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11th Undergraduate Research Competition

The Effect of Organizational Justice on Career Progression of UAE  
Nationals in Public and Private Organizations

Research ID: 11816

Zayed University - Management

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# Introduction

- 1. Preference for Public Sector:** Despite governmental efforts, citizens favor public sector employment due to factors like high salary, shorter hours, and a strong sense of belonging.
- 2. Discrepancies in Private Sector:** Diverse cultural environments and salary/work hour misalignments discourage Emiratis from private sector employment.
- 3. Addressing Unemployment:** With limited public sector positions, there's a risk of youth unemployment, necessitating exploration of factors drawing Emiratis to the public sector.

This research focuses on factors that influence Emirati nationals' preference for public sector employment over the private sector and how distributive justice, procedural justice, and interactional justice impact career progression among Emiratis working in both public and private sector companies in the United Arab Emirates

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# Aim / Purpose

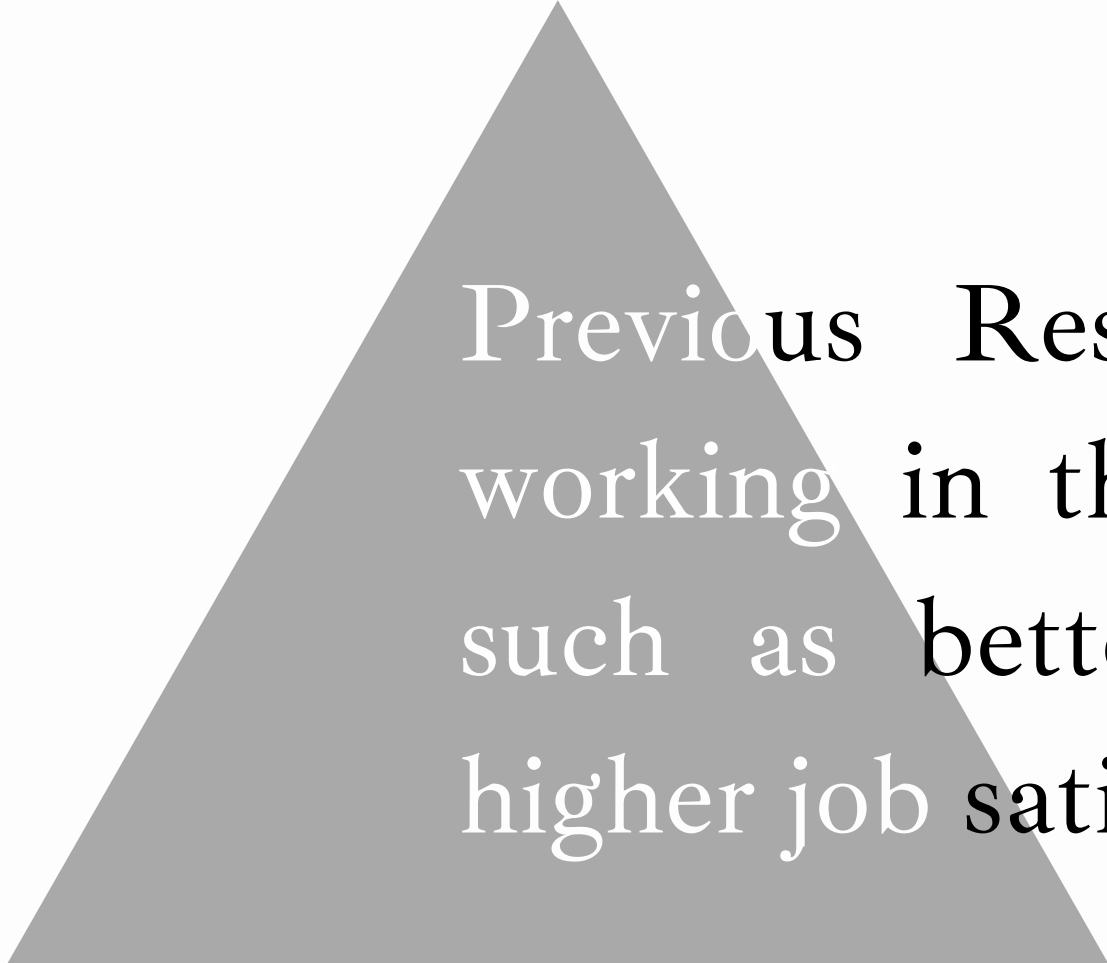
Our research analyzes the influence of fairness perceptions (distributive, procedural, and interactional justice) on career progression of UAE nationals in both public and private sectors, aiming to understand why they prefer public sector jobs and propose solutions to increase their participation in the private sector.

