

The Effects of Organizational Justice and Ethical Leadership on Employee Performance in Binh Duong's Industrial Parks, Vietnam

Mai Ngoc Khuong and Thai Hoang Quoc

Abstract—This study empirically examined the effects of organizational justice and ethical leadership on employee performance in Binh Duong's industrial park with a mediation analysis of employee job satisfaction and employee work motivation. Quantitative approach was mainly applied and questionnaires were delivered to 677 employees in Binh Duong's industrial parks. This study employed statistical techniques of factor analysis, multiple regression, and path analysis to confirm the relationships between variables. The results of this study showed that employee job satisfaction and employee work motivation significantly and positively affected employee performance. In addition, the finding of this study illustrated that organizational justice and ethical leadership played significantly role in contributing the employee job performance. They had positive direct effects on employee job performance. Moreover, they also had indirect impact on employee job performance through employee job satisfaction and employee work motivation.

Index Terms—Binh duong's industrial parks, employee job performance, employee job satisfaction, mediation, path analysis.

I. INTRODUCTION

Employee has become one of the most important factors which need to be focused in human resource area. Employee took a significant role in organization performance, and organization productivity. Nowadays, Binh Duong has become a bright dot in Vietnam economic map on achievements of international economic integration and innovation; which are the outstanding results of foreign direct investment capital attraction. Binh Duong was considered as one of the largest industrial park of Vietnam with 28 industrial parks and zones which have the total area of over 8,700 hectares, in which more than 1,200 domestic and foreign enterprises under operation with the total capital investment of over US\$ 13 billion.

According to the International Labor Organization (ILO), the employee performance in Vietnam ranked as lowest labor productivity in Asian Pacific group in 2013. It was 15 times lower than the labor productivity in Singapore. In addition, it was 11 times lower than the labor productivity in Japan. It was also 10 times lower than the labor productivity in Korea.

The current growth rate of labor productivity in Vietnam

was decreasing. In the period from 2002 to 2007, labor productivity increased by an average of 5.2 percent per year, which is the highest labor productivity in the Asian Pacific group. However, it declined to 3.3 percent per year due to the global economic crisis in 2008. It showed that the employees' performance of Vietnamese companies has lower efficiency versus other Asian countries. Similarly, Binh Duong city is also facing to problem of how to improve the employee performance in organization.

The above figure illustrated the potential development of Binh Duong's industrial parks. However, as young industry, it is facing to difficulties and challenges as well as maximizing organization performance. Employee is considered as an important factor which took significant role in the success of any organization. Thus, finding the way to promote employee performance is a necessary strategy for organization.

The target population of this study is employees who are working in five main industries in Binh Duong. The number of respondents that involve within this study are 677. This study is an empirical study, which is based on the primary data. In addition, this study will be applied quantitative approach because the purpose of this research is to evaluate the effects of organizational justice, ethical leadership on employee performance in Binh Duong's industrial parks. Then, it categorizes determinants from the most to the least effective in employee performance through employee job satisfaction and employee work motivation. After that, quantitative analysis of this study will be conducted by using SPSS software with statistical technique including descriptive statistic analysis, reliability and factor analysis, correlation analysis, and multiple regression analysis. Hence, the result of this study will be more reliable and objective. This result will also completely meet the objectives of the study.

II. LITERATURE REVIEW

A. Employee Job Performance

Employee job performance is a concept to evaluate that whether an employee perform their job well within their organization. It is also a rating system which used in most corporations to determine and evaluate the abilities and output of an employee. The more good the performance would be the more good ranking the employee would get in the organization. In addition, employee performance includes activities to ensure that goals are consistently met in an

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effective and efficient manner.

Job performance has been defined as the overall expected value from employees' behaviors carried out over the course of a set period of time [1]. In addition, reference [2] has described that "the definition of performance does not include the results of an employee's behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work".

