

The Effect of Personality Traits and Equity Sensitivity on the Employees' Fairness Perception in the Lebanese Pharmaceutical Field

* *Jamal A. Yasmine*

Department of Business, Beirut Arab University, Beirut, Lebanon

Received 24 June 2019, Accepted 7 August 2019

ABSTRACT:

The pharmaceutical sector plays a fundamental role in supporting the economic development of a country. The performance of this sector is influenced by employees' performance, which can be affected by the way employees perceive fairness at their workplace. Fairness perception can be affected by the equity sensitivity type and the personality traits of employees. The Lebanese context lacks studies that reveal the fairness perception of Lebanese pharmacists as a driver of retention at work and the relationship between fairness perception, equity sensitivity and personality traits in the pharmaceutical settings. For that, this study was conducted to survey the Lebanese pharmacists' perception of fairness and the effect of equity sensitivity and personality trait. The paper reports on a questionnaire survey of pharmacists with 73% response rate. Results showed that participants were benevolent rather than entitled and displayed strong expression in all personality traits especially conscientiousness. Pharmacists showed low perception of distributive and procedural justice. The perception of informational justice was lower in entitled than other equity sensitivity types. Pearson correlation showed a statistically significant positive weak correlation between openness to experience and procedural justice. Conscientiousness, on the other hand, revealed a statistically significant negative weak correlation with interpersonal justice. The informational justice was shown to be affected by personality traits and equity sensitivity types. Being benevolent, Lebanese pharmacists might be more patients-oriented than personal outcome-oriented and have greater tolerance for under-reward. Administrators are encouraged to ensure rewards based on justice to minimize the high cost of skilled-performers turnover of pharmacists.

Keywords: *Organizational justice, Fairness perception, Equity sensitivity, Benevolent, Personality traits*

INTRODUCTION

In today's intensely competitive and global marketplace, the international business is present in a violent atmosphere of continuous challenge. Successful organizations realize that the most important factor for their effectiveness and efficiency is based on people management through effective managers and employees' performance. These organizations consider personnel efforts and commitment rather than capital as the core contributors to the enterprise development (Rad & Yarmohammadian, 2006).

Researchers continuously find that employees care about fair treatment at work (Clay-Warner J, 2005). Employees' perceptions of justice and fairness in the workplace may profoundly influence their attitudes and behaviors, and sequentially, affect the organization's bottom line (Cole ND, 2004). An understanding of the factors affecting employees' perceptions of fairness may help organizational managers and leaders. A fair and efficient management system will help improve organizational effectiveness, motivate

*Corresponding Author, Email: yasmiejamal@gmail.com

employees, improve organizational culture, and attract and retain skilled staff. However, the perception of unfair treatment can erode performance and employee commitment to the organization, increase the voluntary turnover and absenteeism (Ceplenski, 2013).

Pharmaceuticals as special and professional industry plays a fundamental role in supporting the economic development of a country. Pharmaceuticals invest greatly in their key asset, the human resource to accomplish set goals. These investments are usually associated with massive expenditure to get the best outcome by cultivating talented and skilled health workers which in turn best flourish when dealt with fair (Kaplan RS, 2004). Employees' perception of fairness and equitable treatment is a core driver of retention, engagement and performance. Organizations should ensure that their employees' rewards are rooted based on fairness (Ceplenski, 2013), especially in settings that are fully aware of the high cost of turnover and expect even higher costs to skilled-performers turnover as in the pharmaceutical field (Rubel M, 2015). Many factors trigger high turnover rate in the pharmaceutical field and this is assumed to be the most annoying problem and would affect the quality of customer services and result in instant shortage of experience inheritance (Elleuch H, 2014).

Leaders need to assess and improve the employees' level of fairness perception for better organizational behavior. The Lebanese context lacks studies that reveal the fairness perception of Lebanese pharmacists as a driver of retention at work. Furthermore, the impact of personality traits and equity sensitivity type on their fairness perception is unidentified. For that, this research will be conducted to study the level of fairness perception of employees and the impact of equity sensitivity type and personality traits in the Lebanese Pharmaceutical field.

The findings of this study will redound to the economic development of the country considering the important role of pharmaceutical industry. Administrators will be shown the personality traits and equity sensitivity types of pharmacists and their level of fairness perception and guided to ensure employees' rewards based on justice are essential to minimize the high cost of skilled-performers turnover.

Literature Review

Organizational justice is based on personal perception of the fairness treatment offered by an organization, and their behavioral responses to such perceptions.

Organizational Justice

Organizational justice was first proposed by Adams in 1960. It can be defined as the study of fairness at work that deals with the equity perceived by employees in organizational environment (Warokka A, 2012). In the past two decades, several studies of organizational justice were conducted in the organizational behavior literature. These studies showed that perception of organizational justice can affect organizational variables, such as job satisfaction, organizational commitment and organizational citizenship behavior (Gürbüz & Mert, 2009). Employees could be more satisfied once they felt they were rewarded with justice, and employees with higher job satisfaction are expected to be more committed to the organization, with higher retention rates, and higher productivity (Fatt, 2010). Organizational justice researchers have reached general agreement that fairness can be divided into three types (a) distributive justice; (b) procedural justice and interactional justice.