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# Literature ? Review

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# Previous insights



Previous Research on why UAE nationals prefer working in the public sector has looked into factors such as better working hours, higher salaries, and higher job satisfaction (Daleure & Al Shareef, 2015)

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# Career Progression

**Definition:** Career progression refers to the advancement and development of an individual's career over time, typically involving moving up the corporate ladder, gaining more responsibilities, achieving higher levels of success, and increasing one's professional standing within an organization (Qureshi,2016).

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# Distributive Justice

**Definition:** The fair distribution of outcomes, such as wages, job security, and promotions, based on the inputs the individual contributes to, such as education, training, and effort (Baldwin, S.,2006).

## **HYPOTHESIS 1:**

DISTRIBUTIVE JUSTICE IS  
POSITIVELY RELATED TO  
THE CAREER PROGRESSION  
OF UAE NATIONALS  
WORKING IN PUBLIC AND  
PRIVATE ORGANIZATIONS.



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# Procedural Justice

**Definition:** Having fair and equal decision-making and policies that will impact the organization's outcomes.

giving the voices an opportunity will bring up clear objectives covering all the required development and engagement goals

The policies must be under management, authorizing a system that sets the company fair and equal

## HYPOTHESIS

PROCEDURAL JUSTICE IS POSITIVELY RELATED TO THE CAREER PROGRESSION OF UAE NATIONALS WORKING IN PUBLIC AND PRIVATE ORGANIZATIONS.

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# Interactional Justice

**Definition:** A concept that refers to how individuals are treated within organizations during decision-making processes.

## Four Criteria for Interactional Justice

JUSTIFICATION

TRUTHFULNESS

RESPECT

PROPRIETY

### HYPOTHESIS 3:

INTERACTIONAL JUSTICE IS POSITIVELY  
RELATED TO CAREER PROGRESSION OF  
UAE NATIONALS WORKING IN PUBLIC  
AND PRIVATE ORGANIZATIONS.

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# Hypotheses/ Research Questions

1. What is the relationship between distributive justice and the career progression of UAE nationals in the public and private sectors?
2. What is the relationship between procedural justice and the career progression of UAE nationals in the public and private sectors?
3. What is the relationship between interactional justice and career progression of UAE nationals in the public and private sectors?

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# Methodology

- Data Collection Method: Quantitative method employed using a questionnaire distributed among employees in UAE public and private organizations.
- Sampling Technique: Convenience sampling utilized to gather data.
- Participant Demographics: Data collected from 108 UAE nationals, comprising 56 from private sector and 52 from the public sector.
- Gender Distribution: 47% of participants are women, 53% men.
- Average Age: Participants' average age is 38 years.
- Average Tenure: Participants' average tenure in their current positions is 5.7 years.
- Questionnaire Contents: The questionnaire included scales measuring distributive justice, procedural justice, interactional justice, and career progression.

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# Results : T-test

	<b>Mean difference between public and private sectors</b>
Distributive Justice	0.18
Procedural Justice	-0.12 *
Interactional Justice	0.02
Career Progression	0.03

- There is no significant difference in perceptions of career progression, distributive justice, and interactional justice among UAE national employees.
- Perceptions of procedural justice are lower in the private sector compared to public sector among UAE national employees