Employee job performance is considered as an individual level variable, or something a single person does. This differentiates it as a result of more encompassing constructs such as organizational performance or national performance which are higher level variables [3]. Furthermore, reference [4] stated that performance includes specific behavior (sales conversations with clients, teaching statistics to undergraduate students, scheduling computer software, assembling parts of a product). This formulation implies that only activities that can be scaled are regarded as performance. Reference [4] has also illustrated that the term employee job performance has expanded into a general model consisting of eight factors.

B. Employee Job Satisfaction

The most used definition of job satisfaction in organizational research is the statement "job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" [5]. Based on this concept, reference [6] shown that job satisfaction is associated with important work related outcomes such as higher levels of job performance, organizational citizenship behavior, lower levels of turnover.

On the other hand, job satisfaction has been defined as a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job [7]. Hence, job satisfaction deals with an individual's perception and evaluation of his or her job. This perception based on needs, values and expectations.

Moreover, job satisfaction was considered as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job [8]. Reference [9] has given that job satisfaction is all the feelings that a given individual has about his/her job and its various aspects. Employee satisfaction is a comprehensive term that comprises job satisfaction of employees and their satisfaction overall with companies' policies, company environment etc.

Reference [10] identified three major points of view concerning this relationship. Satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction. In addition, satisfaction is associated with performance as well as effort, commitment and intention [11]. The relationship between job satisfaction and job performance was clearly shown by a comprehensive model of job satisfaction and job performance relationship [12].

C. Employee Work Motivation

A plenty of exist research has shown the relationship between rewards and employee motivation and there exist a

large number of studies in the literature describing impact of reward on employee motivation. In a real business, it is very important to reward high performance levels. Rewards are observed as a useful tool to check and control employee performance. According to [13], rewards refer to all form of financial returns and tangible services and benefits and employee receives as part of an employment relationship. Rewards can be used to improve performance by setting objectives and goals in relation to the work such as surpassing some sales targets. When the employee exceeds their target, he or she can be given an extra amount to their salary. It will make them strive to achieve more [14].

The reward system should be applied to stimulate and motivate employees' performance, which depends on the company's strategy, attraction and retaining knowledgeable employees, abilities, and required skills, and to manage a helpful structure and culture [15]. Reference [16] illustrated that rewards and recognition programs keep high spirits among employees, boosts up their morale and create a linkage between performance and motivation of the employees.

According to [17], rewards can be broken into two types which are intrinsic rewards and extrinsic rewards. Reference [18] identified intrinsic rewards as the psychological reward that is experienced directly by an employee. An intrinsic reward is an intangible award of recognition, a sense of achievement, or a conscious satisfaction. Extrinsic rewards are usually financial or tangible rewards which include pay, promotion, interpersonal rewards, bonuses and benefits [19]. Reference [20]-[21] has identified the list of intrinsic and extrinsic factor contains 20 items.

D. Organizational Justice

Reference [22] introduced the concept of organizational justice with regard to how an employee judges the behavior of the organization and the employee's resulting attitude and behavior. Organizational justice related to the concept of fairness. Employees concern about decisions made on a day-to-day basis by their employers under their organization. Then, they will judge these decisions as unfair or fair, which will affect an individual's behavior. In addition, justice or fairness refers to the idea that an action or decision is morally right, which may be determined based on ethics, religion, fairness, equity, or law. Organizational justice is concerned with all matters of workplace behavior such as treatment by employers, reasonable decision, recognition, training, and gender equality. According to [22], organizational justice is broken down into three main dimensions are distributive, procedural, and interactional justice (which includes informational and interpersonal justice).

Distributive justice is defined as the fairness which is related with decision outcomes and distribution of resources. The outcomes or resources distributed may be tangible or intangible. Perceptions of distributive justice can be enhanced when outcomes are perceived to be equally applied [23]. Reference [24] shown that the employees' perception on distribute justice, employee concern the distribution of resources and outcomes, will influence the employee satisfaction with their work outcome. It will lead to inevitably to the organization effectiveness.

