

## PROCEDURAL JUSTICE AND DISTRIBUTIVE JUSTICE: JUSTICE PERCEPTIONS AND WORK ATTITUDES AMONG BUSINESS EMPLOYEES IN TAIWAN

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The purpose of this study was to examine the relationships between justice perceptions and work attitudes among business employees in Taiwan. The study first used an open-ended questionnaire to 229 employees to report the most unfair event in the company. The results revealed that their responses focused on various aspects concerning distributive justice. After that, their responses to a questionnaire on procedural and distributive justice were subjected to factor analysis with promax rotation resulting in a five-factor solution. It was found that the procedural and distributive factors were significantly correlated. To examine the relationships between justice and work attitudes, partial correlation analyses showed that distributive fairness was significantly related to all of the seven measures of work attitudes, namely, evaluations of supervisor, trust in supervisor, job satisfaction, intentions to quit, interpersonal conflicts, anxiety, cognitive adaptation. In contrast, participation, a form of procedural justice, was related to evaluations of supervisor, trust in supervisor, and job satisfaction. These findings suggested that as opposed to those of Alexander and Ruderman (1987), distributive justice was more powerful than procedural justice in prediction of work attitudes of employees in businesses of Taiwan. It was also found that the most important measure of procedural justice in predicting work attitude of employees in Taiwan was the expression of their job difficulties. Taken together, these results suggest that cultural norms prevailing in a society should be taken into consideration for a comprehensive understanding of the relationships between perceptions of justice and work attitude, as well as how individuals' perceptions of justice may be influenced by their cultural tradition.

**Keywords:** Chinese notion of justice, Procedural justice, Distributive justice, Work attitude, Taiwan business