Distributive Justice. Cropanzano et al. (2007) defined distributive justice as fairness in awarding outcome among employees on the basis of equity, equality and need. The Principle of Equality means that all employees should be provided the same compensation with equal opportunities, the Principle of Need directs that a benefit should be provided according to one's personal requirements. Whereas, the equity principle is based on the theory that employees compare how much they get (outcome) relative to how much they contribute (input) to the ratio of the outcomes and inputs of different referents (Adams, 1965). Outcomes in organizational setting can refer to salary, career path, benefits, and even psychological rewards as feedback and support from colleagues or supervisor. Inputs, however, may refer to work effort, commitment, and various factors as experience and educational level (De Gieter S, 2012). The Equity theory is generated from the employees' perception of fairness which depends mostly on their subjective

rather than the objective view of the conditions. Accordingly, employees who perceive inequity will experience equity tension thus will try to reduce its effect by apposite behavior responding by one of six choices to minimize sense of unfairness. They may change their inputs by exerting less effort if under rewarded or more effort if over rewarded. Individuals who are paid on a piece-rate base can change their outcomes by producing a higher quantity of units of lower quality to increase their pay. Some Employees may adjust perceptions of self; others shall distort perceptions of others in an attempt to reduce others' outcome. The last response to inequity can be by choosing a different referent or by quitting his/ her job (Langton N., 2007).

The finding that procedures used to determine outcomes can be more influential than outcome itself shifted the focus from distributive to procedural justice.

Procedural Justice. In 1975, procedural justice theory was developed based upon Thibaut and Walker's. It is concerned with judgments about how apportionment decisions are made. Having a role in the decision-making process can support employee's perception of procedural justice to a greater level. Procedural justice accentuates on the process by which employees pursue to participate in fair decision making, policies, and procedures. Therefore, judgments of procedural justice focus on processes at the organizational level that lead to outcomes (Sweeney P.D., 1993). To perceive this type of justice, procedures should be applied consistently across employees with no person or group singled out for discrimination or ill treatment and decisions must be based on accurate information. Besides, the opinions of various groups affected by the decision must be taken into consideration.

Employees do not simply measure outcomes and the process by which outcomes are established. They further consider who distributed the outcomes, the followed procedures, and how they were treated by supervisors and the organization as whole, thus giving rise to the interactional justice.

Interactional Justice. The concept of interactional justice was introduced in 1986 by Bies and Moag. It reflects the interpersonal treatment that employees obtain when a process is implemented,

as well as the perceived suitability of the descriptions for policy implementation. Colquitt et al., in 2001, classified interactional justice into interpersonal and informational justice. Interpersonal Justice focuses on how management deals with employees when implementing procedures or determining outcomes, that is with dignity, trustfulness, courtesy, and respect. Informational Justice emphasizes on the appropriateness of an explanation for the processes or outcomes that were implemented or received.

Huseman et al. assumed that everyone is equally sensitive to equity and inequity as described in "Equity theory" in late 80s. In other words, everyone experiences the same level of tension when they experience the same level of inequity; yet, this isn't the case. Therefore, not all people are equity sensitive to the same extent, and this refers to "Equity Sensitivity".

Equity Sensitivity

The Equity Sensitivity hypothesis describes an array of varying levels of sensitivities to equity and inequity. In late 1980, Huseman, Hatfield, and Miles classified employees according to the extent to which they can tolerate inequity into three categories of equity preferences: benevolent, equity sensitive and entitled.

Benevolent employees, known as "givers", are input oriented and can tolerate under-reward inequity more than other types. They prefer lower outcome/input ratio in comparison to others and may experience distress in situations of over-reward. Equity sensitive employees favor an equal outcome/ input ratio and behave according to the "norm of equity" and equity theory. Equity sensitives will feel distress if will face any type of inequity. On the other end, the entitled employees prefer a higher outcome / Input ratio when compared to others. Entitled are named so, since they prefer entitlement to great outcomes and are distressed in equitable or under-reward situations. Therefore, benevolent and equity-sensitive employees are better motivated than entitled ones in situations with over-reward inequity (Sauley & Bedeian , 2000). Entitled employees would be fairly satisfied when getting more than their contribution, whereas benevolent and equity-sensitive employees are willing to work more to restore fairness.

Performance of organizational behavior is affected by equity sensitivity and the level of justice perceptions. The level of organizational citizen behavior increases with higher levels of justice perceptions suggesting that a fair working setting can promote organizational performance. It was reported in literature that entitled perceive low organizational justice and do less organizational behavior than other equity sensitivity type (Blakely, Andrews, & Moorman, 2005). Therefore, it is essential to assess the equity sensitivity type of Lebanese pharmacists and the relation with organizational justice to expect the impact on organizational performance.