Procedural justice is concerned with how employees consider the fairness of the process of how outcomes are determined. It concentrates on the timeline of the processed that lead to the final result. When individuals feel that they have a voice in the process or that the process involves characteristics such as consistency, accuracy, ethicality, and lack of bias then procedural justice is enhanced [25]. According to [26], fair procedural justice enhance feelings of loyalty to one's team or group, legitimize the authority of leaders, and ensure voluntary compliance with the rules. Procedural justice positively effects on variety of employee's decision and emotional and behavior reactions, which will directly influence the job performance.

Interactional justice is considered as the quality of interpersonal treatment that an individual receives as decisions are made and can be promoted by providing explanations for decisions and delivering the news with sensitivity and respect [27]. According to [28], interactional justice should be broken down into 2 subfactors are interpersonal justice and informational justice which have differential effects on justice perceptions. Interpersonal justice focuses on the sensitivity and fairness in how information is communicated to an employee. It refers to perceptions of respect and propriety in one's treatment. Informational justice deals with the quality of the explanation that is given to employees explaining why a specific outcome happened. It refers to the sufficiency of the explanations presented in terms of their timeliness, specificity, and truthfulness. Regarding on the effect on employee job performance, interactional justice is a term under social exchange theory and norm of reciprocity. In the norm of reciprocity, employees will have positive behavior based on the organizational commitment on objectives and goals. It will lead to increasing job satisfaction, employee performance, and reduce unproductive behavior [29].

E. Ethical Leadership

Researchers in the fields of psychology have defined ethical leadership in many ways. Ethical leadership is leading by knowing and doing what is right. It means that the ethical leader understands that positive relationships during their management process. A positive relationship is built on respect and trust. According to [30], ethical leadership is divided into two parts. The leader must act and make decisions ethically, and second, the leader must also lead ethically in their attitudes and interactions. There are several fundamental principles of how to building positive relationship such as trust, respect, integrity, honesty, fairness, equity, justice, and compassion.

Moreover, reference [31] stated that the leadership process occurs in one of two ways, either transformational or transactional. Transformational leadership is concerned with developing a vision that informs and expresses the organization's mission and set the standard for the organization's strategies, policies and procedures. The transformation leader uses strategies and techniques to empower the followers, raise their self efficacy and change their values, norms, and attitudes, which are consistent with the leader's vision.

According to [32], ethical leadership may play a mediating role in the relationship between organizational culture and employee outcomes. They argued that ethical leadership is more likely to bring about leader's effectiveness, willingness of employees to put in extra efforts, employee job satisfaction. This will ultimately lead to increased employees' job performance. In addition, reference [33] illustrated that leaders with strong ethical commitments can have impact on "task significance" and "autonomy" of the Job Characteristic model; and the willingness of employee to put extra effort on task performance.

In order to obtain all the objectives and further analyses, the dependent and independent variables mentioned above were hypothesized in this study as below:

H₁: Factors of organizational justice and ethical leadership positively affect employee job satisfaction.

H₂: Factors of organizational justice and ethical leadership positively affect employee work motivation.

H₃: Factors of organizational justice, ethical leadership, job satisfaction, and employee work motivation positively affect employee job performance.

H₄: The effect of organizational justice and ethical leadership on employee job performance is mediated by employee job satisfaction.

H₅: The effect of organizational justice and ethical leadership on employee job performance is mediated by employee work motivation.

III. METHODOLOGY

A. Questionnaire Design and Data Collection

The purpose of this research was to evaluate the effects of organizational justice, ethical leadership on employee performance in Binh Duong's industrial parks so quantitative approach was considered and mainly employed. The questionnaire was built based on concepts and variables which were defined in literature review. Most of questions were built based on Five point Likert scale ranging from 1 is "strongly disagreed" to 5 is "strongly agreed". The questionnaire was built based on 39 items of three dependent variables and 30 items of independent variables. Primary data was collected through delivering questionnaires to target sample of 677 employees who works in Binh Duong's industrial parks.

