

THE INFLUENCE OF ORGANIZATIONAL JUSTICE-CUSTOMER ORIENTATION RELATIONSHIP ON THE SUSTAINABILITY OF THE HOTEL SECTOR IN MALAYSIA

Kamaazura A. B.

*Faculty of Business Management, IKIP International College
Kampus Taman Gelora, Jalan Dato Abdullah, 25050, Pahang, Malaysia
Corresponding author: Kamaazura@ikip.edu.my, Contact Numbers: 60124485234*

Ahmad Munir Mohd Salleh

*School of Maritime Business and Management, Universiti Malaysia Terengganu
21030 Kuala Terengganu, Terengganu, Malaysia
munir_salleh@umt.edu.my, Contact Numbers: 60139830420*

Mohd Shaladdin Muda

*School of Maritime Business and Management, Universiti Malaysia Terengganu
21030 Kuala Terengganu, Terengganu, Malaysia
shaladdin@umt.edu.my, Contact Numbers: 60199346600*

Azlinzuraini Ahmad

*School of Maritime Business and Management, Universiti Malaysia Terengganu
21030 Kuala Terengganu, Terengganu, Malaysia
azlinzuraini@umt.edu.my, Contact Numbers: 60122718366*

Ruzita Manshor

*Faculty of Business Management, IKIP International College
Kampus Taman Gelora, Jalan Dato Abdullah, 25050, Pahang, Malaysia
ruzita_manshor@ikip.edu.my, Contact Numbers: 60199757881*

Abstract

This study is designed to understand the influence of organizational justice and customer orientation in order to develop sustainable services in hotel sector in Malaysia. Focus on four justice dimensions and its relations to customer orientation and how it impacts the quality of services in hotel sector, this study involves 609 respondents from 68 hotels rating from three, four and five stars from all over Malaysia. Using SPSS version 19.0 and AMOS version 18.0, result shows that organizational justice and customer orientation have positive significant relationship. High justice will result in high customer oriented behavior among staff in Malaysian hotel.

Keywords: organizational justice, customer orientation, hotel, satisfaction

INTRODUCTION

The sustainability of a service organization is very much depends on its employees. A positive and harmonious relationship between employees and the organization should be created to be more competitive. Treating employees fairly can improve customer orientation (Samad, 2011) and reduce various problem and negative issues among employees like theft in the workplace

(Henle, 2005; Greenberg, 1990), low commitment (Nasurdin, 2005; Howard, 1999; Angle & Perry, 1981), withdrawal from work (Hemdi & Nasurdin, 2008; Simons & Roberson, 2003; Rust, Stewart, Miller, & Pielack, 1996), low job satisfaction (Nadiri & Tanova, 2010; Maxham III, & Netemeyer, 2003; Colquitt et al., 2001; Leung et al., 1996) and affect the health of workers (Elovainio, Kivimaki, Vahtera, Virtanen, & Keltikangas-Jarvinen, 2003; Kivimaki, Elovainio, Vahtera, & Ferrie, 2003; Elovainio, Kivimaki, & Vahtera, 2002).

The way employees being treated by the organization will have a direct impact on how employees treat the organization's customers. In other words, organizations should treat employees like the way the organization wants their employees to treat their customers and prospective customers. Thus, organization justice plays an important role in ensuring employees is always focus in serving their customers and satisfying both employees and customers. Latham & Pinder (2005) found that the fair organization services affect employees' behavior. Undeniably, employees' satisfactions have an impact on the quality of work and satisfactory quality of service delivery. Vranesovic et al. (2002) in his research findings also agreed that there is a potent relationship between employees' work satisfaction and customers' satisfaction. Martin et al. (2009) found that organizational justice plays a major role in the development of customer orientation. On the other hand, if the organizational justice is highly given, employees will enjoy the fair treatment at the workplace, thus leads to commitment (Cohen-Charash & Spector, 2001) and high employee satisfaction (Colquitt et al., 2001). Employees will have sense of trust towards their employer and will give their utmost working effort to their employer's business activities (Altaf et al., 2011).