Personality Traits

Researchers worked earlier to identify the everlasting characteristics that define an individual's behavior as shy, aggressive, submissive, lazy, ambitious, loyal, and timid. These characteristics are known as personality traits and are used in classifying individuals particularly by being consistent over time and recurring in disparate situations. Three cardinal frameworks for identifying and classifying personality traits have been used as guidance by organizational decision makers. These are the Myers-Briggs Type Indicator, the Big Five Model and HEXACO Model.

Myers-Briggs Type Indicator. Myers-Briggs Type Indicator is a personality test that taps four characteristics, extraverted or introverted (E or I), sensing or intuitive (S or N), thinking or feeling (T or F), and judging or perceiving (J or P). Combination of four characteristics is used to classify people into 1 of 16 personality types. Myers-Briggs Type Indicator is considered a valuable tool for increasing self-awareness and providing career guidance. However, results tend to be unrelated to job performance, and managers possibly shouldn't employ it as a selection test for job applicants.

Big Five Personality Model. The Big Five Personality Model defines five basic dimensions in human personality. These factors are Extraversion, Agreeableness, Conscientiousness, Emotional stability and Openness to experience. The extraversion factor captures person's comfort level with relationships. Extraverts tend to be sociable, assertive, and gregarious. Introverts, on

the other hand, tend to be reserved, timid, and quiet. The agreeableness dimension refers to an individual's tendency to accept others. Highly agreeable people are cooperative, warm, trusting, and tend to help their supervisors and co-workers (Kamdar D., 2007). While scantily agreeable ones are considered cold, disagreeable, and antagonistic. The conscientiousness breadth is a measure of reliability. A person who scores high on this dimension is responsible, organized, dependable, and persistent. A low conscientious person is easily distracted, disorganized, and unreliable. Burnett, Williamsom and Batrol (2009) showed that conscientious individuals tend to work hard even when extrinsic outcomes as pay, are low. Conscientious employees go above assigned job requirements without being promised to get additional compensation or recognition and tend to engage in organizational citizen behavior (Bowling N.A., 2010). The fourth dimension is the emotional stability which is labeled by converse and neuroticism and identifies person's capability to bear stress. People with positive emotional stability tend to be calm, self-confident, and secure. Those with negative scores tend to be nervous, anxious, depressed, and insecure. The fifth dimension is known as openness to experience. Extremely open people are creative, curious, and artistically sensitive. Those who score low in this dimension are conventional and feel comfort in the familiar.

HEXACO Model. Ashton and Lee (2004) created a six-dimensional model of human personality, the HEXACO model of personality structure which is considered as an extension to the Big-Five. The six factors include Honesty- Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness to Experience. These are measured through a sequence of questions structured to rate a person on levels of each dimension (Ashton M.C., 2009). Three factors of the Big five Personality Model; the Extraversion, Conscientiousness, and Openness to Experience are similar to those of the HEXACO model. The other two Big Five factors -Agreeableness and Neuroticism- are similar to the Agreeableness and Emotionality factors of the HEXACO model with little differences in the content of the factors. Neuroticism or low Emotional Stability in the Big Five framework can be characterized by quick

temper. Honesty-Humility factor of the HEXACO is not contained in The Big Five factors; however, some of its characteristics are incorporated into the Big Five's Agreeableness factor (Lee K., 2008).

HEXACO Model clarifies distinctive discordance in number of traits that are not covered by the Big five mainly through the Honesty-Humility factor. This factor enlightens several traits such as self-monitoring personality (Ogunfowora B., 2013), Dark Triad personality traits (Lee, et al., 2013), and Supernumerary Personality Inventory (Paunonen , 2013). Persons with very high scores on this factor, circumvent manipulating others for own gain, avoid breaking rules, and are indifferent in wasteful luxuries. On the other hand, persons with very low scores on Honesty-Humility will praise others to get what they want, tend to break rules for personal revenue, and sense strong self-importance.

Woodley et al. (2016) conducted a study on equity sensitivity in relation to the Big five and HEXACO personality models, and concluded that individuals with higher scores on Conscientiousness, Honesty-Humility and somehow Agreeableness were more likely to be Benevolent, while those who showed lower scores on these traits were more likely to be Entitled

The imperative role of personality in work motivation can propose that personality traits could impact the perception of organizational justice. Consequently, it is worth to study the correlation between the personality traits of Lebanese pharmacists and their perception of organizational justice.

To that end, the aim of the current study is to highlight on the perception of organizational fairness as experienced by Lebanese pharmacists and its correlation with equity sensitivity and personality traits as shown in the analytical framework (figure 1). The objective was articulated in the following research question:

What are the levels and relationships between organizational justice, personality traits and equity sensitivity of Lebanese pharmacists?

The following hypotheses were formulated:

- ✓ **Hypothesis 1:** Perception of organizational justice is different across equity sensitivity types.
- ✓ **Hypothesis 2:** Perception of organizational justice is affected by different personality traits.

A cross-sectional survey study was adopted to answer the research question and test the formulated hypotheses (figure 1).