B. Sample Size

The sample size of this research was 677. According to [34], a minimum subject to item ratio of at least 5:1 in exploration factors analysis (EFA). Based on the number of items used to measure three dependent variables including 39 items and two independent variables including 30 items, the item ratio applied for EFA dependent variables was 17:1 and the item ratio applied for EFA independent variables 23:1. Moreover, According to the Decision Number 3357/QD-UBND, the priority industry includes textile industry; leather and footwear industry; chemical industry; and two key important industries are electronics, telecommunications and information technology industry; and mechanical industry. Binh Duong will develop the

industry through investing in those industries in period from 2008 to 2020. Thus, the target population of this research is employees who are working in those five industries in Binh Duong.

C. Factor analysis and Reliability

Exploratory factor analysis was applied twice in this research using the principal component extraction method and varimax rotation; one for 39 items of dependent variables and one for 30 items of independent variables. The Kaiser-Meyer-Olkin measure of sampling adequacy was .977 for the group of dependent variables and .922 for the group of independent variables. They are higher than .6, which indicated that the presented data was suitable for principal components analysis. The Bartlett's test of Sphericity is significant (sig.=0.000<0.05).

The group of three dependent variables accounted for 55.042 percent of the total variance. These factors were considered appropriate to retained for further analysis. The Cronbach's coefficients ranged from .903 to .938 among the factors, indicating acceptable subscale reliability.

TABLE I: SUMMARY OF DEPENDENT VARIABLES

Factors	Number of items	Cronbach's Alpha
Employee job performance	9	.913
Employee job satisfaction	10	.903
Employee work motivation	16	.938

In addition, the group of two independent variables accounted for 63.974 percent of the total variance. The two factors were considered appropriate to retained for further analysis. The Cronbach's coefficients ranged from .860 to .886 among the factors, indicating acceptable subscale reliability.

TABLE II: SUMMARY OF INDEPENDENT VARIABLES

Factors	Number of items	Cronbach's Alpha
Organizational justice	4	.860
Employee work motivation	7	.886

IV. RESEARCH FINDING

A. Profile of Employee Involved in the Research

TABLE III: EMPLOYEE PROFILE (N=677)

	Frequency	Percentage
Industry		
- Textile industry	145	21.4
- Chemical industry	141	20.8
- Mechanical industry	123	18.2
- Leather and footwear industry	134	19.8
- Electronic, telecommunication and information technology industry	134	19.8
Job position		
- Employee	527	77.8
- Low level manager	107	15.8
- Middle level manager	43	6.4
Gender		
- Male	346	51.1
- Female	331	48.9

Marital status		
- Single	356	52.6
- Married	321	47.4
Age		
- 18-25	187	27.6
- 25-35	218	32.2
- 35-45	201	29.7
- 45-55	56	8.3
- >55	16	2.2
Job experience		
- <1 year	136	20.1
- 1-4 years	200	29.5
- 4-7 years	243	35.9
- 7-10 years	77	11.4
- >10 years	21	3.1
Education level		
- High-school degree	275	40.6
- Vocational School degree	141	20.8
- College degree	124	18.3
- Bachelor degree	111	16.4
- Post university degree	26	3.8

B. Correlation between Variables

Person correlation (*r*) was used to identify the relationship between variables. Table IV shown that there were significant relationships between the dependent variables EMJOPER and EMJOSA ($r=.728, p<.001$), between EMJOPER and EMWOMO ($r=.708, p<.001$), between EMJOPER and ORJUST ($r=.591, p<.001$), between EMJOPER and ETLEAD ($r=.649, p<.001$). This meant that high level of Employee job satisfaction, employee work motivation, organizational justice, and ethical leadership could lead to high level of employee job performance.

TABLE IV: CORRELATION BETWEEN VARIABLES

	EMJOPER	1	2	3	4
1. EMJOSA	.728*	1			
2. EMWOMO	.708*	.796*	1		
3. ORJUST	.591*	.728*	.618*	1	
4. ETLEAD	.649*	.729*	.806*	.568*	1
Mean	3.72	3.65	3.66	3.49	3.63
SD.	.576	.511	.511	.532	.567

Note: *.Correlation is significant at the .05 level.

