

RESEARCH ARTICLE

The Relationship Between Good Governance Principles and Organizational Justice: A Case Study of Bangkok Government Officials

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Abstract: Modern organizations focus on improving organizations' strategies to be relevant to good governance principles in order to create organizational justice, which is considered as one of the most important factors to increase harmony, unity, loyalty, employee satisfaction, employee commitment, and job satisfaction. This paper investigates a relationship between good governance principles and organizational justice. The study uses the quantitative approach, and the research questionnaire is used as an instrument to collect the data. The samples used in this study were 392 Bangkok government officials. The research findings revealed that good governance principles are positively related with and have an influence on organizational justice. In particular, the rule of law is highly related to transparency and has the highest influence on organizational justice. Moreover, it was found that Thai public agencies usually apply the principle of economy; however, this principle is not the factor that can create organizational justice. Details about the implementation of good governance principles and organizational justice are also presented in this paper.

Keywords: Good governance, rule of law, transparency, participation, organizational justice

The implementation of good governance in Thailand is considered the most challenging issue at present. As most of the countries in Southeast Asia, including Thailand, have adopted a patronage system for a long time, it is not easy to forthrightly implement good governance principles. Patronage system is a result of the disparity in access to the essential resources for living, which deteriorates justice, equity, and right of people in the society (Kuma, 2012; Eawsriwong, 2004). Transparency is only an ideology, which

never appears in real practice. Corruption and bribery prevail in many public organizations. Enforcement of law with discrimination and unequal treatment are pervasive in most law enforcement agencies. Some scholars criticize that the government raises the issue of transparency and enforcement of law just to punish the people who have a different political standpoint, but when their partisans are accused of committing corruption, the government keeps silent without taking any action as if nothing has happened. Such action has

made many Thai people upset and disappointed and has increased the perceptions of unfairness and injustice to the public at large.

Organizations in the 21st century are characterized by intense competition, customer expectations, and constant change. To survive, the organizations must adjust their strategies to be responsive to the current situations and changes in the world. Moreover, their products must be able to respond to customers' needs and expectations (Dominguez-CC & Barroso-Castro, 2017 2017). Due to the rapid changes taking place as a result of globalization, each organization aims at improving management strategies to be relevant to good governance principles in order to create sustainable growth and development of the organization. For the country to grow with suitable sustainability, it is impossible to operate the business or work in the government agency without considering the benefits of community, society, and preservation of good environment (Burikul, 2003). Good governance is a concept and direction of governing the country and ruling society in order to increase their effectiveness and efficiency based on the rule of law, virtue, transparency, economy, and consensus-oriented, by prioritizing the participation of people, which can create justice in the organization and society (Channuwong, Nomnian, & Ayudhaya, 2016).

Justice is counted as an important factor to link groups of people or groups of various beneficiaries and stakeholders to live together with serenity. Lack of justice can cause cleavage, conflict, and chaos to the society. People who feel that they are being treated with injustice and unfairness are not proud to be members of that society and organization. Injustice can lead to many various aspects of the crisis, for example, social crisis, organizational crisis, economic crisis, and political crisis (Wasi, 2010 as cited in Thammahaso, 2010). Even so, Thai society gives less importance to justice, which can be proved by the fact that the management of resources and allocation of prosperity and advancement are not distributed equally among various regions of the country.

With regard to law enforcement, it has been criticized that the rich and the poor, or powerful and powerless people, receive unequal treatment. Some critics also said that there is no equity in law enforcement in some cases. Whenever a society begins to question or have some doubts about justice,

both in the organization and in society, the situation of untrustworthiness occurs. After that, there will be the incompatibilities in the relationship between the people in the organization or the society. In this regard, Channuwong and Ayudhaya (2017) described that if any society lacks justice, there will be disharmony and conflict among the people in the society, which will lead to social, economic, and political crisis. It can be said that the causes of conflict in Thai society come from the perceptions of people who feel that they are being treated without justice and receiving unfair treatment. Therefore, justice in any society is very important to reduce conflict and create harmony, unity, and peace among people in the society.

To come to the point, Bangkok is the capital city of Thailand with a total population of more than 10 million people. It is the center of administration, transportation, finance and banking, commerce and communication, and so on. It is located in the East Coast of Chao Phraya River with the areas of 1568.737 kilometers. Bangkok applies the special type of rural governing system in which the governor is elected by its residents, and it consists of 50 districts. As the administration process of Bangkok is governmental, it has to abide with good governance set by the Office of Prime Minister of Thailand. However, there are some obstacles related to a practical implementation of good governance, which can cause problems of organizational justice. Uwanoo (2003) recommended that an obstacle of implementation of good governance in Thai public sector comes from a lack of responsible department for implementing good governance, a lack of ethical concern of employees and administrators, a lack of effective investigating process, and a lack of participation of the general public.