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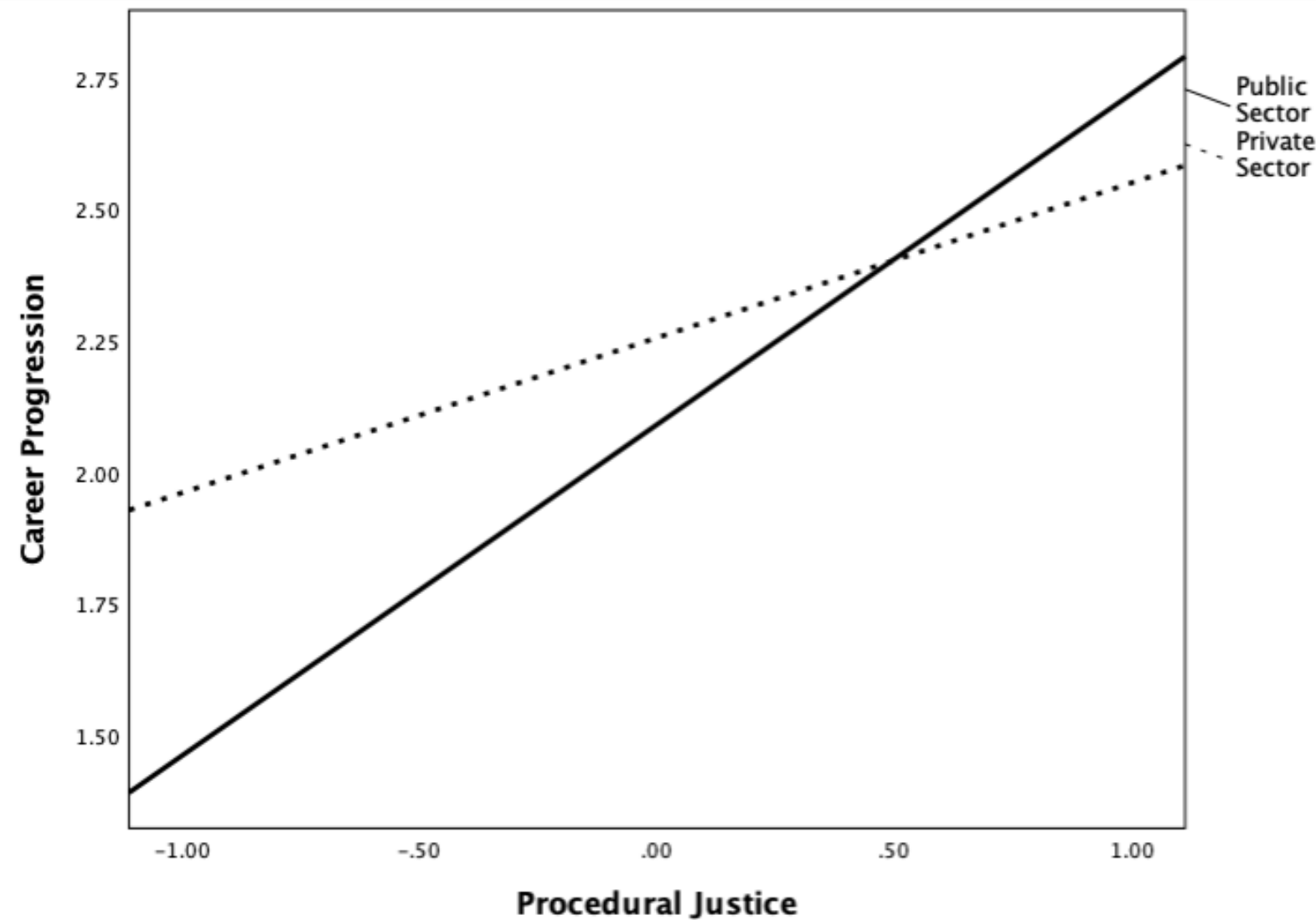
# Results : Linear Regression

	Linear Regression Effect
Age	.02
Gender (Female)	-.05
Tenure	.07
Distributive Justice	.30**
Procedural Justice	.40**
Interactional Justice	.13
F	33.56**
<i>R</i> <sup>2</sup>	.50
Adjusted <i>R</i> <sup>2</sup>	.48

- Distributive justice is positively related to career progression, supporting hypothesis one. Procedural justice is also positively related to career progression. However, there is no significant relationship between interactional justice and career progression.

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# Results : Moderation



- Moderation analysis results indicate that the effect of procedural justice on career progression is moderated by working in the private sector.
- The individuals working in the private sector have a lower effect of procedural justice on career progression.

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# Discussion

Our research found that distributive and procedural justice have a positive relationship with career progression. However, UAE nationals have lower perceptions of procedural justice in the private sector. This highlights the need for policy makers and private organizations to improve transparency and fairness in decision-making processes to improve UAE nationals' perceptions of procedural justice in the private sector.



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# Conclusion

- **Organizational Justice and Career Progression:** Demonstrated the impact of distributive and procedural justice on career progression among UAE nationals in both public and private sectors.
- **Procedural Justice Importance:** Emphasized the crucial role of procedural justice in UAE nationals' career advancement.
- **Perceptions in Private Sector:** Revealed lower perceptions of procedural justice among UAE nationals employed in private sector organizations.
- **Moderating Effect of Private Sector Employment:** Working in the private sector moderates the relationship between procedural justice and career progression, resulting in a weaker association in private sector settings.
- **Practical Implications:** Findings offer valuable insights for policymakers and private organizations, suggesting the need for interventions to enhance procedural justice perceptions and career advancement opportunities among UAE nationals in the private sector.