



MSc in Human Resource Management and
Organizational Psychology

Is Iceland's Equal Pay Management System Fair to Employees?

An Icelandic Municipality Case Study

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Abstract

Employees' perceptions of fairness in the workplace significantly impacts their behavior outcomes and attitudes, which clearly influences organizational success. The goal of this case study is to explore the overall fairness of the equal pay management system (EPMS) and what influences employees' perception of the justice of this system. In this study, was explored the relationship between organizational justice dimensions and key employee behavioral outcomes; job satisfaction, organizational commitment and turnover. As well as explore whether or not genders perception of justice affects theses outcomes. A quantitative research method was used in this research project; the main data collecting tool was self-complete questionnaires. The survey was submitted to employees of a typical municipality in Iceland and it contained 52 close-ended questions, most measured on five-point Liker scale. The results of this case study show that employees' perception of overall fairness of the equal pay management system is high and that there is no significant difference between genders. Employee attitudes regarding the equal pay management system and gender equality were very positive. Women perceived less distributive justice than men, but this was because they had less managerial responsibility and less authority to take wage decisions. Increased managerial responsibility was associated with higher procedural and informational justice. The relationship between organizational justice of the equal pay management system and behavioral outcomes job satisfaction and organizational commitment is positively correlated, however the relationship is negatively correlated to turnover intention. Gender does not alter the effect of perceived justice on job satisfaction, organizational commitment and turnover intention.

Key words: *Organizational Justice, Overall Fairness, Equal Pay Certificate, Equal Pay Management System, Gender Pay Gap, Human Resource Management, Organizational Psychology.*

Úrdráttur

Hvernig starfsmenn upplifa sanngirni innan fyrirtækja hefur áhrif á hegðun þeirra og viðhorf, sem jafnframt hefur áhrif á velgengni skipulagsheildarinnar. Markmið rannsóknanna var að kanna upplifaða sanngirni innan fyrirtækja á jafnlaunakerfi ÍST 85 og hvaða það er sem hefur áhrif á upplifunina. Í þessari rannsókn var einnig kannað samband milli upplifaðs sanngirnis innan fyrirtækja við hegðunarbreyturnar, starfsánægju, hollustu við fyrirtæki og áformum um að ljúka störfum. Þá var einnig kannað hvort kyn miðlaði áhrifum sanngirnis á hegðunarbreyturnar. Meginleg rannsóknaraðferð var notuð við gerð rannsóknanna og var stuðst við spurningarkönnun í gagnaöflun. Spurningakönnunin var lögð fyrir starfsfólk Sveitarfélagsins Árborgar og innihélt hún 52 spurningar, sem flestar voru mældar á fimm punkta Likert skala. Niðurstöður sýna að starfsmenn upplifðu hátt heildar sanngirni á jafnlaunakerfinu og ekki er marktækur munur á upplifun á milli kynja. Viðhorf starfsmanna til jafnlaunakerfis eru mjög jákvæð. Konur upplifðu lægri sanngirni í úthlutun en það er vegna þess að þær hafa minni stjórnendaábyrgð og minni heimildir til að ákvarða laun. Jákvætt samband er á milli aukinnar stjórnendaábyrgðar og herra upplifaðs sanngirnis í verklagi og í upplýsingagjöf. Samband milli upplifaðs sanngirnis starfsmanna á jafnlaunakerfinu og hegðunarbreytanna, starfsánægju og hollustu við fyrirtækið, var jákvætt en neikvætt samband var við áformum starfsmanna um að ljúka störfum. Kyn hefur ekki miðlandi áhrif upplifaðs sanngirnis á hegðunarbreyturnar.

Lykilorð: *Sanngirni innan fyrirtækja, Heildar sanngirni, Jafnlaunavottun, Jafnlaunakerfi, Kynbundinn launamunur, Mannauðsstjórnun, Vinnusálfræði.*

Declaration of Research Work Integrity

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature of any degree. This thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by giving explicit references. A bibliography is appended.

By signing the present document, I confirm and agree that I have read RU's ethics code of conduct and fully understand the consequences of violating these rules in regards of my thesis.

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Signature

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1. Introduction

As of 2018, employers in Iceland are legally obligated to hold equal pay certificates, which includes implementation of the equal pay management system (which I will refer to as EPMS throughout this paper). This will entail systematic changes for most organizations and companies, where new wage structures, processes and practices will be implemented (Staðlaráð Íslands, n.d.; *Act on Equal Status and Equal Rights of Women and Men No. 10/2008*). Employers must also follow the requirements of IST 85:2012 when creating equal pay management system. This standard does not provide complete guidelines about how to set up equal pay management system, but rather contains instructions about what an EPMS should contain, what requirement should follow and what should be included in the system. This provides employers some latitude to design their equal pay management system as they prefer to, as long as it fulfills the obligation and requirements of the ÍST standard.

It has become part of the human resource function to establish and maintain processes and policies that affect employees' performance, attitude and behavior (Noe, 2016). The human resource management function plays a central role in cementing successful change within organizations; as part of this vital function, the establishment and implementing of the EPMS been integrated into most human resource departments in Iceland. The implementation of this will affect employees' attitude and behavior, along with overall organizational change.