C. Factor Directly Effects on EMJOPER

In order to test the hypothesis 3, a multiple regression analysis was conducted to identify which factor directly affects employee job performance. Based on the result of multiple regression analysis, all four independent variables ORJUST and ETLEAD had positively direct effect on employee job performance. Besides that, in order to identify which of these four factors had most influence to employee job performance, this study based on standardized coefficient (Beta) as shown in Fig. 1. Based on the results of these analyses in table V, the factor of ORJUST had highest directly impact on EMJOPER by having highest beta value ($\beta=.117, p<.005$). Then, it shown that ETLEAD also had important directly effect on EMJOPER with ($\beta=.106, p<.005$). These findings indicated that the factors of ORJUST and ETLEAD significant positive effect on EMJOPER. Hence, we can conclude that when employee perceived organizational justice and ethical leadership in

their organization, they were more likely to enhance their performance.

In addition, two variables of EMJOSA and EMWOMO also had direct effect on employee job performance. According to result of this analysis in table V, it can be seen that EMJOSA possessed the highest beta value ($\beta=.403$, $p<.005$), followed by the factor of EMWOMO ($\beta=.306$, $p<.005$). It means that when employee felt satisfied with their job and they have more motivation in their work, their job performance was more likely to higher.

D. Indirect Effects on EMJOPER

The indirect effect of an independent variable on the dependent variable through the intervening variable was the total product of the effects of that independent variable on the intervening variables and the effect of the intervening variable on the dependent variable of employee job performance [35].

Hypothesis 1 was tested by employing multiple regression analysis given that employee job satisfaction was affected by two factors ORJUST ($\beta=.446$, $p<.005$) and ETLEAD ($\beta=.419$, $p<.005$), then EMJOSA positively affected EMJOPER with ($\beta=.403$, $p<.005$), It shown that when employees perceived the fairness of organization through perceived organizational justice and ethical leadership; they are more likely to be more satisfied with their job. In addition, through mediate variable of EMJOSA, ORJUST and ETLEAD created indirect effect on EMJOPER.

Similarly, hypothesis 2 was tested by the result of multiple regression analysis given that employee work motivation was affected by two factors ORJUST ($\beta=.227$, $p<.005$) and ETLEAD ($\beta=.605$, $p<.005$), then EMWOMO positively affected EMJOPER with ($\beta=.306$, $p<.005$), It shown that when employees perceived the fairness of organization through perceived organizational justice and ethical leadership; they are more likely to get more motivation at their work. In addition, through mediate variable of EMWOMO, ORJUST and ETLEAD created indirect effect on EMJOPER.

Based on the results of those above hypothesis testing, the indirect effects of ORJUST and ETLEAD on EMJOPER were calculated. Through mediating variable of EMJOSA and EMWOMO, the factors of ORJUST and ETLEAD indirectly affected EMJOPER at (.366) and (.460).

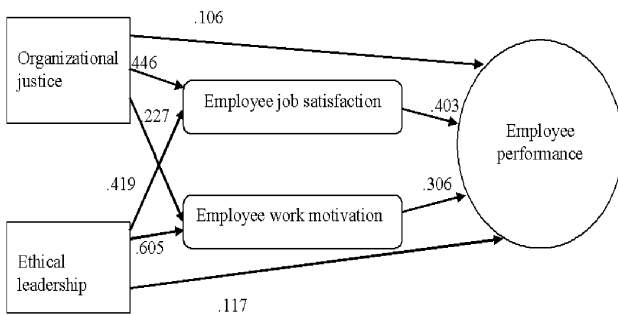


Fig. 1. Path coefficients of EMJOPER model.

Note: All coefficients in the model were significant at the .005 level.