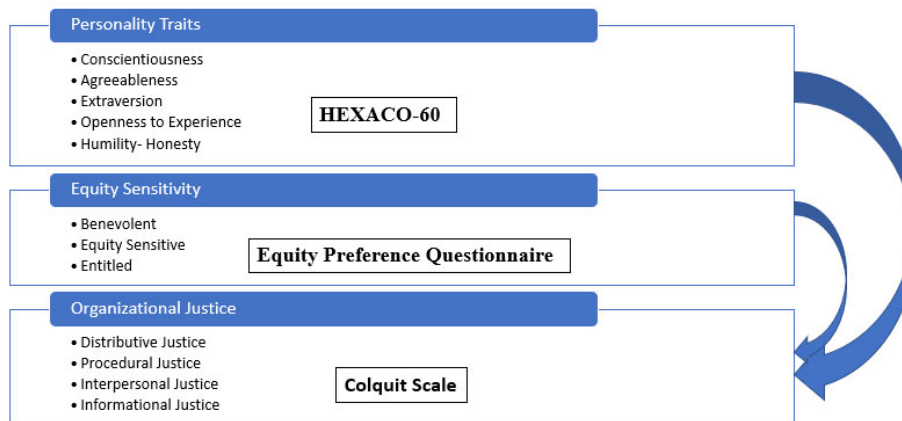


Figure 1: Analytical Framework

RESEARCH METHOD

Measuring Scale. The structured questionnaire was designed on the online survey software tool and distributed over the internet granting good validity and flexibility with anonymity of respondents. The sample was selected using a non-probability convenience sampling technique. The survey was a 4-part structured questionnaire. The first part included general demographic information. The other parts were used to assess fairness perception and reaction to unfairness, equity sensitivity, and personality traits. The four-factor model of organizational justice has been measured using the 20-item scale developed by Colquitt in 2001. Equity Preference Questionnaire was used to measure the equity sensitivity type of the surveyed pharmacists, and HEXACO-60 measure was adopted to assess their personality traits. Responses for measures were noted on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), multiple choices and ranking from highest to lowest preference.

Demographic statistics, basic statistical analysis as descriptive analysis (percent, mean, and standard deviation) and reliability tests (Pearson's correlation coefficient, ANOVA) were generated using SPSS v20 software.

RESULTS

The questionnaire was forwarded to 270 pharmacists working in hospitals or pharmaceutical companies through web link during October 2016. Only 130 responses were retrieved with 96 completed ones and the response rate was 74%, where 54% worked in hospitals, whereas 46% worked at pharmaceutical companies. In terms of hierarchical positions, 75% of the hospital pharmacists and 36% of those

working in pharmaceutical companies were in managerial positions.

The interpersonal justice was the most displayed variables with a mean score of 4.16 (SD 0.748), while distributive justice was the lowest (mean 2.92, SD 1.121) (table 1).

Regarding the employees' reaction to unfairness perception in work place, 18% of responders would decrease input, become resistant and/or competitive, or quit job, while 70% of responders could push for more output, go into survival mode, or do not react.

Concerning equity sensitivity type, 7% of respondents showed to be entitled, 50% equity sensitive and 43% benevolent.

Analysing the responses to the Hexaco-60 measure, it was found that 86% of respondents showed high level of Conscientiousness (mean 4.06, SD 0.58), 73% had high level of Extraversion (mean 3.85, SD 0.618), and 70% had high Honesty- Humility (mean 3.8, SD 0.723). Only 40% of respondents had a mean of 3.26 on openness to experience (table 2).

Moreover, collected data showed that the perception of fairness varies by the equity sensitivity classification of the surveyed sample.

Table 3 showed that the perception of distributive justice and procedural justice low regardless of the equity sensitivity type. Moreover, interpersonal justice revealed high means with the three equity sensitivity types. However, the perception of informational justice was lower with the entitled type as compared to other types.

A one-way analysis of variance was conducted to assess whether equity sensitivity type had a significant effect on the levels of organizational justice (table 4).

Table 1: Descriptive Statistics for Four Levels of Organization Justice in the Surveyed Lebanese Pharmacists

	Minimum	Maximum	Mean	Std. Deviation
Distributive Justice	1	5	2.92	1.121
Procedural Justice	1	5	2.93	0.914
Interpersonal Justice	2	5	4.16	0.748
Informational Justice	1	5	3.34	0.883
Overall Organization Justice	2	5	3.28	0.721

Table 2: Descriptive Statistics for Personality Traits in the Surveyed Lebanese Pharmacists

	Minimum	Maximum	Mean	Std. Deviation
Conscientiousness	3	5	4.06	0.580
Agreeableness	2	5	3.45	0.740
Extraversion	3	5	3.85	0.618
Openness to Experience	1	5	3.26	0.788
Honesty - Humility	2	5	3.80	0.723

Table 3: Descriptive Statistics for the Four Levels of Justice and Equity Sensitivity Types in the Surveyed Lebanese Pharmacists