However, not many research in the study of organizational justice in Malaysia and no studies found in Malaysia investigating the relationship between organizational justice and customer orientation especially in hotel sector. Previous study by Hemdi & Nasurdin (2008) only focused solely on organizational justice towards the production of organizational citizenship behaviour. The study by Ismail et al. (2011) in other hand focuses on the interactional justice and its impact on job satisfaction among lecturers of Private Higher Education Institute in Malaysia. Meanwhile Moorthy et al. (2011) argues organizational justice can cause negative behaviour among employees such as stealing in retail sector. Most previous studies did not examine the four dimensions of justice and there are no studies linking organizational justice dimensions with customer orientation, particularly in the hotel sector in Malaysia as it will be conducted in the current study.

LITERATURE REVIEW

The issue of justice is very important to both parties, namely the employee as an individual and the employer as an organization (Colquitt, Greenberg, & Zapata-Phelan, 2005). Organizational justice is actually referring to a study that focused on understanding the issues and perceptions of fairness in social interaction (Greenberg, 1990). The precised concept of organizational justice is the four-factor model as four-factor model is different from the three-factor model (Kernan & Hanges, 2002). According to Cropanzano et al., (2001) the study to examine the four dimensions of justice should be undertaken because it will produce more accurate results. These four dimensions of justice are the distributive justice, procedural justice, interpersonal justice, and

information justice. Colquitt (2001) has defined distributive justice as fairness in the distribution of income. If the injustice occurs, then the employees will begin to modify their contribution rate to be at par with rewards in order to reduce the unfairness situation that occurred. As a result, the employees will work less hours and not showing commitment. Basically, the distributive justice is a transactions that occur between employees and employers, which involves the giving of special reward towards employees' specific involvement (Cobb et al., 1995).

Procedural justice on the other hand, refers to employees' trust towards their managers or supervisors in practicing procedural fairness and the policy in determining the remuneration and the placement of resources (Colquitt & Shaw, 2005). The third dimension is interpersonal justice whereby the authoritative party in the organization should treat employees with respect, transparency, courtesy and justification as the key element in the implementation of current procedures and decision-making (Kwon, Kim, Kang, & Kim (2008). Greenberg & Colquitt (2005) found that interpersonal justice which reflects the treatment received when a procedure applied in either polite, respectful by the organization or a third party to get results while the fourth dimension of organizational justice which is information justice provides an understanding of why things are happening as it happens (Ambrose et al., 2007).

Meanwhile, customer orientation is an organizational culture and act as an identity of an organization. Organizational culture change is difficult even in the environment that may be changing a culture of the organization (Hofstede, Neuijen, Ohayv, & Sanders, 1990). This is because the formation of an organizational culture is depends on the past achievements of an organization to deal with any threat from outside the organization (Gordon, 2002). According to Saxe & Weitz (1982) customer orientation can be defined as the satisfaction of customer needs through employee-customer interaction. Good communication between employees and customers create a good bonding that leads to customers' loyalty towards the organization and sometimes customers' loyalty towards employees of that organization (McShane & Von Glinow, 2005). Meanwhile, Korunka et al. (2007) found that customer orientation is an organizational culture that strives to improve customers' interest and success of the organization. Customer orientation is often used in the organizational culture to emphasize that the customer is the focal point for the organization's strategic plan (Jaworski et al., 2000).

Organizational justice promote customer orientation

Martin et al. (2009) in his study found that organizational justice is one of the dimensions of customer orientation and the perception of justice also brings positive relationship towards customers orientation behaviour besides enabling the management control on employees' behaviour by extending justice in the organization (Altaf et al., 2011).