In Thailand, the problems about justice and disparity do not happen only in the society, but also in the organizations. The patronage system is deeply rooted and has a direct impact on salary payment and processes of promoting employees to higher positions in the organization, which has become the main cause of problems related to organizational justice. Pogge (2007) described that the problem of organizational justice could be perceived when employees who work in the same position, having the same workload and accountability, receive different remuneration. When the employees feel that their payment is not fair and just, they will lose motivation, inspiration, and

satisfaction to work in the organization, which lead to the decrease of work performance. On the other hand, if employees perceive that they receive fair and just payment compatible to their job, workload, responsibility, knowledge, and skill, they will have positive thinking towards their organization. Such employees will be committed to their organization, and sacrifice time and effort for the success of the organization. In this matter, Channuwong (2015) found that an organizational commitment is the positive feeling of employees towards the organization; employees who have organizational commitment will dedicate themselves and work hard to achieve the organizational goals. One of the main factors leading to organizational commitment is justice in the organization. Moreover, organizational justice can increase a good relationship between employees and organizations, and help to prevent employee turnover. Kim, Tam, Kim, and Rhee (2017) found that organizational justice is positively associated with the organization-employee relationship, and is negatively associated with employee turnover intention.

I consider that an application of good governance which prioritizes the rule of law, virtue, transparency, participation, accountability, and economy can create an organizational justice, and help the organization to grow sustainably and constantly. Therefore, I am interested in studying a relationship between good governance and organizational justice with a case study of Bangkok Government Officials. The purposes of this study are: (1) to study the attitudes of Bangkok government officials towards an application of good governance principles in the organization; (2) to study the attitudes of Bangkok government officials towards an organizational justice; (3) to study the relationship between good governance principles and organizational justice; and (4) to study good governance principles influencing organizational justice.

Conceptual Framework

Good Governance

At present, the concept of good governance is widely accepted at the national and international level; both public and private sectors give importance on this concept and try to adopt it in managing the organization to create sustainable growth of the organization. Kawanmuang (2005) described that the

principles of good governance can be implemented to develop working strategies to be more effective, which can be operated by adopting the rule of law; reducing excessive regulations which cause tardiness and delay in the work system, implementing a transparent decision; and defining appropriate rules, regulations, and guidelines in the management. As such, it can free an organization from bribery and corruption, and create justice in the organization, community, and society at large. Channuwong and Ayudhaya (2017) found that the problem which leads to the ineffective implementation of good governance is a lack of good understanding in official rules and regulations, including selfishness, patronage system, and prioritizing on partisan more than merit and justice. Moreover, government officials do not allow local people to participate in the activities which have a direct impact on the people's lives. Budget allocation does not cover all rural areas and there is an unequal allocation of budget in the regions; this is caused by a lack of implementation of good governance. Good governance principles must be implemented in order to solve these problems. Grindle (2010) indicated that we would be better off, and citizens of many developing countries would be much better off, if we live and work in the organizations that are fair, judicious, transparent, accountable, participatory, responsive, well-managed, and efficient. Good governance is a mighty beacon of what ought to be for the millions of people who live in conditions of public insecurity and instability, corruption, abuse of law, failure, poverty, and inequality.

The United Nations Development Program (1997) defined good governance as the exercise of authority on economy, politics, and administration to manage a country's affair at all levels. It comprises of mechanisms and processes which citizens and groups of people articulate their interest and exercise their legal rights. Its core components consist of participation, the rule of law, responsiveness, consensus orientation, equity, effectiveness, and efficiency (United Nations Development Program, 1997; Kardos, 2012). Good governance can be implemented to increase sustainable development. Kardos (2012) stated that good governance has been recognized to be the critical tool for advancing sustainable development, and is a crucial element of development strategies, which can promote the rule of law, transparency,

accountability, and efficiency at all levels. It allows efficient management of human, natural, economic, and financial resource for sustainable development, and also guarantees people participation in decision-making processes. Dhammasane (2006) recommended that the practice of good governance can be defined as a good performance in a governing and managing organization. In a public organization, appropriate management of organizational structure and working processes according to the standard criteria with the responsibility to the well-being, security, and stability of the society, leading to sustainable development and social value creation can be a good example of implementation of good governance. Adkisson and McFerrin (2014) found that there is a strong relationship between good governance and the level of development. Implementation of good governance leads to high level of development of the country.

After the economic crisis in 1997, the Thai Government Administrative Act (Thailand Prime Minister's Office, 2002) was formulated. Section 3(1) of this Act described that in public governance, there must be an implementation of good governance principles (Uwanno, 2003). Thailand Prime Minister's Office had identified six components of good governance which can be presented in details as follows:

Rule of law. The rule of law refers to the formulation of law, rule, and regulations which must be updated, fair and acceptable, and law enforcement must be equitable and impartial without any discrimination (Thailand Prime Minister's Office, 2002). Legislation, lawmaking, and implementation of the law, including rules and regulations must be updated, fair and just, and must be accepted by each individual in the society. Panyarachun (2000) described that the rule of law could be observed from its intention, substance, and enforcement, which must be fair for the benefits of a majority of people, not for the benefits of only some groups of people.