	Entitled (N= 7)		Equity Sensitive (N= 47)		Benevolent (N= 39)	
	M	SD	M	SD	M	SD
Distributive Justice	2.14	0.508	3.04	0.164	2.92	0.174
Procedural Justice	2.29	0.606	3	0.125	2.95	0.127
Interpersonal Justice	4.29	0.184	4.11	0.106	4.21	0.133
Informational Justice	2.43	0.297	3.36	0.107	3.46	0.159

Table 4: One Way ANOVAs between Four Levels of Justice and Equity Sensitivity in the Surveyed Lebanese Pharmacists

		Sum of Squares	df	Mean Square	F	Sig.
Distributive Justice	Between Groups	4.932	2	2.466	1.998	0.141
	Within Groups	113.553	92	1.234		
Procedural Justice	Between Groups	3.213	2	1.607	1.965	0.146
	Within Groups	74.404	91	0.818		
Interpersonal Justice	Between Groups	0.310	2	0.155	0.269	0.764
	Within Groups	52.297	91	0.575		
Informational Justice	Between Groups	6.566	2	3.283	4.490	0.014*
	Within Groups	66.540	91	0.731		
Overall Justice	Between Groups	2.559	2	1.279	2.517	0.086
	Within Groups	46.767	92	0.508		

*Statistically significant with a p-value < 0.05.

Table 5: Multiple Comparisons Tukey HSD

Dependent Variable	(I) Equity Sensitivity Type	(J) Equity Sensitivity Type	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval
Distributive Justice	Entitled	Equity sensitive	-0.900	0.450	0.118	(-1.97, 0.17)
		Benevolent	-0.784	0.454	0.201	(-1.87, 0.30)
	Equity sensitive	Entitled	0.900	0.450	0.118	(-0.17, 1.97)
		Benevolent	0.116	0.237	0.877	(-0.45, 0.68)
	Benevolent	Entitled	0.784	0.454	0.201	(-0.30, 1.87)
		Equity sensitive	-0.116	0.237	0.877	(-0.68, 0.45)
Procedural Justice	Entitled	Equity sensitive	-0.714	0.366	0.131	(-1.59, 0.16)
		Benevolent	-0.689	0.370	0.156	(-1.57, 0.19)
	Equity sensitive	Entitled	0.714	0.366	0.131	(-0.16, 1.59)
		Benevolent	0.025	0.195	0.991	(-0.44, 0.49)
	Benevolent	Entitled	0.689	0.370	0.156	(-0.19, 1.57)
		Equity sensitive	-0.025	0.195	0.991	(-0.49, 0.44)
Interpersonal Justice	Entitled	Equity sensitive	0.179	0.307	0.829	(-0.55, 0.91)
		Benevolent	0.086	0.311	0.959	(-0.65, 0.83)
	Equity sensitive	Entitled	-0.179	0.307	0.829	(-0.91, 0.55)
		Benevolent	-0.094	0.163	0.834	(-0.48, 0.29)
	Benevolent	Entitled	-0.086	0.311	0.959	(-0.83, 0.65)
		Equity sensitive	0.094	0.163	0.834	(-0.29, 0.48)
Informational Justice	Entitled	Equity sensitive	-0.933*	0.346	0.023	(-1.76, -0.1)
		Benevolent	-1.046*	0.350	0.010	(-1.88, -0.21)
	Equity sensitive	Entitled	0.933*	0.346	0.023	(0.11, 1.76)
		Benevolent	-0.113	0.184	0.812	(-0.55, 0.32)
	Benevolent	Entitled	1.046*	0.350	0.010	(0.21, 1.88)
		Equity sensitive	0.113	0.184	0.812	(-0.32, 0.55)

*The mean difference is significant at the 0.05 level.

Results in table 4, showed a statistically significant difference between groups in informational justice and the equity sensitivity ($F=4.49$, p -value < 0.05). The post hoc test revealed that the significance lies between the mean of informational justice perception with entitled sensitivity type as compared to the benevolent and equity sensitive types. No significance was noted between other organizational justice level and equity sensitivity types.

A set of Pearson correlations were computed

to determine if there were any significant relationships between the perception of organizational justice and the different personality traits. The correlation between interpersonal justice and conscientiousness was -0.244 ; openness to experience -0.251 . While the correlation between procedural justice and openness to experience was 0.291 ; these were significant at the 0.05 level. These relationships are not strong with coefficient of determination only of around 10% suggesting the existence of other factors that influence the relationship (table 6).

Table 6: Pearson Correlation between Personality traits and Justice Levels in the Surveyed Lebanese Pharmacists

		Distributive Justice	Procedural Justice	Interpersonal Justice	Informational Justice	Total Justice
Conscientiousness	Pearson Correlation	0.056	0.030	-0.244	-0.078	-0.043
	Sig. (2-tailed)	0.588	0.776	0.018*	0.454	0.678
Agreeableness	Pearson Correlation	-0.087	-0.052	0.041	0.039	-0.024
	Sig. (2-tailed)	0.400	0.622	0.694	0.712	0.816
Extraversion	Pearson Correlation	0.076	0.116	0.048	0.166	0.166
	Sig. (2-tailed)	0.463	0.267	0.645	0.110	0.108
Openness to Experience	Pearson Correlation	0.118	0.291	-0.251	0.105	0.073
	Sig. (2-tailed)	0.254	0.004*	0.015*	0.314	0.485
Humility- Honesty	Pearson Correlation	0.047	0.061	-0.098	-0.109	-0.032
	Sig. (2-tailed)	0.650	0.557	0.349	0.296	0.755

DISCUSSION

The purpose of the present study was to assess the fairness perception levels of pharmacists and examine the relationship between the perception of organizational justice, equity sensitivity and personality traits in the Lebanese pharmaceutical field. Hypotheses were examined and tested using Pearson's correlation coefficient and ANOVA.