Distributive Justice-Customer Orientation

Previous study showed that distributive justice will improve the behavior of a customer-oriented employees and it is said to be a strong predictor of trust among employees in the organization (Altaf et al., 2011; Samad, 2009). Matin, et al. (2009) also suggested that the expanding justice through rewards at based on work and employee performance should be regularly monitored in order to increase the perception of fairness. Fair rewards should be rewarded based on

employees' participation and performance and their task (Gilliland, 1993; Hasan Ali Al-Zubi, 2010). However, distributive justice also can involve the allocation of resources, powers and responsibilities fairly. Autonomy given to employees can cause positive impact on employees through improved job performance and job satisfaction (Gist & Mitchell, 1992; Lam et al., 2001). Autonomy can be an effective tool in increase employees' commitment towards their job and enable them to respond quickly to customer needs without referring to their manager (Clark, Hartline, & Jones, 2009). Through previous studies, Tschohl (1998) also found that managers will have less control if the authorization is made to the employee. Hennig-Thurau (2004) in his study confirmed that weak autonomy of workers can increase the anger among customers as service workers do not have the power to determine customer-related decisions. This situation will lead to low customer orientation and frustration.

Besides that, distributive justice also can influence employees' customer orientation through training and proper equipment to perform task. Knowledge, skills and expertise can only be developed through formal education and training (Forrester, 2000; Chiang, Back, & Canter, 2005). Without proper training, employees will feel that they not meeting a standard services quality to perform their job. The emergence of this situation among workers would undermine their sense of satisfaction in their jobs due to poor self-control as well as the weak credibility in implementing their work in providing services. Training, autonomy and rewards is a component of distributive justice, and it is clear that it contributes to the improvement of customer orientation among employees.

Procedural Justice- Customer Orientation

Procedural justice also plays an important role in the relationship of customer orientation culture and justice organizational justice. However, procedural justice gives less impact on the customer orientation behaviour compared to the distributive justice (Altaf et al., 2011). Cohen-charash & Spector (2001) define procedural justice as the perceived fairness of the process by which an outcome or outcomes established. In addition, procedural justice is also defined as the confidence of workers to their manager or supervisor, and procedural fairness in determining the remuneration policy and the resignation of resources (Colquitt & Shaw, 2005). One aspect of the crucial procedural justice is standard work schedules. Fair procedure is a procedure that is free of bias, ethical, accurate and consistent (Colquitt et al., 2001). Biased, inconsistent work schedule accompanied by working too long can produce distress and negative impact to services (Sulu et al., 2010; Bourdman & Barbato, 2008)

Interpersonal Justice- Customer Orientation

The support from the top management is also very important for employees' success in customer orientation. Karatepe & Kilic (2007) found that support from the organization also contribute to employees' customer orientation through manager's encouragement and guideline in providing a services that focus on customer. Only with support from the manager and the top management, the value to meet customer orientation through quality of service and hospitality exist (Elwell, 2012). Interpersonal justice creates harmonious relationship between employees and employer and this harmonious workplace social environment rose positive relationship between employees and customers. Good interpersonal treatment through cares for all employees, treat severy

employee with fairness and a sense of respect and through such method the employees will also respect their manager and have confidence towards the organization (Elwell, 2012).

Informational Justice-Customer Orientation

The importance of communication to employees is important to provide a complete knowledge and information for employees in the performance of its obligations to customers. Information on the employee services delivered to customers through its interaction is important not only to customers but also to the employees themselves in achieving service goals (Centre for the Study of Social Policy, 2007). It is important to constantly communicate information of service mission and ensuring quality services is an important aspect for every employee in the organization. In line to that, it is important to provide frontline workers with the mission, service standards and culture as employees work practices. In an effort towards customer satisfaction, the organization's mission statement should also involve customers' satisfaction. Organization understands that to realise the mission, their employees are the key success to it. The mission statement guides employees to a set of values on the right actions and behaviours that must be done to achieve the desired service quality standards (Centre for the Study of Social Policy, 2007). In addition, the mission statement also provides directions by providing all the information needed by employees in the course of their very significant task of delivering the service and the employee should also be clearly communicated about the quality service standards that they should convey (Centre for the Study of Social Policy, 2007).

