothesis is proved (H2a). However, H2b was not proved because even though distributive justice is a significant predictor of organizational commitment ($\beta=.339$, $t=3.734$, $p<.001$), it is not the strongest predictor. Hypothesis H4 was proved because procedural justice and organizational commitment has a positive significant relationship ($r=.488$, $n=155$, $p<.01$) but procedural justice is not a significant predictor of organizational commitment.

Hypothesis H6 was also proved, because there was found a significant positive relationship between interactional justice and organizational commitment ($r=.588$, $n=155$, $p<.01$). Moreover, after regression analysis interactional justice was found as the strongest significant predictor of organizational commitment as well ($\beta=.417$, $t=3.685$, $p<.001$).

Results from analyses towards organizational justice and organizational commitment showed that all types of justice have a significant positive relationship with organizational commitment and that interactional justice is the strongest predictor of organizational commitment as well as of job satisfaction. Therefore, it shows one more time, that for restaurant employees relationship with their managers is really important and it might lead them to stay in the company or leave it.

6.3 Organizational outcomes

Hypothesis about the relationship between job satisfaction and organizational commitment (H7) was proved because it was found a significant positive relationship between two constructs ($r=.759$, $n=155$, $p<.01$). Furthermore, hypotheses H8 and H9 was also proved because both constructs had significant negative relationships with turnover intentions ($r=-.646$, $n=155$, $p<.01$ with job satisfaction and $r=-.687$, $n=155$, $p<.01$ with organizational commitment). Moreover, regression analysis was done as well in order to know, which of two constructs is bigger predictor of turnover intentions. And it showed that both, organizational commitment and job satisfaction are significant predictors of turnover intentions, but organizational commitment is a stronger significant predictor ($\beta=-.465$, $t=-5.319$, $p<.001$), whereas job satisfaction had results of $\beta=-.293$, $t=-3.357$, $p<.001$.

It is possible to conclude, that all three organizational outcomes are strongly related to each other and have influence on each other. However, if employees do not feel committed to the company, even though they are satisfied with their job, they are tending to leave restaurant anyways because they do not have commitment feeling towards the restaurant. Therefore, it is important to make sure that employees are not only satisfied with the job, but are loyal to the restaurant, care about its future and would recommend it to others as a good work place.

6.4 Reliability and validity of findings

In order to check reliability of the findings, Cronbach's alpha was checked in the analyses and it was found that all of the constructs had Cronbach's alpha higher than .7 and it was reported in Table 4. Therefore, it can be said, that findings are reliable.

In terms of validity, literature review helped to make sure that face validity is existing. Moreover, all items and constructs have been taken from previous studies that had significant findings and has been proved as valid and reliable. Furthermore, factor analysis proved convergent and discriminant validity as well. Convergent validity is existing, because factor analysis for the items within one construct was above .4, which means that items within one construct are correlated. Moreover, there were 6 constructs and first factor analysis showed 6 factors as well (one factor for each construct), which proves discriminant validity as well, since items belong to their own constructs. However, in the final analysis there were left 3 factors, because in factor loadings with all items together table showed that items do not belong only to their factors, but to other few factors as well. Therefore, it can be concluded, that discriminant validity is not completely proved.

7 Conclusion

The main purpose of this study was to find out relationships between organizational justice (discriminant, procedural and interactional) and organizational outcomes (job satisfaction, organizational commitment and turnover intentions) and how big influence justice has towards

organizational outcomes. In total, nine hypotheses about the relationships were raised and seven of them have been proved. However, other two hypotheses were not completely proved (Table 8).