E. Significance of the Indirect Effects

Table V shown the results of the bootstrapping method recommended as in [36] to test the significance of indirect effects or mediations. The output provided the bootstrapped

confidence intervals (at the 95%). If there is a ZERO (0) lies within the interval range between the lower boundary (LL) and the upper boundary (UL), then we can conclude that, with 95% confidence, there is no mediation or indirect effect. On the other hand, if zero does not occur between the LL and the UL, then we can conclude that, with 95% confidence, the mediation or indirect effect is significant [37]. According to the table V, the indirect effects of ORJUST and ETLEAD on EMJOPER through the mediation of EMJOSA and EMWOMO were estimated to lie between .1826 (LL) to .3184 (UL), .2575 (LL) to .4513(UL) with 95% confidence, respectively. Because zero is not in the 95% confidence interval, we can conclude that the indirect effects of ORJUST and ETLEAD on EMJOPER were indeed significantly different from zero at $p <.05$ (two tailed) and the mediation of EMJOSA and EMWOMO in this study was true. Hence, hypothesis 4 and 5 were tested.

F. Total Causal Effects on EMJOPER

The total effect of one variable on EMJOPER could be divided into direct and indirect effects. The table V was the summary of the direct, indirect, total effect of the independent variables and the dependent variables on EMJOPER (hypothesis 4 and hypothesis 5). Regarding total effects, the factor of ETLEAD had strongest impact on EMJOPER ($\beta=.460$), followed by the factor of EMJOSA ($\beta=.403$), then the factor of ORJUST ($\beta=.366$), the factor of EMWOMO ($\beta=.306$). The total effect of these factors on employee job performance was 1.535 in which direct effect of ORJUST, ETLEAD, EMWOMO, and EMJOSA accounted for 61% while indirect effect accounted for 39%.

TABLE V: DIRECT, INDIRECT AND TOTAL CAUSAL EFFECT

Variables	Causal effect			LL	UL
	Indirect	Direct	Total		
EMJOSA	---	.403	.403		
EMWOMO	---	.306	.306		
ORJUST	.354	.117	.366	.1826	.3184
ETLEAD	.249	.106	.460	.2575	.4513
Total	.603	.932	1.535		

V. DISCUSSION AND RECOMMENDATION

A. Discussion of Finding

The results above were compared with the past studies to clarify the contribution of this study to employee job performance theory. The purpose of this research is to answer the question “To what extent is employee job performance affected by employee job satisfaction, employee work motivation, organizational justice and ethical leadership”. 677 employees in Binh Duong’s industrial parks have participated in this research in order to make sure about the reliability of this study results.

Based on the result of this study which was shown in table V, it can be concluded that ethical leadership had the strongest effect on employee job performance (.460), followed by the factor of employee job satisfaction (.403) and organizational justice (.366). The factor of employee work motivation had lowest impact on employee job

performance (.306). All of these factors had positive beta values, which represented for positive significant effects on employee job performance. These results were consistent with many preceding studies employee job performance [10], [12], [15], [16], [24], [26], [28], [33].

Regard to the factors that indirectly affect employee job performance through employee job satisfaction and employee work motivation, it can be seen that organizational justice is the factor had highest indirect impact on employee job performance ($r = 0.354$), followed by ethical leadership ($r = 0.249$). This result proved [24], [29], organizational justice had important effects on employee job satisfaction by concerning the distribution of resources and outcomes of employee, which will influence the employee satisfaction. Moreover, reference [10] has given the statement that employee job satisfaction causes employee job performance. Thus, based on this research result, these statements were illustrated. This result has some similarities as [33]. That research given that ethical leadership can have impact on the willingness of employee to put extra effort on task performance. It means that ethical leadership had impact on employee work motivation, then based on [16] illustrated that employee work motivation on employee job performance. Hence, this result proved the statement as [33], [16].

B. Implication of Study

Reference [24], [26], [29] have shown the relationship between distributive justice, interactional justice, procedural justice and employee job performance. According to the research result, there are significantly effect of organizational justice on employee job satisfaction, employee work motivation and employee job performance. Based on the concept of organizational justice in [22], it related to the concept of fairness. Employees concern about decisions made on a day-to-day basis by their employers under their organization. When employee judge that their work conditions are fairness, they will gain their perception of organizational justice. Thus, the managers should focus on the factors which affected the employee's perception of fairness within their organization such as work schedule, the level of pay (salary), the fairness of job decisions, and the level of treatment to employees.