Enforcement of the law must be equal, precise, predictable, and focused on the participation of the people. However, law mechanism is not enough to prevent and solve the problems with corruption. Each sector of Thai society must be encouraged to support the operations of responsible departments to work more effectively. There should be many channels which society can access the information of the public sectors transparently. Moreover, society itself must be able

to check and investigate the operations of the public sector. In addition, Tansiri (2009) mentioned that a good rule of law is a relationship between law, reason, morality, justice, and equity. A good law must protect human right and freedom, and has less intervention on the individual business. Moreover, righteousness, security, stability, and freedom of each individual can be guaranteed from the enforcement of the law.

Virtue. Virtue refers to the adherence to virtue and ethics; supporting government officials to strictly adhere to moral principles in order to be good examples of the people; and supporting people to develop their own characteristics to have honesty, integrity, perseverance, endurance, and good discipline (Thailand Prime Minister's Office, 2002). Virtue can be identified as goodness or merit, a moral principle, or moral quality in a person. In general, virtue consists of honesty, sacrifice, patience, and perseverance.

Aristotle (as cited in Sitthikamjorn, 2006) has explained that moral principle or virtue is the most important tool for the leaders to rule over the country. Virtue according to Aristotle is practicing the middle path, consisting of (1) prudence, knowing which conduct is appropriate or inappropriate, which is good or bad behavior; (2) courage, mental courage, that is, ability to confront with risk, daringness in confronting with criticism and ridicule, and daringness in protecting the rightness, virtuousness, and accuracy; (3) temperance, knowing his or her limitation and appropriateness, and having conscience in performing activities with good ethics; and (4) justice, having a fair mind, and treating people equally without prejudice.

Virtue is the critical element in propelling an organization to be successful, and is as important as being knowledgeable and good job planning. Jaroenchai (2001) and Chinwanno and Engchuan (2016) stated that personal virtues and ethics, such as integrity, justice, honesty, loyalty, kindness, compassion, and friendship, are as equally important as being knowledgeable, assigning jobs well, working well with others, and having good planning on the jobs.

Transparency. Transparency refers to the building of trust among the people in the country by improving working mechanism of the organization to be transparent, including disclosure of accurate and useful information to people with an easy understanding language, and providing equal opportunity to the people in accessing information as well as having

clear auditing processes (Thailand Prime Minister's Office, 2002). Transparency requires being able to be measured and investigated by outside organizations and the public. Panyarachun (2000) described that public organizations should be transparent and each activity must be investigated by the people without any question, ambiguity, and doubt. Public activity should be performed according to good governance, and it should be comprised of good rationality and standard criteria. In addition, transparency is the most important principle in doing business. Poositpokhai (2008, as cited by Sitthikamjorn, 2006) stated that transparency is the heart of the business operation, and is incurred through implementation of good governance. Transparency is the key strategy to create righteousness and legitimacy in doing business, which will increase trust, reliability, and credibility among each business partner. Amartya (1999) explained that transparency is one of the important functions of instrumental freedom as it plays a key role in preventing corruption, financial irresponsibility, and all kinds of dishonesty. Transparency is a tool that will help achieve goals and fulfill other objectives of human beings, for example, life quality development and effective management of public and private sectors.

Participation. Participation refers to the provision of opportunity for people to know and propose recommendations for decision making about important issues of the country, which includes public investigation, public hearing, and other people consensus and referendum (Thailand Prime Minister's Office, 2002). Participation also includes allowing people to take an active part in proposing new ideas, and make decisions on important issues that have a direct or indirect impact on life, property, and well-being of the people.

Navikarn (2002) described that management with participation means providing an opportunity for subordinates to participate and make decisions on some issues of the organization with the perspective of managers that this will benefit the company more than when they make decisions alone. Moreover, it will fulfill the gap between managers and their subordinates, and make subordinates feel that they are also important and meaningful to the operation of the organization.

Cohen and Uphoff (1981) stated that participation, in general, is not merely decision making, but it must be

practiced in parallel with each step of the work process. Decision making involves benefits and evaluation of activity development of the people. The concept of participation is comprised of four steps: participation in making a decision, participation in working, participation in receiving benefits and compensation, and participation in performance assessment and evaluation.

Sashkin (1982) mentioned that participative management, which allows employees to participate in planning and control performance activity by themselves, can increase pride and dignity to employees as they feel ownership in planning and activities of the organization. Sashkin has proposed four important methods of participative management: participation in goal setting, participation in decision-making, participation in problem solving, and participation in change. Later on, Davis and Newstrom (1985) have added that participative management is comprised of five components: environment, organization, employee, leadership, and technology.