Hypotheses	Results
H1: Distributive justice will have a significant positive relationship with job satisfaction;	True
H2: Distributive justice will have a significant positive relationship with organizational commitment (a) and be the strongest predictor of organizational commitment (b);	H2a – true; H2b – false. Interactional justice is the strongest predictor of organizational commitment.
H3: Procedural justice will have a significant positive relationship with job satisfaction (a) and be the strongest predictor of job satisfaction (b);	H3a – true; H2b – false. Interactional justice is the strongest predictor of job satisfaction.
H4: Procedural justice will have a significant positive relationship with organizational commitment'	True
H5: Interactional justice will have a significant positive relationship with job satisfaction;	True
H6: Interactional justice will have a significant positive relationship with organizational commitment;	True
H7: Job satisfaction will have a significant positive relationship with organizational commitment;	True
H8: Organizational commitment will have a significant negative relationship with turnover intentions;	True
H9: Job satisfaction will have a significant negative relationship with turnover intentions.	True

Table 8 Hypotheses

Furthermore, organizational commitment appeared to be the strongest predictor of turnover intentions. Therefore, it can be concluded, that in the restaurant industry the relationship between management and employees is very important from employees' perspective. They have to feel valued, well treated and important in order to make sure that they will be satisfied with the work and loyal to the company, so turnover rate would be as low as possible. However, in this sector people are changing constantly because work in the restaurant is hard and requires a lot of strength, good physical and mental preparation and right attitude. Therefore, there might be more and deeper reasons why people are leaving restaurant industry and this can be analysed in the future research.

7.1 Limitations

In this study there are few limitations as well as some things that in the future could be improved or made differently:

1. Quite a lot of information was collected about the employees, such as age, gender, nationality, years in the restaurant and years in the industry, skills of Norwegian language and etc., but it has not been included in the analysis due to the lack of time and changed research questions during the process of writing. However, it would be interesting to see, if there are any differences between age, gender or nationality of employees. Moreover, some of the respondents had small knowledge of Norwegian language, or did not speak Norwegian at all, even though they are working in Norway. Therefore, it could be worth to check and see, if they have different attitude towards the restaurant and the job they are doing, comparing to the ones that speak Norwegian or are native Norwegian/Swedish/Danish speakers;

2. Sample of this study was 155 participants and most of them were working in Stavanger area. Even though there was variance in their age, gender, nationalities, and positions, the number of participants should be bigger and taken from different parts of Norway in order to be able to completely generalize the results.

7.2 Future research

In this study there were included employees that are only working in individual full service restaurants. Therefore, for the future research there would be interesting to analyse chain restaurants around Norway such as Egon or Dolly Dimple's and smaller take-away places and their employees in order to see if there are any differences depending on the restaurant where employee is working.

Moreover, this study revealed relationships between fairness and organizational outcomes and showed employees' point of view. For the future research, there could be also done analysis from managers' point of view and then compared with employees' opinion in order to see, what can be done in the future to make sure that employees are staying there for a longer period of time and that restaurant is a good place to work.

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9 Appendix

9.1 Appendix 1: Questionnaire

Hello,

I am 2nd year Master's Student at the University of Stavanger. Currently I am writing my Master thesis about the employees working in the full-service restaurants.

Therefore, I would like to ask you to fill in this questionnaire and be a part of my Master thesis. It will take less than 5minutes of your time, but you will help me a lot. Questionnaire is anonymous and will be used for the study purpose only.

If you have any questions or remarks, you are more than welcome to contact me:

dovaine.eidukaite@gmail.com

Thank you.

FAIRNESS WITHIN WORKPLACE

1. Gender:
 1. male
 2. female
2. Age:_____
3. Nationality:_____
4. Level of education:
 1. Secondary school (1st-10th grade)
 2. Upper secondary school (10th grade and the rest)
 3. Bachelor's Degree
 4. Master's Degree
 5. PhDOther_____

5. Field in which you finished (or still finishing) your higher education. If you are still in high school, or did not start university yet, please write so:

6. Type of employment:

1. full-time
2. part-time
3. extra-help

Other: _____

7. Organization level you are working at:

1. employee
2. shift leader
3. supervisor

Other: _____

8. Primary job in the restaurant:

1. waiter/waitress
2. bartender
3. cook
4. apprentice
5. cleaner
6. kitchen chef
7. restaurant chef

other: _____

9. Is Norwegian the main language in your workplace?

1. YES
2. NO

10. What is your level of Norwegian language?

1. Non-existent
2. Basic
3. Intermediate
4. Advanced
5. Swedish or Danish is my mother-tongue

6. Norwegian is my mother-tongue

11. How long time have you been working in this restaurant? _____

12. How long time have you been working in the restaurant industry in general? _____

Rewards and fairness within the restaurant

For further questions, there will be adopted Likert scale from 1 to 7, where 1 – strongly disagree, 7 – strongly agree. When answering questions, think about your restaurant in general since the time you started to work there.