Considering that in the 5-point Likert scale, scores above (3) reflect a favorable perception, whereas scores below (3) point to an unfavorable perception. Therefore, it can be concluded from statistical mean and standard deviation represented in table 1, that respondents' perceptions of distributive justice (2.92) and procedural justice (2.93) were unfavorable, while informational justice (3.34) and interpersonal justice (4.16) were favorable. Therefore, respondents showed a low perception of fairness in all types except interactional justice. These findings coincide with the findings published in 2013 showing that nurses have low distributive justice (2.43) and procedural justice (3.2) but slightly higher in interactional justice (3.58) (Nahid Hatam, Mozghan , & Zahra , 2013). Having lower perception of organizational justice can result in lower work engagement.

However, the reaction of 70% of respondents to unfairness perception in work place was reported to "push for more output, go into survival mode, or do not react". This can be explained by the equity sensitivity type as the

results showed that higher percentage of Lebanese pharmacists participating in this study were equity sensitive (50%) and benevolent (43%) and only 7% were entitled. Golparvar and Javadian (2012) showed that only 27% of employees in petrochemical company were benevolent. Hence, comparing employees in pharmaceutical and non-pharmaceutical field, one could assume that pharmacists- being more benevolent; might be more patients-oriented than personal outcome-oriented.

Moreover, pharmacists displayed strong expression in all personality traits (table 2). They were in the high positive scale in conscientiousness (4.06), extraversion (3.85), and honesty-humility (3.80). Scoring high in conscientiousness trait displayed that pharmacists tend to be more responsible, determined, and vigilant, focusing on success and being high achievers in their field. Respondents scored lower in agreeableness (3.45) and openness to experiences (3.26), although above 3 reflecting favourable attitude. These findings were consistent with a research published in 2013 where hospital pharmacists' mean scores were 3.2 on extraversion, 3.8 on agreeableness, 4.0 on conscientiousness, and 3.5 on openness to experience (Hall , Rosenthal , Family , Sutton, & Hall , 2013). Respondents' means close to 3 in openness to experiences, might figure some degree of resistance to change. This could explain the low percentage of respondents (18%) who

declared that they might quit their job in unfavourable justice perception.

Analysing the results shown in table 3, one could conclude that the three equity sensitivity types had low means for procedural and distributive justice (<3) and higher means for interpersonal justice (>4). Entitled scored lower mean (2.43) for informational justice as compared with other equity sensitivity types. These results were similar to the means reported by Golparvar and Javadian (2012), where the three equity sensitivity types showed low means for distributive justice (2.9 for entitled, 3.03 for equity sensitive and 2.98 for benevolent), as well as for procedural justice (2.76 for entitled, 2.91 for equity sensitive and 2.84 for benevolent). Also, only the entitled type reported low mean of 2.89 with informational justice. Moreover, interpersonal justice means with the three equity sensitivity types were higher than 3.

The conducted one-way analysis of variance evaluating the effect of equity sensitivity on the different levels of organizational justice showed a statistically significant difference between groups in the informational justice and equity sensitivity ($F=4.49$, and $p\text{-value} < 0.05$). The post hoc analysis revealed that the significance lies between informational justice perception that was significantly lower in entitled pharmacists in comparison to equity-sensitives and benevolents (table 5). Entitled entail appropriate explanation for the implemented processes and outcomes. Therefore, hypotheses 1 was accepted.

Referring to table 6, Pearson correlation between organizational justice and personality traits revealed that low interpersonal justice was associated with high conscientiousness. However, high openness to experience was correlated significantly with procedural and interpersonal justice. Results didn't show significant statistical correlation between agreeableness, honesty-humility or extraversion and organizational justice. As compared to published studies, Shi, Wang, Lei and Lin (2009) showed that high agreeableness was associated with high procedural and interactional justice and high openness with high distributive justice. They indicated that neuroticism correlated significantly with procedural, distributive, interpersonal and informational justice ($P<0.01$). Hashemi, Arab, Rezayi and Gardiri (2012), concluded that

agreeableness and conscientiousness significantly correlated with procedural, distributive, interpersonal and informational justice. Based on these findings, hypothesis 2 was confirmed with only two traits: conscientiousness and openness to experience.

The current work entailed some limitations of time and resources. The scales were self-report measures which are regularly used to measure attitudes, so researchers should consider that this may not reflect the actual attitudes of the respondents. Moreover, convenience sampling technique, an approach of non-probability, was used to select the responders which is another source of non-representative sample.