Accountability. Accountability refers to being aware of rights and duties with responsibility and caring for public problems and enthusiasm in finding resolutions to those problems; respecting different ideas and accepting the results of his or her own conduct (Thailand Prime Minister's Office, 2002). Managers, as well as other governmental officials, must be responsible for the assigned jobs and dedicate themselves to provide the best service for the benefits and well-being of the people. If there is any mistake or defectiveness, they should correct it immediately.

According to His Majesty King Bhumibhol Adulyadech, the King Rama 9th of Thailand (as cited in Sitthikamjorn, 2006), accountability means taking responsibility of what is assigned and appointed, or being responsible for the results of his or her conduct whether good or bad. Responsible persons do not accept only praise and admiration. When there is any mistake, they do not blame the others, but they blame themselves and try to correct it accordingly. In sum, accountability or responsibility focuses on fulfilling the assigned jobs with full consideration, carefulness, and awareness.

Egwuonwu (2010) proposed four theories in business operation concerning corporate social responsibility:

1. Stakeholder theory: this focuses on effective organization management and business ethics concerning the benefits of all stakeholders. Instead of paying attention to the profit of the shareholders, the company should pay attention to the benefits of other stakeholders as a whole.
2. Stakeholder value theory: this focuses on the main responsibility of the organization in creating profits for each stakeholder as well as increasing the stock value.
3. Corporate citizenship theory: this has a concept that the organization is compared to one citizen of the whole world; thus, it should perform any activity that is beneficial to the world. Any activity done by the organization should support the well-being of the people in the community where the company is located.
4. The corporate social performance theory: this is based on responding to the need of the people by investigating the relationship of duty between organization and society. As the organization is supported by the society, it should give both tangible and intangible benefits back to the society. By this, it will help create growth and stability in society and make it a suitable place to live.

Economy/Saving. Economy refers to spending limited resources for the greatest benefit by encouraging people to spend resources with frugality, worthiness, and maintaining natural resources for sustainable completion (Thailand Prime Minister's Office, 2002). This principle focuses on knowing how to use the limited resources for the greater benefits of human beings. It focuses on cost-effectiveness or economy by preserving the natural resources to be sustainable for the greater benefits of people of this generation and the next. Moreover, an organization should learn to spend money appropriately and should evaluate the expenditure and benefit of money spent (Channuwong & Ayudhaya, 2017). The government should practice in accordance with the principle of economy; each activity of the government should focus on saving cost in production, transportation, and raw material.

Saving resources can guarantee continuing reserves, which leads to the sustainable development of the country. Moreover, it helps to prevent the country from destitution and famishment. In this matter, His Majesty

King Bhumibhol Adulyadech, the King Rama 9th of Thailand, had given the most important royal speech to his people that "using resources with saving can guarantee the prosperity and richness of the savers and their family; it can prevent the scarcity in the future. He said saving is not merely beneficial to the savers, but to the country at large" (as cited in "*108 Auspicious Royal Speeches*," 2014, p.5). A well prepared and planned person takes into account the idea of saving; that person knows how to spend money carefully, and buys only the necessary things. Before buying new things, one may consider how the existing item can serve the same purpose. Money belongs to the person who knows how to collect, save, and spend carefully.

Organizational Justice

Justice is the foundation of harmony, unity, and trust which leads to the creation of peace and happiness in society. Moreover, justice is one of the most important factors that increases loyalty, employee satisfaction, and organizational commitment. Justice (n.d.) is the concept of righteousness based on virtue, morality, ethics, legitimacy, equity, and fairness.

Hasan (2010) found that organizational justice is positively related to job satisfaction. Organizational justice, which describes the perceptions of individuals towards fairness received from the organization, is one of the most important factors that increase an employee's work performance and job satisfaction.

John Rawls proposed the theory of "justice as fairness" which explains about equal basic right, equal opportunity, and promoting the benefits and interests of the least advantaged members of society. This theory mentioned that people would choose what kind of society they should live under if they did not know which social position they would personally occupy (John Rawls: Justice, n.d.). Justice in the perspective of Rawls covers organizational justice, which is related to perceptions of fairness of employees in the organization. Rupp and Thornton (2017) explained that organizational justice refers to perceptions of employees towards fairness in the workplace. These perceptions can be classified into four types: (1) Distributive justice which refers to perceptions of employees regarding fairness of outcomes; (2) Procedural justice which refers to perceptions of employees towards the processes that lead to these outcomes; (3) Informational justice which refers to

the accounts and information provided for justice-related events; and (4) Interactional justice which refers to interpersonal interactions and treatment in the organization.