HYPOTHESES

This study was designed to meet the objective to identify and study the relationship between organizational justice and customer. The hypotheses developed from the above objective can be explained below:

- H1. There are positive significant relationship between distributive justice and workers' customer orientation among employees in hotel sector in Malaysia.
- H2. There are positive significant relationship between procedural justice and workers' customer orientation among employees in hotel sector in Malaysia.
- H3. There are positive significant relationship between interpersonal justice and workers' customer orientation among employees in hotel sector in Malaysia.
- H4. There are positive significant relationship between informational justice and workers' customer orientation among employees in hotel sector in Malaysia.

METHODOLOGY

Procedure

Data collection methods used in this study is through the dissemination of the survey questions. Survey questions that have been modified to suit the current study and to ensure that the survey questions that were developed are reliable, valid, consistent, and able to analyze the issues rose in this study. The study used self-report mail requires respondents to self-report survey questions circulating through them. To ensure a high response, the researchers contacted the hotel's human resources manager through calls for permission to distribute the questionnaire. Looking at the education background of most of the respondent, the use of bilingual namely Malay and English are used to enable the respondent to answer the questions properly.

Respondents

Data gathered from for three, four and five star hotels in Malaysia. 800 hotel employees were selected as respondent and 609 responses (76.1% respond rate) were used for data analysis. A total of 40.4% (n=246) of respondents were male and the rest is women (n=363). 72% of respondents are aged between 18 and 32 years old and 28% are between 33 to 52 years old. Respondents are hundred percent local and the length of their service in the hospitality sector is 51% (tenure <1 year to <3 years) and 49% (tenure three years and above). The study does not take into account the respondents who work as part time.

Instruments

Organizational Justice Scale (OJC) (each item on scale 1=Strongly Disagree; 7= Strongly Agree) used as an instrument of justice organization that has been developed by Colquitt (2001) because it is the only instrument of justice perceptions of the organization which uses four dimensions of justice. Proven OJC is an instrument that has content validity of the scale, with reference to several studies by other researchers, including Colquitt & Shaw (2005) found that the OJC an indirect measurement and its suitable for measuring organizational justice.

Meanwhile, instrument developed by Kelly (1992) (each item on scale 1=Strongly Disagree; 7= Strongly Agree) is an instrument that is accurate and simple to use to measure customer orientation in this study. In line with this study that examines the nature of customer orientation triggered by organization factors, this research adapted all instrument items to the study.

RESULT AND HYPOTHESES TESTING

Data collected in this study was analyzed using Statistical Package for Social Science Version 19.0 and AMOS version 18.0. Through SPSS, internal consistency and reliability of the instrument were tested through Cronbach coefficient alpha. According to Aron, Aron, & Coups (2013), the Cronbach's alpha reliability was acceptable at 0.60. All reliability value is between 0.920 to 0.936. In this current study, the Cronbach's alpha was above the predetermined minimum value and this study confirms that the instrument has good internal consistency and reliability.

Construct	Cronbach alpha
Distributive Justice (DJ)	0.936
Procedural Justice (PJ)	0.931
Interpersonal Justice (ITJ)	0.931
Informational Justice (IFJ)	0.920
Customer Orientation (CO)	0.931

Table 1: Measure Validation

Correlation between construct was identified using AMOS. This current study found that all four dimensions of organizational justice are significantly correlated to customer orientation. Table 2 shows correlation analysis result between independent and dependent variable in details. All the relationships for each construct was significant with $p < .05$. The results support H1, H2, H3 and H4. With the $p < .05$ indicates that the relationships were significant and it was found that each variable has a good correlation to each other.