In the recent years, ethical leadership has been an important kind of leadership which every company should consider. Ethical leadership requires ethical leaders. If leaders are ethical, they can ensure that ethical practices are carried out throughout the organization. An ethical leader can give employees' satisfaction and motivation in their work, and then it leads to the increase of performance. The result proved the statement in [32] which shown that ethical leadership play an important role in contributing employee job performance. Hence, managers should concern improving ethical leadership area such as discussion business ethics or values with employee, set an example of how to do things the right way to term of ethic and having the best interest of employees in mind.

According to [10]-[12], the exist research shown the effects employee job satisfaction on employee job performance by giving the statement "satisfaction is associated with performance as well as effort, commitment

and intention". Hence, the results suggest that managers should focus on improve job satisfaction in order to increase employee performance. The most important factors managers should improve are the workload and work assignment, the supervision at work. The following necessary factors are the management of company, and income and benefits.

Employee work motivation had significant role in contributing employee job performance. Reference [14], [16] illustrated that rewards create a linkage between performance and motivation of the employees. Thus, manager should focus on the intrinsic rewards and extrinsic rewards in their company such as the chances for advancement in job, the chance for employees to try their own methods of doing the job, the chance to tell people what to do, the chance to do thing for other employees and the way the boss handle workers. Then, they should increase the employee work motivation by giving the rewards if an employee doing well in their job in order to maintain the perception of fairness in their company.

C. Limitations of the Study and Further Research

In spite of every effort, like all other studies, this research cannot be without any limitations: The acknowledgement of these limitations gives the recommendation for further research.

First of all, the scope of this study only limit in Binh Duong's industrial parks, the reliability will be improved if the study researches more industrial parks in other cities. In addition, the results of this study is just reflect in five main industries in Binh Duong such as includes textile industry; leather and footwear industry; chemical industry; and two key important industries are electronics, telecommunications and information technology industry; and mechanical industry. Hence, the generalizability will be improved if the study includes more industries. This is a recommendation for further research in more industries and more cities

Secondly, this study was conducted with small sample size (677 respondents). It is not enough represent the overall determinants of employee performance. Hence, for further research, research with a same or similar questionnaire needs to be conduct with the larger sample will be necessary for the reliability of the research results.

Next, the source of information hasn't been latest updated and the knowledge of the author is not deep enough, this research may not cover all aspects in work to suggest the plan to improve employee performance. For that reason, there is a need for more and deeper studies in the future about others predictive factors of workplace about human resource aspect.

Finally, four components in this study can explain 58.8% of the variance of the overall evaluation of employee performance. Other uncovered factors can exist, so further research should identify and cover those factors in the model and scale.

VI. CONCLUSION

In conclusion, this study succeeded in achieving the research's objective. Firstly, the result identified the factors of organizational justice and ethical leadership which affected employee job performance through employee job

satisfaction and employee work motivation. Secondly, it measured the direct effect and indirect effect of independent variables such as organizational justice and ethical leadership on a dependent variable employee job performance, through mediator factors such as employee job satisfaction and employee work motivation. Finally, based on the result, it discussed and suggested the implications to improve the employee job performance by affecting to employee job satisfaction and employee work motivation.

In addition, this study recorded that the measurement used to measure the employee job performance, employee job satisfaction, employee work motivation, organizational justice and ethical leadership was significant. However, some items of each measurement were excluded to increase the better performance of each scale after exploratory factor analysis step by subjective and objective reasons. Hence, further researches should apply this result to support clearer and more complete measurements.

Finally, the study results consistently showed that all four variables have positive impact on employee job performance, especially ethical leadership. There are 5 main hypotheses tested in this research. In summary, this study argued that to increase employee job performance, managers should focus on enhancing employee job satisfaction, employee work motivation, organizational justice and ethical leadership which had direct effect on employee job performance. The research result also found out there were no differences in job performance among different demographic groups of gender, age, educational level, and job experience.

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