Greenberg and Baron (2013) described three types of organizational justice: (1) Distributive justice which refers to participants' perceptions towards accuracy, reliability, equity, and correctness in the allocation of compensation appropriate and relevant to their workload and responsibility. Employees will evaluate and arbitrate between their workload and compensation received from the company whether they are appropriate and acceptable or not; (2) Procedural justice which refers to participants' perceptions towards accuracy, equality, and impartiality in the process of decision making about compensation. Apart from compensation evaluation, the process of evaluation should be assessed and considered to find its fairness and appropriateness; and (3) Interactional justice which refers to justice in the interaction between the personnel and organization, and interaction between employees and managers as well as equal opportunity in receiving right information from the organization. This also includes equal treatment from the company and managers as employees and human beings with dignity. Hasan (2010) explained that interactional justice includes various actions related to social sensitivity such as how supervisors or managers treat employees equally with respect and dignity regardless of religion, belief, ethnicity, social status, or skin color.

Organizational justice is a critical element in creating employee satisfaction and commitment, increasing performance effectiveness, and maintaining harmony, unity, dignity, and humanness of personnel in the organization. Buchanan (1974) described that both the organization and personnel expect the operation of an organization to be just and fair in order to achieve the following objectives:

1. Increasing performance effectiveness: This purpose is directly related to the success of the personnel to encourage them and the organization to be able to produce high-quality work performance with a large volume. This concept is related to classical economic theories.
2. Sense of community: This purpose is to create a sense of citizenship by which the

personnel will feel that they are members of a group with unity, harmony, and unique at all levels of each function and department in the organization. This purpose is an integral part of an organization using group work or teamwork strategies as the basis of business operation.

3. Individual dignity and humanness: This purpose is to increase the well-being of personnel in the organization by prioritizing human value and dignity, and creating personnel identity.

However, these three objectives are always contradictory to each other, for example, the organization that pays a large amount of compensation to employees whose performance exceeds expectation may reduce group harmony and unity, and make other employees feel that they are less important and have less value. This is because some employees may feel that they are trying to increase work performance as expected by the organization, but their performance is not good enough to receive more compensation. Feelings like these may lead to decreased organizational commitment and increased job dissatisfaction.

In Buddhism, the Buddha (Bhromgunaborn, 2016) mentioned about four prejudices which can create unfairness and injustice in the mind of human beings:

1. Prejudice caused by love or desire. People who are dominated by this prejudice will lose impartiality. They will make a judgment or decision for the benefits of the persons that they are acquainted with or have much favor. They cannot be neutral, impartial, or fair with everyone. Since they do not treat people equally, they pay much importance to their beloved persons more than the others and treat them as superior to the others. Sometimes, when their beloved persons are guilty, violate the laws, or commit something wrong, they still try to help them escape punishment. This prejudice also destroys the standard of law enforcement and leads to create disharmony among people in the society.
2. Prejudice caused by hatred or enmity. People who are dominated by this prejudice will not be able to treat people equally. They are narrow-minded persons, treat the opposition parties as inferiors to the others, and act intentionally for

the disadvantage and calamity of those people. Sometimes, when opposed people commit the right things, they try to find fault in order to complain, blame, or punish them. They also hinder opposed people from receiving appropriate rewards.

3. Prejudice caused by fear. People who are dominated by this prejudice will lose fairness and will not treat people equally. They are afraid of power and influence of some influential people. When some powerful people commit a crime or mistake, they dare not punish them. They try to help them for the sake of their own safety. Sometimes, when the sons, daughters, or relatives of influential people violate the law or commit wrong, they dare not accuse and arrest them as well.
4. Prejudice caused by delusion or stupidity. People who are dominated by this prejudice are full of ignorance. They have no wisdom or reason to make a judgment on what is right and wrong. Being narrow-minded and pessimistic persons, impetuosity in decision making due to lack of consideration are some characteristics of this kind of prejudice.

Buddhism teaches people to avoid these four prejudices as they are the main causes of unfairness and injustice

in the organization, community, and society. People who are free from these four prejudices will practice according to good governance principles and treat the other people with fairness and justice. Considering the details and arguments in this theoretical framework, I propose the following hypotheses.

Ha1: There is a relationship between good governance principles and organizational justice.

Ha2: Good governance principles have an influence on organizational justice.

Methods

This research is conducted using the quantitative research method. The population used in this research is comprised of 20,814 employees who work as government officials in Bangkok Metropolitan Administration. The formula of Tora Yamane was applied in selecting the sample sizes from the whole population, yielding 392 samples. The research instrument was a questionnaire, which was distributed to the targeted samples from March 1, 2017, to June 30, 2017. The variables used in this research included: (1) independent variable, which is good governance principles comprising of the rule of law, virtue, transparency, participation, accountability, economy/saving, (2) dependent variable, which is organizational justice comprising of distributive justice, procedural justice, and interactional justice.