13. A) I feel fairly rewarded considering my responsibilities;
 B) I feel fairly rewarded in the view of amount of experience I have;
 C) I feel fairly rewarded for the work I done well;
 D) In general, I feel fairly rewarded here at work;
 E) I believe that the pay I receive is fair;

Evaluation of manager during decision-making process

When answering, think about decision-making procedures by your manager

14. A) Manager makes sure that all employees concerns are heard before job decisions are made;
 B) To make job decisions my manager collects accurate and complete information in advance;
 C) During the decision-making process by my manager I am able to express my views and feelings about it;
 D) I have had influence on those procedures during decision-making process.
 E) My manager provides additional information when requested by employees;
 F) I have a right to accept or deny the decision made by manager

Evaluation of manager in terms of interaction:

15. A) My manager considers my viewpoint about my job;
 B) My manager listens to my personal concerns about my job;
 C) My manager treats me with kindness and consideration;
 D) My manager provides me with timely feedback about my job;
 E) My manager is being sincere for decisions about my job;
 F) I get clear explanations about decisions related to my job.

Job satisfaction:

16. A) My job is like a hobby to me;
B) I am never bored with my job;
C) Most of the days I am enthusiastic about my job;
D) If I were to choose a restaurant career, it would be within this restaurant;
E) I am satisfied with working conditions
F) All in all, I am satisfied with my job;

Turnover intentions:

17. A) I am often thinking about quitting;
B) I am planning to find another job in the next year;

Commitment to the restaurant:

18. A) I am proud to tell others that I am part of this restaurant;
B) I care about the future of this restaurant;
C) This restaurant inspires me to do my best;
D) I am willing to put in a great deal of effort beyond that is normally expected in order to help this restaurant to be successful;
E) I am happy I chose this restaurant to work for, over other jobs I was considering at the time I joined this restaurant.

9.2 Appendix 2: Descriptive statistics

	N	Mini mum	Maxi mum	Mean	Std. Deviation
Fairly rewarded considering responsibilities	155	1	7	4.94	1.106
Fairly rewarded considering amount of experience I have	155	1	7	5.08	1.477
Fairly rewarded for the work I have done well	155	1	7	4.86	1.307
Fairly rewarded here at work	155	1	7	5.08	1.319
The pay I receive is fair	155	1	7	4.19	1.712
Employees concerns are heard before job decisions	155	1	7	4.43	1.562
Information collected in advance before decisions are made	155	1	7	4.41	1.686
During decision-making process able to express views about it	155	1	7	5.02	1.726
I have influence on procedures during decision-making process	155	1	7	4.30	1.873
My manager provides additional information	155	1	7	5.29	1.671
I have a right to accept or deny the decision	155	1	7	3.94	1.725
Considers my viewpoint about my job	155	2	7	5.26	1.419
Listens to my personal concerns about my job	155	2	7	5.25	1.492
Treats me with kindness and consideration	155	1	7	5.39	1.331
Provides me with timely feedback about my job	155	1	7	4.78	1.504
Manager being sincere for decisions about my job	155	1	7	4.92	1.541
I get clear explanations about decisions related to my job	155	1	7	5.15	1.615
Job like a hobby	155	1	7	4.17	1.762
Never bored with job	155	1	7	4.83	1.515
Most of the days enthusiastic	155	2	7	5.25	1.287
Career would be within this restaurant	155	1	7	4.25	2.124
Satisfied with working conditions	155	1	7	4.74	1.655

Satisfied with my job	155	1	7	5.10	1.545
Often thinking about quitting (r)	155	1	7	4.75	1.814
Planning to find another job in the next year (r)	155	1	7	4.02	2.312
Proud to tell other I am part of this restaurant	155	1	7	5.60	1.449
Care about future of this restaurant	155	1	7	5.85	1.512
Restaurant inspires me to do my best	155	1	7	5.24	1.584
Willing to do more than expected	155	2	7	5.66	1.297
I am happy I chose this restaurant	155	1	7	5.40	1.553
Valid N (listwise)	155				