CONCLUSION AND RECOMMENDATIONS

This research suggests that Lebanese pharmacists perceive low organizational justice, are benevolent or equity sensitive and have strong expression in conscientiousness, extraversion and honesty-humility. Interactional justice is affected by personality traits and equity sensitivity types. Being benevolent, Lebanese pharmacists might be more patients-oriented than personal outcome-oriented and can have greater tolerance for under-reward. Benevolent may continue to exhibit high organizational behaviour even with low perception of justice. Therefore, one can expect, based on these results that despite low organizational justice perception, pharmacists' performance shall not be affected. However, this can affect their sustainability which may affect the organizational behaviour and performance.

Administrators, taking into consideration the personality traits, equity sensitivity types of pharmacists and their level of fairness perception, are encouraged to ensure rewards based on justice thus minimizing the high cost of skilled-performers turnover in the pharmaceutical field.

It has become evident that periodic assessment of organizational justice perceptions is crucial to focus on the required outcomes and systems to retain employees. Management needs to consider the way in which its employees perceive justice to direct corporate decisions appropriately, while involving employees and warranting impartiality.

This research expands the literature on organizational justice and its relationship with personality traits and equity sensitivity.

Moreover, the findings redound to the economic development of the country considering the important role of pharmaceutical industry.

It is recommended for future research to include a larger number of participants and to study the impact of organizational fairness perception on workplace attitude, organizational behavior and employees' performance in the Lebanese Pharmaceutical settings. Moreover, employee perception of organizational justice can change over time, thus a longitudinal study could reflect the fairness perception at various times.

REFERENCES

- Adams, J. (1965). Inequity in Social Exchange. *Advances in Experimental Social Psychology*, 267-299.
- Ashton, M.C., L. K. (2009). The HEXACO-60: A Short Measure of the Major Dimensions of Personality. *Journal of Personality Assessment*, 91 (4), 340-345.
- Ashton, M., Lee, K., Perugini, M. and Szarota, P. (2004). A Six-Factor Structure of Personality-Descriptive Adjectives: Solutions From Psycholexical Studies in Seven Languages. *Journal of Personality and Social Psychology*, 86 (2), 356-366.
- Bies, R. J., Moag J. (1986). *Interactional Justice: Communication Criteria of Fairness*. In: Lewicki, R.J., Sheppard, B.H. and Bazerman, M.H., Eds., *Research on Negotiations in Organizations* (Vol. 1). Greenwich: JAI Press.
- Blakely, G. L., Andrews, M. C. and Moorman, R. H. (2005). The Moderating Effects of Equity Sensitivity on the Relationship between Organizational Justice and Organizational Citizenship Behaviors. *Journal of Business and Psychology*, 20 (2), 259-273. doi:10.1007/s10869-005-8263-3
- Bowling, N.A. (2010). Effects of Job Satisfaction and Conscientiousness on Extra- Role Behaviors. *Journal of Business Psychology*, 119-130.
- Burnett, M., Williamson, I. and Bartol, K. (2009). The Moderating Effect of Personality on Employees' Reactions to Procedural Fairness and Outcome Favorability. *Journal of Business Psychology*, 469-484.
- Ceplenski, C. (2013). Employee Rewards: The Importance of Perceived Fairness.
- Clay-Warner J., H. K. (2005). Procedural Justice, Distributive Justice: How Experiences with Downsizing Condition Their Impact on Organizational Commitment. *Social Psychology Quarterly*, 68 (1), 80-102.
- Cole, N. D., F. D. (2004). Perceptions of Distributive and Procedural Justice in Employee Benefits: Flexible Versus Traditional Benefit Plans. *Journal of Managerial Psychology*, 19-40.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J. and Porter, C. (2001). Justice at the Millennium: A Meta-Analytic Review of 25 Years of Organizational Justice Research. *Journal of Applied Psychology*, 425-445.
- Colquitt, J. A. and Shaw, J. C. (2005). How Should Organizational Justice be Measured? In J. Greenberg, and J. A. Colquitt, *The Handbook of Organizational Justice* (pp. 113-152). New Jersey: Lawrence Erlbaum Associates.
- Cropanzano, R., B. D. (2007). The Management of Organizational Justice. *Academy of Management Perspective*, 34-48.
- De Gieter, S, D. C. (2012). Pay Level Satisfaction and Psychological Reward Satisfaction as Mediators of the Organizational Justice-Turnover Intention Relationship. *International Studies of Management and Organization*, 50-67.
- Elleuch, H, H. W. (2014). Combined Approach for Supply Chain Risk Management: Description and Application to a Real Hospital Pharmaceutical Case Study. *J.Risk Res*, 17 (5), 641-663.
- Fatt, K. W. (2010). The Impact of Organizational Justice on Employee's Job Satisfaction: The Malaysian Companies Perspectives. *American Journal of Economics and Business Administration*, 2 (1), 56-63.
- Golparvar, M. and Javadian, Z. (2012). The Relationship between Perceived Organizational Justice and OCBs with Consider Moderating Role of Equity Sensitivity: Some Cultural Implications. *International Journal of Psychological Studies*, 4 (2).
- Gürbüz, S. and Mert, İ. (2009). Validity and Reliability Testing of Organizational Justice Scale: An Empirical Study in a Public Organization. *Review of Public Administration*, 42 (3), 117-139.
- Hall, J., Rosenthal, M., Family, H., Sutton, J. and Hall, K. T. (2013). Personality Traits of Hospital Pharmacists: Toward a Better Understanding of Factors Influencing Pharmacy Practice Change. *The Canadian Journal of Hospital Pharmacy*, 66 (5), 289-295.
- Hashemi, E., Arab, N., Rezayi, F. and Gardiri, M. (2012). Relationship of Personality Characteristics and Perceived Organizational Justice: Mediating Role of Negative Affect. *Journal of Personality and Individual Differences*, 1 (1), 1-16.
- Hatam, N. H., Mozhgan, F., & Zahra, K. (2013). Perceptions of Organizational Justice Among Nurses Working in University Hospitals of Shiraz: A Comparison Between General and Specialty Settings. *Nurs Midwifery Stud.*, 2 (4), 77-82. Available: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4228899/>
- Hogan, R. T., R. B. (2001). Introduction: Personality Psychology in the Workplace. *American*