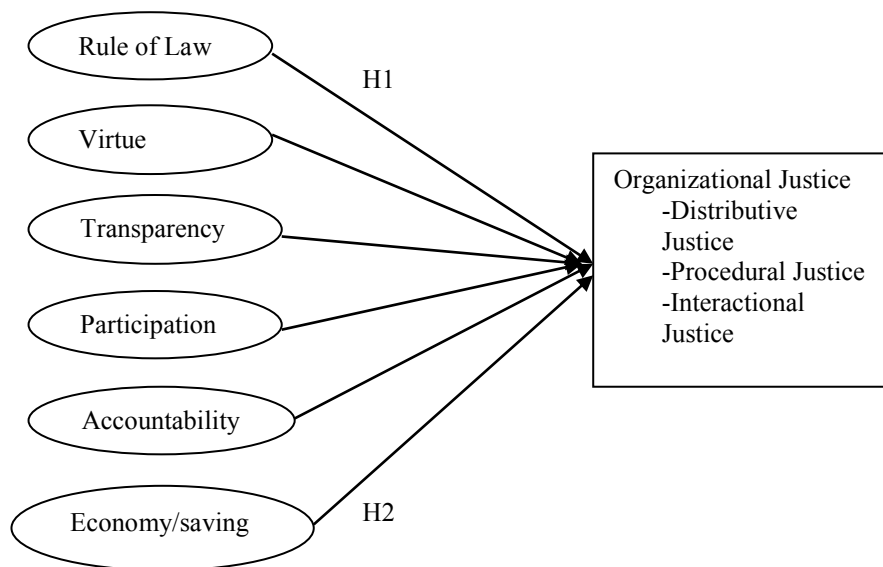


Figure 1. A proposed relationship between good governance principles and organizational justice.

and economy; and (2) dependent variable, which is organizational justice comprising of distributive justice, procedural justice, and interactional justice.

I used the questionnaire to try out with 30 specific samples to find the reliability with the alpha coefficient method of Cronbach; the reliability coefficient is 0.897, which means that the questionnaire is reliable and can be used in this research. I distributed 392 questionnaires to the targeted samples, and 385 of them returned the questionnaires, which can be calculated as 98.21% return. The statistics used in this research included frequency, percentage, mean, standard deviation, Pearson correlation, and multiple regression analysis (MRA).

Results

I presented the research results in the following four parts:

Part 1: The Attitudes of Respondents Towards an Application of Good Governance Principles in the Organization

In this part, I analyzed the attitudes of Bangkok government officials towards an application of good governance principles consisting of the rule of law, virtue, transparency, participation, accountability, and economy by using mean and standard deviation.

The research results showed that the attitudes of Bangkok government officials towards an application of good governance principles, in total, were at high level ($\bar{X} = 3.95$, S.D. = .809). In particular, the principle of economy had the highest mean value ($\bar{X} = 4.25$, S.D. = .838), followed by virtue ($\bar{X} = 4.12$, S.D. = .803), rule of law ($\bar{X} = 4.10$, S.D. = .779), transparency ($\bar{X} = 3.80$, S.D. = .814), accountability ($\bar{X} = 3.75$, S.D. = .759), and participation ($\bar{X} = 3.68$, S.D. = .862) respectively (see Table 1).

Part 2: The Attitudes of Bangkok Government Officials Towards Organizational Justice

In this part, I analyzed the attitudes of Bangkok government officials towards organizational justice, consisting of distributive justice, procedural justice, and interactional justice by using mean and standard deviation.

With regard to the attitudes of Bangkok government officials towards organizational justice, the results showed that the attitudes of employees towards organizational justice, in total, were at a high level ($\bar{X} = 3.84$, S.D. = .587). In particular, procedural justice had the highest mean value ($\bar{X} = 4.15$, S.D. = .503), followed by distributive justice ($\bar{X} = 3.98$, S.D. = .615), and interactional justice ($\bar{X} = 3.39$, S.D. = .642) respectively (see Table 2).

Table 1

The Attitudes of Respondents Towards an Application of Good Governance Principles in the Organization

Good governance	\bar{X}	S.D.	Translation	Ranking
Rule of Law	4.10	.779	High	3
Virtue	4.12	.803	High	2
Transparency	3.80	.814	High	4
Participation	3.68	.862	High	6
Accountability	3.75	.759	High	5
Economy	4.25	.838	High	1

Table 2

The Attitudes of Respondents Towards Organizational Justice

Organizational justice	\bar{X}	S.D.	Translation	Ranking
Distributive justice	3.98	.615	High	2
Procedural justice	4.15	.503	High	1
Interactional justice	3.39	.642	High	3
Total	3.84	.587	High	

Part 3: The Relationship Between Good Governance and Organizational Justice

Hypothesis 1: There is a relationship between good governance principles and organizational justice.