9.3 Appendix 3: Correlations within the constructs

Correlation Matrix for Distributive Justice					
	1	2	3	4	5
Fairly rewarded considering responsibilities (1)	1.000	.742**	.762**	.715**	.647**
Fairly rewarded considering amount of experience I have (2)	.742**	1.000	.689**	.630**	.405**
Fairly rewarded for the work I have done well (3)	.762**	.689**	1.000	.693**	.381**
Fairly rewarded here at work (4)	.715**	.630**	.693**	1.000	.450**
The pay I receive is fair (5)	.647**	.405**	.381**	.450**	1.000
**. Correlation is significant at the 0.01 level (2-tailed).					

Correlation Matrix for Procedural Justice						
	1	2	3	4	5	6
Employees concerns are heard before job decisions (1)	1	.865**	.673**	.551**	.656**	.296**
Information collected in advance before decisions are made (2)	.865**	1	.700**	.566**	.693**	.428**
During decision-making process able to express views about it (3)	.673**	.700**	1	.713**	.660**	.473**
I have influence on procedures during decision-making process (4)	.551**	.566**	.713**	1	.528**	.465**
My manager provides additional information (5)	.656**	.693**	.660**	.528**	1	.375**
I have a right to accept or deny the decision (6)	.296**	.428**	.473**	.465**	.375**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Correlations Matrix for Interactional Justice						
	1	2	3	4	5	6
Considers my viewpoint about my job (1)	1	.853**	.536**	.617**	.684**	.496**
Listens to my personal concerns about my job (2)	.853**	1	.576**	.588**	.670**	.497**
Treats me with kindness and consideration (3)	.536**	.576**	1	.637**	.700**	.525**
Provides me with timely feedback about my job (4)	.617**	.588**	.637**	1	.826**	.711**
Manager being sincere for decisions about my job (5)	.684**	.670**	.700**	.826**	1	.793**
I get clear explanations about decisions related to my job (6)	.496**	.497**	.525**	.711**	.793**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation Matrix for Job Satisfaction						
	1	2	3	4	5	6
Job like a hobby (1)	1	.288**	.441**	.313**	.332**	.328**
Never bored with job (2)	.288**	1	.494**	.449**	.249**	.373**
Most of the days enthusiastic (3)	.441**	.494**	1	.478**	.476**	.611**
Career would be within this restaurant (4)	.313**	.449**	.478**	1	.643**	.604**
Satisfied with working conditions (5)	.332**	.249**	.476**	.643**	1	.833**
Satisfied with my job (6)	.328**	.373**	.611**	.604**	.833**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation matrix for Turnover Intentions		
	1	2
Often thinking about quitting (1)	1	.636**
Planning to find another job in the next year (2)	.636**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation Matrix for Organizational Commitment					
	1	2	3	4	5
Proud to tell other I am part of this restaurant (1)	1	.552**	.826**	.504**	.713**
Care about future of this restaurant (2)	.552**	1	.748**	.738**	.812**
Restaurant inspires me to do my best (3)	.826**	.748**	1	.638**	.782**
Willing to do more than expected (4)	.504**	.738**	.638**	1	.652**
I am happy I chose this restaurant (5)	.713**	.812**	.782**	.652**	1