- Psychological Association*, 11–12.
- Huseman, R. C., H. J. (1987). A New Perspective on Equity Theory: The Equity Sensitivity Construct. *The Academy of Management Review*, 12 (2), 222-234.
- Kamdar, D., V. L. (2007). The Joint Effects of Personality and Workplace Social Exchange Relationships in Predicting Task Performance and Citizenship Performance. *Journal of Applied Psychology*, 1286–1298.
- Kaplan, R. S., N. D. (2004). Measuring the Strategic Readiness of Intangible Assets. *Harvard Business Review*, 52-63.
- Langton, N., S. P. (2007). *Fundamentals of Organizational Behaviour* (Third ed.). Canada: Pearson Education.
- Lee, K., A. M. (2008). The HEXACO Personality Factors in the Indigenous Personality Lexicons of English and 11 Other Languages. *Journal of Personality*, 76 (5), 1001–54.
- Lee, K., Ashton, M. C., Wiltshire, J., Bourdage, J. S., Visser, B. A. and Gallucci, A. (2013). Sex, Power, Andmoney: Prediction from the Dark Triad and Honesty–Humility. *Eur.J.Personality*, 169-184.
- Ogunfowora, B., B. J. (2013). An Exploration of the Dishonest Side of Self–Monitoring: Links to Moral Disengagement and Unethical Business Decision Making. *Eur.J.Pers.*, 532–544.
- Paunonen, S. V. (2013). Design and Construction of the Supernumerary Personality Inventory. *Research Bulletin*763. London: University of Western Ontario.
- Rad, A. M. and Yarmohammadian, M. H. (2006). A study of Relationship between Managers Leadership Style and Employees Job Satisfaction. *Leadership and Health Service*, 19 (2), November 28.
- Rubel, M, H. K. (2015). Perceived Fairness of Performance Appraisal, Promotion Opportunity and Nurses Turnover Intention: The Role of Organizational Commitment. *Asian Social Science*, 11 (9).
- Sauley, K. S. and Bedeian, A. G. (2000). Equity Sensitivity: Construction of a Measure and Examination of Its Psychometric Properties. *Journal of Management*.
- Scott, B. A. and Colquitt, J. A. (2007). Are Organizational Justice Effects Bounded by Individual Differences? An Examination of Equity Sensitivity, Exchange Ideology, and the Big Five. *GroupOrgan.Manage.*, 32, 290–325.
- Shi, J., Wang, M., Lei, W. and Lin, H. (2009, November). Linking the Big Five Personality Constructs to Organizational Justice. *Social Behaviour and Personality*, 2, 209-222.
- Shore, T. H. and Strauss, J. (2008). Measurement of Equity Sensitivity: A Comparison of the Equity Sensitivity Instrument and Equity Preference Questionnaire. *Psychol.Rep.*, 64-78.
- Sweeney, P. D., M.-F. D. (1993). Workers' Evaluations of the “Ends and the “Means”: An Examination of four Models of Distributive and Procedural Justice. *Organizational Behavior and Human Decision Processes*, 23-40.
- Warokka, A, G. C. (2012). Organizational Justice in Performance Appraisal System and Work Performance: Evidence from an Emerging Market. *Journal of Human Resources Management Research*, 6-12.
- Woodley, H. J., Bourdage, J. S., Ogunfowora, B, and Nguyen, B. (2016). Examining Equity Sensitivity: An Investigation Using the Big Five and HEXACO Models of Personality. *Front. Psychol.*, 6 (2000).
- Yamaguchi, I. (2003). The Relationship among Individual Differences, Needs and Equity Sensitivity. *Journal of Managerial Psychology*, 18 (4), 324-344.