In this part, I analyzed the relationship between good governance principles and organizational justice. With regard to the internal correlation between the variables of good governance principles, the results showed that the internal correlation is positive which means all six variables had a relationship in the same direction with statistical significance at .01, and the correlation value between .448 and .813. The highest internal correlation was a relationship between the rule of law (LAW) and transparency (TRA). The correlation between LAW, virtue (VIR), transparency (TRA), participation (PAR), accountability (ACC), economy (ECO), and organizational justice (OJU) were in the same direction with statistical significance at .01, and correlation value between .398 and .793, in which the highest correlation was a relationship between LAW and OJU (see Table 3).

Part 4: The Influence of Good Governance Principles on Organizational Justice

Hypothesis 2: Good governance principles have an influence on organizational justice.

In this part, I analyzed the influence of good governance principles consisting of rule of law,

virtue, transparency, participation, accountability, and economy on organizational justice.

The results of multiple regression analysis with enter method showed that good governance principles have an influence on organizational justice with statistical significance at .01 and .05 ($F=68.325$, $p=.000$). The variable of good governance principles which had the highest influence on organizational justice was the rule of law (Beta = 0.365, $p < .01$), followed by transparency, participation, accountability, and virtue with the standard value (Beta = 0.325, $p < .01$), (Beta = .230, $p < .01$), (Beta = .223, $p < .05$), and (Beta = .218, $p < .05$) respectively. The principle of good governance which had no influence on organizational justice was the economy with the standard value (Beta = .086, $p > .05$). The forecasting equation from the results of multiple regression analysis can describe the influence of good governance principles on organizational justice at 66.40% (Adjust $R^2 = .664$), whereas, the remaining 33.60% was the result of other variables which were not taken into account in this research (see Table 4).

The good governance principles influencing organizational justice can be written in the form of forecasting equation as follows:

$$\text{OJU} = 1.307 (\text{Constant}) + .355 \text{ Rule of Law (LAW)} + 317 \text{ Transparency (TRA)} + .223 \text{ Participation (PAR)} + .219 \text{ Accountability (ACC)} + .215 \text{ Virtue (VIR)}$$

Discussion

From this research data analysis, it is found that the attitudes of respondents towards an application of good governance in the organization, in total, were at a

Table 3

The Correlation Between Good Governance Principles and Organizational Justice

Variables	LAW	VIR	TRA	PAR	ACC	ECO	OJU
LAW	1	.779**	.813**	.684**	.655**	.619**	.793**
VIR		1	.775**	.592**	.712**	.604**	.629**
TRA			1	.701**	.679**	.567**	.651**
PAR				1	.560**	.448**	.503**
ACC					1	.633**	.551**
ECO						1	.398**
OJU							1

** $p < .01$

Table 4
The Influence of Good Governance Principles on Organizational Justice

Variables	Organizational justice				P	
	B	SE	β	T		
Constant	1.307	.144		9.101**	.000	
Rule of Law (LAW)	.355	.063	.365	.892	.373	
Virtue (VIR)	.215	.057	.218	3.784*	.040	
Transparency (TRA)	.317	.056	.325	4.615**	.000	
Participation (PAR)	.223	.048	.230	.544**	.000	
Accountability (ACC)	.219	.059	.223	2.312*	.021	
Economy (ECO)	-.068	.045	.086	1.685	.093	
	R ² =	.672		F =	68.325**	
	Adjust R ² =	.664	SE =	.487	p =	.000

high level. In particular, the principle of economy had the highest mean value, followed by virtue, the rule of law, transparency, accountability, and participation respectively. The research results on organizational justice showed that the attitudes of respondents towards organizational justice, in total, were also at a high level. In particular, procedural justice had the highest mean value, followed by distributive justice, and interactional justice.

With regard to hypothesis testing, the research results showed that the internal correlation between each variable of good governance principles had the relationship in the same direction with the statistical significance at .01, which the highest internal correlation was a relationship between law and transparency. The correlation between good governance principles and organizational justice had the relationship in the same direction with the statistical significance at .01, which was relevant to the set hypothesis; the highest correlation was a relationship between transparency and organizational justice.

The results of multiple regression analysis with enter method showed that good governance principles had an influence on organizational justice with the statistical significance at .01 and .05, which were relevant to the set hypothesis. The variables of good governance principles which had an influence on organizational justice were the rule of law, transparency, participation, accountability, and virtue, whereas, the economy had no influence on organizational justice.

With regard to the attitudes of respondents towards an application of good governance principles in the

organization, the research results showed that the principle of economy had the highest mean value, which means that it is very highly implemented in the public organizations. However, the principle of economy is not the factor that can create organizational justice. It can be implied that the Bangkok Metropolitan Administration Office focuses on supporting executives and employees to have economy and moderation in using the resources. They may follow the Philosophy of Sufficiency Economy which places priority on moderation, knowing appropriateness in spending money and using natural resources. This philosophy is considered as an appropriate way or the middle path that leads to the well-balance of every segment in human life and society. This is relevant to the concept of Wasi (1999) which described that the Philosophy of Sufficiency Economy is the middle-path development strategy that interconnects all related factors in a holistic way. Thus, it can be implemented to increase self-immunity and self-dependence for sustainable growth and development of Thailand in the global world.