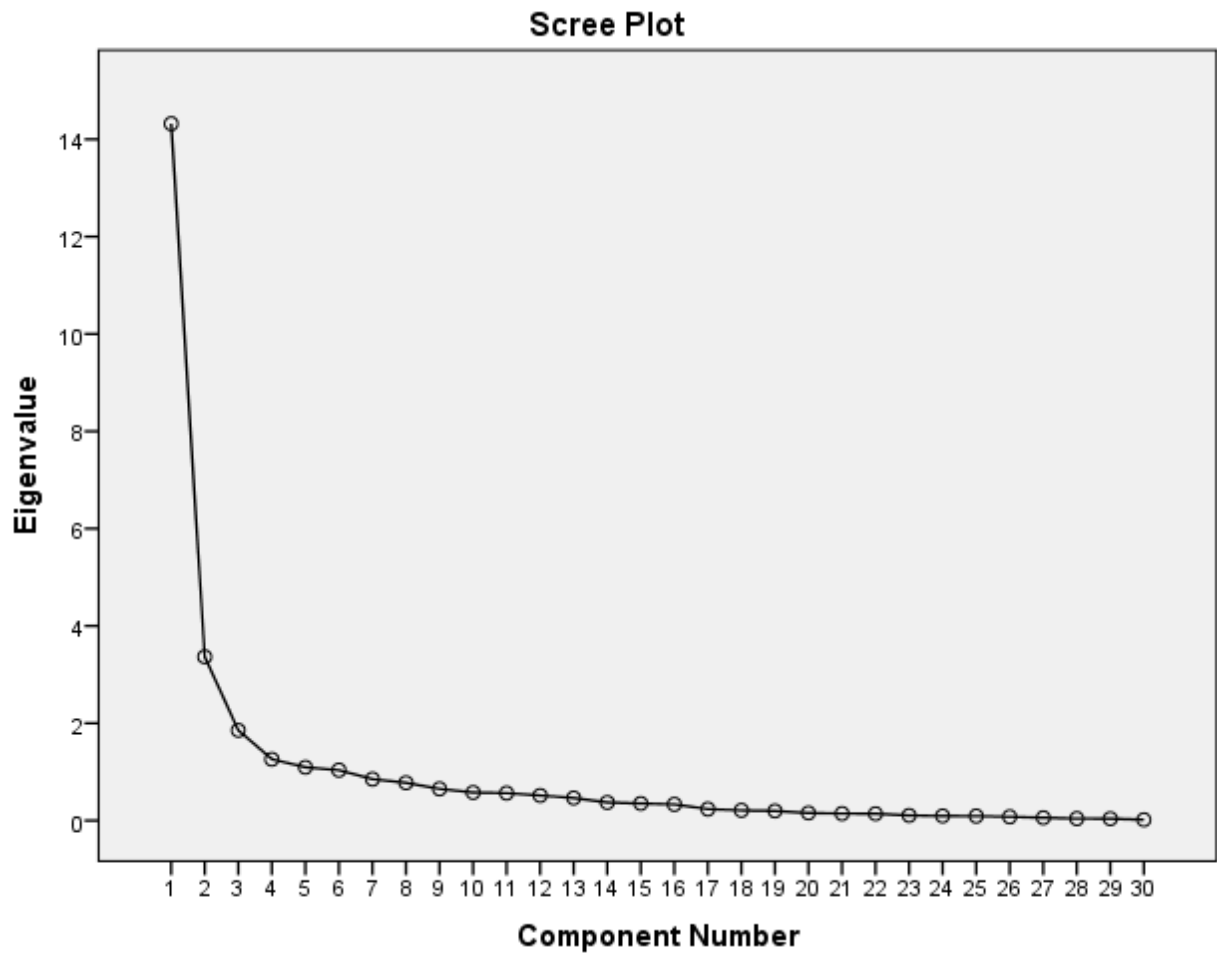
** . Correlation is significant at the 0.01 level (2-tailed).

9.4 Appendix 4: Factor analysis for all items together

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.806
Bartlett's Test of Sphericity	Approx. Chi-Square	5004.124
	df	435
	Sig.	.000