Implied (for all variables) Correlations - Two Tailed Significance (BC)

	CO	IFJ	ITJ	PJ	DJ
CO	...				
IFJ	.001	...			
ITJ	.002	.002	...		
PJ	.002	.003	.003	...	
DJ	.002	.002	.003	.002	...

Table 2: Correlation between dependent and independent variables

The model fitness index also show a good fitness with p value .000 (<.05), TLI= .979 and it is more than a minimum value required (>.90). RMSEA also shows that the value is less than 0.08, meanwhile GFI= .972 and AGFI=.944 (both value is >.90).

Pease add Figure 1: Research Model (here)

FINDINGS DISCUSSION

Through correlation analysis, this study has shown that there is a significant positive relationship between exogenous constructs named organizational justice and exogenous constructs, customer orientation. All four dimensions of justice significantly affect customer orientation amongst workers in the hotel sector in Malaysia. Data obtained from three, four and five star hotels show distributive justice is affecting customer orientation. Employer who did serves employees fairly through a fair reward will also affect the CO better. The findings of the current study support the previous studies, such as studies by Samad (2011) and Altaf et al. (2009).

Using AMOS, correlation p value were accessed and all p values were significant at $p < .05$. It is proven that organizational justices are mutually influence customer orientation which organizational justice acting in motivating employees to achieve customer orientation. Rewards that reflect employee contributions in accordance with the skills they have and taking the stress they face can trigger feelings of happiness among employees and through this feeling, it can form a tougher positive effect on customer orientation and employees happiness and willingness to work towards organization's objectives. In addition, a sense of workers loyalty towards the organization formed when perception of fairness increase (see Ahmad et al., 2011). Workers loyalty can help them behave more towards organization's favors. Consistent with Sturman (2011) view, it is because the perceived reward will be able to motivate employees to meet organizational objectives. Consequently, this motivation will increase employees' perception of the need for good knowledge through training and the latest equipment to provide better service and strive to provide a service that is better aligned with the justice that they get from the organization. It is certain when workers have a desire to engage positively in their work, this will improve the quality of their interactions with customers in a positive way. By the same time, employees start to develop social engagement through giver-receiver relationship while this relationship increasing customer loyalty for hospitality organizations (see Timmerman, 2013). Good communication between employees and customers, gives warmth between them to create a

relationship of customer loyalty to the service provider. In fact, sometimes there are customers who feel loyal to one of the workers themselves (McShane & Von Glinow, 2005)

This study also found that procedural justice can increase customer orientation through authorization. Given employees an authority to make decisions and carry out their tasks help to improve the ability of workers to perform and control their jobs better. Authority helps employee to resolve problems that related to customers faster and at customer's convenience times. At the same time, by providing authority, hotel organizations able to maintain their commitment and provide satisfactory services (see Ye & Liang, 2010).

Employees who are treated fairly also proved to be more honest when doing their job and can produce satisfaction services to clients (see Gruber, Szmigin, & Voss, 2009). A good working environment from a good and ethical procedure can increase employees reputation and ethical attitudes since they were been treated ethically by the organization. This findings support Mathenge (2013) who find ethics practiced in the organization can influence employees to voluntarily become more ethical in carrying out the work. A sense of work ethics and employees attitude towards ethical behavior and their desire to be more responsible for their work are triggered from how they been treated by the organization. Ethical behaviors displayed by employees helps to improve the image of the organization and create positive impact on the image of the organization (Kim & Cha, 2002; Kelley, 1992).

However, informational justice is done through the sharing of information between the employer and employee organizations to improve customer orientation competencies through increased levels of employee competence in performing the services in terms of the accuracy of the information distributed to clients and the ability of these workers to keep their promises in the hospitality with their customers. The findings of the current study is consistent with the findings of Gray, Matear, & Matheason (2000), the efficiency of information sharing, the use of the internet and the website will enhance the ability of workers to understand the changing tastes of the customers in choosing the service.