The research results showed good governance principle in terms of participation had the lowest mean value. This can be implied that employees have less participation in organization management. Many of the employees are not encouraged to participate in setting organizational strategies. It might be possible that the management system is centralized at the executive level, which has the power in setting plans and making decisions more than employees. Employees have to follow the strategies and plans set

by the management team without any participation in setting those plans.

The image of centralization is pervasive in many public organizations in Thailand. The drawback caused by a lack of participation of people in the organization is that they do not feel ownership on the plans and strategies of the organization. As such, some employees may not sacrifice their time and energy to work in order to achieve organizational goals. However, if they are encouraged to participate in setting plans and strategies of the organization, they will be more satisfied to follow those plans and strategies. The research results are relevant to the study of Vitayaudom (2012) which explained that, usually, the executives have duties to set plans and to assess the work quality of employees, while employees only have to follow the set plans. However, to encourage employees to express their ownership of the plans and strategies of the organization, they should be encouraged to participate and express their ideas on those plans and strategies.

With regard to the internal relationship between the variables of good governance principles, the results showed that the rule of law is highly related to transparency. This means that good rules and regulations, as well as equal enforcement, lead to the increase of transparency which later on can lead to organizational justice. The problem in Thai society that leads to unfair enforcement of law among the people comes from the patronage system. Some government officials try to help the rich and potential defendants to escape from punishment in exchange for their personal interest. This is why only poor people are arrested and put in jail, but the rich and influential persons are not punished. The results of the study showed that only fair rules and regulations could lead to transparency, clearness, and clarification. This is relevant to the study of the United Nations (2011) that the rule of law, if implemented uprightly, can lead to transparency which makes the organization, society, and country free from bribery, corruption, and unequal treatment.

With regard to the analysis of a relationship between good governance principles and organizational justice, the results showed that the rule of law had the highest relationship with organizational justice. This demonstrates that the rule of law is very much important to organizational justice. The formulation of law, rule, and regulation should be fair and acceptable, and should be enforced equally among each employee.

There should be no discrimination in the enforcement of rule and regulation of the organization. Moreover, rules and regulations, and other useful news and information should be disclosed to employees with an intelligible language so that they can understand them easily.

With regard to good governance principles influencing organizational justice, the results of the analysis showed that good governance principles, in total, had an influence on organizational justice. This is relevant to the concept of Burikul (2002) which mentioned that good governance is the management principle that can be implemented to increase organizational justice, organizational commitment, employee satisfaction, efficiency, and effectiveness of the organization. However, the process of management must be fair, sincere, and transparent with a cognizant mind in the working environment, accountability to the appointed duties, preparation to answer questions, and respond to the stakeholders' needs. The research findings are relevant to the studies of John (1996), and Folger (1998) which found that the perception of employees who realize the justice conducted to them by managers has a positive relationship with the behavior of good organizational citizenship. This means that employees who feel that managers treat them with fairness and justice will assure commitment in working with the organization. These are relevant to the studies of Smithikrai (2002), and Jiang, Gollan, and Brooks (2015) which found that there is a strong relationship between organizational justice and affective organizational commitment. Organizational justice has a great influence on the attitude and behavior of employees. Employees who have a positive attitude towards their organization will have a strong commitment and trust in their organization and administrators, leading to more effective work performance.

Moreover, an organizational justice can help reduce the conflict in the organization and create organizational commitment and employee satisfaction. These are also relevant to the studies of Colquitt (2001), and Gilliland and Langdon (1998) which found that employees who perceived that their compensations are fair compared to their workload and responsibility and that their managers treat them with fairness and dignity will have more job satisfaction and happiness in working for the success of an organization. Yean and Yusof

(2016) described that organizational justice affects not only organizational performance but also the economic well-being of the employee. It has a great impact on organizations, especially with regards to harmony and relationship among employees and employers. Treating employees unfairly can create a negative perception among employees towards organizations and management. Therefore, justice should be created in an organization to increase organizational commitment, loyalty, harmony, relationship, and unity among employees and management.

Recommendations

1. The results of this study should be used to improve an implementation of good governance, which is crucial to create organizational justice.

2. Organizations should set up management strategies based on good governance principles to increase employee satisfaction, employee commitment, and create sustainable development for the organizations.

3. Organizational justice is an important factor in creating love, organizational commitment, and good feeling of employees towards the organizations; thus, both the public and private sectors should find ways and means to increase organizational justice.

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Ethical clearance:

The study was approved by the institution.

Conflict of interest:

None.

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