Communalities		
	Initial	Extraction
Fairly rewarded considering responsibilities	1.000	.832
Fairly rewarded considering amount of experience I have	1.000	.688
Fairly rewarded for the work I have done well	1.000	.772
Fairly rewarded here at work	1.000	.816
The pay I receive is fair	1.000	.553
Employees concerns are heard before job decisions	1.000	.805
Information collected in advance before decisions are made	1.000	.866
During decision-making process able to express views about it	1.000	.726
I have influence on procedures during decision-making process	1.000	.629
My manager provides additional information	1.000	.645
I have a right to accept or deny the decision	1.000	.719
Considers my viewpoint about my job	1.000	.824
Listens to my personal concerns about my job	1.000	.843
Treats me with kindness and consideration	1.000	.756
Provides me with timely feedback about my job	1.000	.789
Manager being sincere for decisions about my job	1.000	.828
I get clear explanations about decisions related to my job	1.000	.769
Job like a hobby	1.000	.743
Never bored with job	1.000	.589
Most of the days enthusiastic	1.000	.758
Career would be within this restaurant	1.000	.724
Satisfied with working conditions	1.000	.821
Satisfied with my job	1.000	.888
Often thinking about quitting (r)	1.000	.705
Planning to find another job in the next year (r)	1.000	.724
Proud to tell other I am part of this restaurant	1.000	.713
Care about future of this restaurant	1.000	.834
Restaurant inspires me to do my best	1.000	.878
Willing to do more than expected	1.000	.822
I am happy I chose this restaurant	1.000	.869
Extraction Method: Principal Component Analysis.		

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.321	47.735	47.735	14.321	47.735	47.735	5.667	18.891	18.891
2	3.364	11.215	58.950	3.364	11.215	58.950	5.149	17.164	36.055
3	1.855	6.183	65.133	1.855	6.183	65.133	4.244	14.146	50.201
4	1.260	4.200	69.333	1.260	4.200	69.333	3.614	12.046	62.247
5	1.095	3.650	72.983	1.095	3.650	72.983	2.534	8.446	70.693
6	1.035	3.451	76.434	1.035	3.451	76.434	1.722	5.741	76.434
7	.852	2.838	79.273						
8	.777	2.591	81.864						
9	.651	2.170	84.034						
10	.577	1.923	85.957						
11	.565	1.882	87.839						
12	.517	1.722	89.561						
13	.464	1.547	91.109						
14	.372	1.241	92.350						
15	.352	1.172	93.522						
16	.333	1.109	94.631						
17	.236	.786	95.417						
18	.210	.701	96.118						
19	.198	.661	96.778						
20	.156	.521	97.300						
21	.143	.478	97.778						
22	.140	.467	98.245						
23	.106	.353	98.598						
24	.096	.319	98.917						
25	.093	.309	99.226						
26	.077	.258	99.484						
27	.058	.195	99.679						
28	.040	.135	99.813						
29	.039	.130	99.943						
30	.017	.057	100.000						



Rotated Component Matrix ^a						
	Component					
	1	2	3	4	5	6
Fairly rewarded considering responsibilities	.779	.372				
Fairly rewarded considering amount of experience I have	.716					
Fairly rewarded for the work I have done well	.816					
Fairly rewarded here at work	.729			.360		
The pay I receive is fair	.470	.364				-.356
Employees concerns are heard before job decisions	.337	.791				
Information collected in advance before decisions are made	.415	.767				
During decision-making process able to express views about it	.333	.486		.588		
I have influence on procedures during decision-making process		.488		.544		
My manager provides additional information		.599		.420		
I have a right to accept or deny the decision				.811		
Considers my viewpoint about my job		.319		.732		.374
Listens to my personal concerns about my job				.706		.452
Treats me with kindness and consideration	.411	.450				.536
Provides me with timely feedback about my job	.417	.608		.474		
Manager being sincere for decisions about my job		.616		.451		
I get clear explanations about decisions related to my job		.721	.354			
Job like a hobby					.846	
Never bored with job			.619			.348
Most of the days enthusiastic			.402		.566	.489
Career would be within this restaurant		.534			.563	
Satisfied with working conditions	.531	.474			.471	
Satisfied with my job	.596	.385	.378		.431	
Often thinking about quitting (r)	.663					.333
Planning to find another job in the next year (r)	.471		.473			.432
Proud to tell other I am part of this restaurant	.430		.487		.495	
Care about future of this restaurant			.830			
Restaurant inspires me to do my best	.491		.580		.388	
Willing to do more than expected			.847			
I am happy I chose this restaurant	.483		.754			
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 10 iterations.						