RESEARCH IMPLICATIONS

Researchers have use the Four Dimensions of Organizational Justice can be implemented in the Malaysian perspective and so do the customer orientation instrument developed by Kelley (1992). This study was able to relate the relationship between organizational justice and customer orientation. Employees who feel that they been treated fairly are more customer-oriented and have a higher probability of achieving job satisfaction. Employees who serve their customers well can help their organization to keep their promise to customers and by the same time they will receive a reward for their efforts (distributive justice).

Other than that, current study also able to prove that elements of the culture of service (customer orientation) and organizational justice have overlapping each other and use the same elements. Lucas (2005) argued that service elements included procedures, training and rewards (distributive justice) and management support (interpersonal justice), meanwhile the same elements are part of justice dimensions. Therefore it is appropriate in this study said that the two constructs of justice and customer orientation are interconnected to each other and significantly positive relationship can produce better work satisfaction among internal customers.

The hospitality organizations should train staff to be friendlier, be welcome and helpful to assist customer at any time needed. Hospitality shown by these hotel staff is necessary to develop organization's key services (Lovelock, Wirtz & Chew, 2009). Emotions training are critical to be provided to employees in order to educate them to be more mature and have social intelligence. Facial expression and how to control voice intonation is also necessary in order to be able to offset their employees with a work environment. These exercises can definitely contribute to the objectives of the organization to meet the organizational culture of service. Therefore organizations should be sensitive to the emotions of hospitality workers and help workers to deal effectively and ensure their employees are trained in the emotions and stress that comes from customers and work atmosphere.

IMPLICATIONS FOR BUSINESS AND MANAGEMENT PRACTICES

Based on the implications discussed above, there are several suggestions that can be addressed through this study. It is clear that organizational justice is something difficult to achieve if the organization is not sensitive enough to the environment of the organization. Therefore, the organization should diversify their forms of benefits provided to employees and not just rely on the financial rewards alone. Non-financial rewards such as gift-giving and excellence awards to employees who are top performers can arouse unexpected delights among employees and feel that they got the attention from their employer.

Variety of factors in determining compensation should also be identified carefully. Failure to identify factors related to the determination of the remuneration will cause dissatisfaction among the workers and lead to anger among employees. According to Greenberg (2006), remuneration should be determined through work experience, the skills acquired through training, education, and workers who are able to achieve organizational excellence. In addition, the work environment should also be taken into account in assessing the employees' remuneration. Employees who are able to work in simultaneous environments are eligible for better rewards compare to the employees who fails to work properly. In order to achieve success in the work atmosphere, the organization must also play a role in assist employees by providing equipment, training, providing information with less ambiguity and moral support.

Besides that, hotel management also needs to be more transparent with their employees by convey accurate information regarding the procedures. Through information and communication, employees can understand rights and organization can avoid any procedures ambiguity. According to Sturman, Corgel, & Verma (2011: 448), good communication can improve employee performance and procedure can be more flexible in order to meet the diversity of situations in the hotel industry. Procedure flexibility also can be implementing and flexible procedures can assist employees better in implementing their tasks.

This study also suggests that hotel management should not underestimate the differences in individuals. It is not practical to treat employees uniformity. The organization should understand their differences and emphasize the likelihood of their employees, such as emphasizing interpersonal interactions and respectful service to female employees and focus on providing better rewards for male workers to increase the perception of fairness among them. In addition, employee selection and training should not be underestimated just because the employee is the front line staff and do not need training. Such a view is a big mistake that may be made by the

hotel management. Front line staff is the one who meet face to face with customers. Hotel management should provide interactional training and communication skills because they are the workers who will be managing the customer and that the image and reputation of the organization is carried on their shoulder. Other than that, hospitality sector workers and managers should possess high level of self-awareness to allow them to identify strengths, weaknesses and capabilities that they have and abilities to identify the differences that exist within each of the individuals involved with them. The ability to identify the difference between these individuals is an advantage and can trigger emotional intelligence and maturity in interpersonal relationships (Whetten & Cameron, 2011). Self-awareness and emotional intelligence is both important to manager and non manager employees as a key to success in becoming an effective manager and high customer orientation among services provider.

A manager who have the ability in emotional intelligence can better understand employees and able to response to the emotions of their employees and act as emotional support and encourage employees to express their feelings more clearly to management. This condition is important as a proactive step to identify problems and obstacles that may be encountered, such as distress or low job satisfaction among workers. Meanwhile, employees who have the ability to control emotions at work and not easily lose control of emotions when dealing with customers, especially with difficult or angry customers certainly give a good impression to the image and reputation of the organization's. The ability to control emotions professionally and able to identifying the emotions of customers, enabling workers to handle customers better.

Employees' ability to manage their relationships with customers, aware about themselves and other people can also allow employees to manage interpersonal relationships between employees and customers and between employees and colleagues more professional. Therefore, the organization should play an active role in providing training and knowledge to their employees in creating sustainability in managing relationships with various parties, triggering a good quality of service and increase customer loyalty through strong interpersonal relationships.

In addition, this study suggests that managers become more sensitive to their employees through information sharing and two-way communication more effectively. Lucas (2005) states that the method of communicating feelings are as much as 55% using facial expressions, 7% and 38% using the word using sound. Manager who can understand employees' problems and anxiety through a good two-way communication can reduce negative feelings of employees at work. Hearing complaints, views and employees problems can assist in channeling employees displeasure through the proper channels. Failure to communicate with employees, they will channeling their feelings through unwelcome facial expressions, unpleasant tone of voice and the words that are not friendly to customers. However, through proper interpersonal justice applied in organization, it can reduce these problems while increasing customer orientation and job satisfaction among workers.

Study Limitations

Researchers have identified some limitations in this study, which the researchers faced difficulty in obtaining statistical data on employees in the hotel sector. There is no accurate count of the

number of employees in this sector by the hotel star and researchers had to make assumptions about the number of employees in accordance with the standard of the hotel that can be determined based on the number of rooms and the number of minimum number of employees per room set by the Ministry of Tourism and Culture.

Researchers also faced difficulties with the instruments used in this study as the constructs used in this study is a relatively a new focus of research in Malaysia. Researcher did not find any of the instruments used in this study have been translated into Malay language. All of the instruments used in this study are an instrument that has been developed by researchers from western countries, and researchers had to translate it into Malay language in order to facilitate the respondents in the process of answering the survey questions later. The process of translating the instrument is challenging because the use of accurate, non repetitive and simple words is important to convey its meaning. The number of respondents involved in this study are also limited in number and confined only to hotel sector. Therefore this study cannot represent other sectors because of differences in the level of organizational justice and customer orientation that may be encountered through different working environment.

Future Research Directions

Based on the previous discussion, the continuation of the current study should be pursue with better approach. Among the recommendations for future research include using longitudinal study to able future study to detect the cause of the relationship between organizational justice and customer orientation. Second, future research should apply this research in on different sectors to test its validity and reliability. In addition, future studies should also apply social and cultural dimensions in the study, given the social and cultural background can influence perceptions of organizational justice, but it also affects the stress levels of employees. The current study only takes into account the culture of the organization into the study while Hodgetts, Loth & Doh (2006) argues social culture can also have an impact on organizational culture and organizational performance.

CONCLUSIONS

This study found that organizational justice has significantly influences organizational behavior among employees in hotel sector in Malaysia. Understanding the relationship between organizational justice and customer orientation can be a useful guideline not only for understanding the nature of the organization and hospitality services, but also to the organization of services in other jurisdictions. The effect of organizational justice was not just to individuals, but also affects the organization itself. Meanwhile, this study is also designed to help employers to improve their employees' quality of services through high customer orientation and as important tools to achieve their job satisfaction as an employee who has the ability and credibility towards their work.

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