Change is constant in organizations. Employees are the subject of decision and organizational changes, which affect them in many different ways, e.g. wages and work conditions, or via major systematic changes affecting procedures and practices, such as implementation of the EPMS (Colquitt, 2001). Decisions and organizational changes may therefore have both socioemotional and economic consequences for employees, these outcomes often determine why employees chose to work there (Cropanzano & Schminke, 2001). The implementation of an EPMS entails systematic changes of wage structures and processes, which affects employees so that they may question whether the system is fair, or not.

Unfairness stimulates powerful feelings in most individuals (Ambrose & Schminke, 2009). Employees' perceptions of justice and fairness affect their behavior outcomes and attitudes. Employees who perceive justice and fairness within workplaces and organization are more likely to support the legitimacy of superiors and boards of

directors (Tyler & Lind, 1992); the inverse (i.e. negative employee attitudes) is also demonstrated (Colquitt & Zipay, 2015; Greenberg, 1990; Skarlicki & Folger, n.d.; Tripp, Bies, & Aquino, 2002). Furthermore, a perception of justice and fairness increases employee trust in the organization overall, as well as encouraging co-operation and decreasing employees' fear of managers taking advantage of them (Lind, 2001). When organizations and workplaces go through changes, employees who sense justice and fairness will be more likely to have a positive attitude towards these changes (Colquitt & Zipay, 2015; Greenberg, 1994).

Greenberg (1987) was the first to introduce the concept of organizational justice. Organizational justice is a widely researched, complex and multifaceted concept, but most organizational studies agree on that organizational justice have three underlying dimensions; distributive justice, procedural justice and interactional justice. Nowadays many scholars separate an organization's "interactional justice" into "interpersonal justice" and "informational justice" (Colquitt, 2001). Organizational justice researchers have examined individuals' reactions to procedures, decisions and relevant authorities (Colquitt, Greenberg, & Zapata-Phelan, 2005) and found that employee perceptions of justice and fairness can explain their performance and behavior, including job satisfaction, organizational commitment and turnover intention. Organizational justice therefore plays an important role within human resource management as well as in organizational psychology (Colquitt & Zipay, 2015).

The importance of the role of justice in organizational management has been widely studied, but there is limited research on employee perception of fairness in the public sector (Choi, 2011). In this study, I will explore perceptions of justice among the employees of Árborg Municipality. I will further examine their perceptions of organizational justice and the overall fairness of the equal pay management system, along with what influence that perception. Finally, I will probe how a sense of justice might be related to behavioral outcomes in the workplace and if gender influences the effect of justice on workplace behavioral outcome.

This thesis is accordingly divided into seven chapters. In the first two chapters, I provide an introduction and this study's research questions. In the third chapter, I provide an overview of the relevant literature, which is divided into research on gender equality and the legal obligations of organizations in Iceland. Then there is a section about the gender pay gap and the drivers of the pay gap. Following that, I will offer a method to

close the gap and implement the newly-legalized equal pay standard. Human resource management and the importance of manage justice will be covered as well as organizational justice. Next follows a chapter about organizational justice, how to measure justice, what influences justice and the impact of it. Then the Árborg municipality is described and this study's conceptual framework and the central hypothesis will be introduced.

The methodology conducted for this study will be explained in Chapter 4, as well as the process and participants introduce. Then the measurements will be explained and translation of the scale reviewed. Then data analysis process will also be explained, as well as the data gathering limitations and ethical issues.

The results will be presented in Chapter 5, followed in Chapter 6 with discussion, with a more detailed interpretation of results, and the study's strengths and weaknesses. Following that, recommendation for further research will be given.

Chapter 7 contains my conclusions and recommendations for the municipality, followed by a list of references and appendices.

2. Research questions

The aim of this study is to shed light on how employees perceive the equal pay management system in terms of fairness, what affects employee perception and the relationship of EPMS implementation to key employee behavioral outcomes, e.g. job satisfaction, organizational commitment and turnover intention. It also evaluates if gender impacts the influence of "justice perception" on these behaviors.

The research questions posed in this study are:

- 1. How do employees perceive the organizational justice of the equal pay management system (EPMS)?*
- 2. What influences employee perceptions of organizational justice of the EPMS?*
- 3. How is the relationship between organizational justice of the EPMS and behavioral outcomes of job satisfaction, organizational commitment and turnover intention and can gender moderate the effect of justice?*

The contribution of this case study is to organizational justice literature and to the literature on the equal pay management system and equal pay certificates. Currently, there is scant research about the equal pay management system and none about employee perceptions of it. To the best of my knowledge, this research project is the first in the world that explores the organizational justice of an equal pay management system.

3. Literature Review

3.1 Gender Equality in the Labor Market

In the World Economic Forum's 2018 Global Gender Gap Report, Iceland is rated Number One, as in previous years¹. Iceland's very excellent result is in accordance with its accomplishment in improving gender equality including in education, participation in politics and women's participation in the labor force. However, the report also points out that "the gender pay gap still is concern and that women still seem to have limited representation in executive management positions" (Jafnréttisstofa, 2017).

In the European context, Iceland has a small and open economy. However, with a population of only 348.000, the accompanying administrative structure is nearly as complicated as in countries ten times bigger. The Icelandic labor market has many of the institutional characteristics found in Nordic countries. It is a flexible market, with real wages relatively easily adjusted to changing economic conditions (Anderson, Haugaard, & Olafsson, 2011); companies can easily fire or hire employees and full- and part-time employment varies with the business cycle (Economy of Iceland, 2018). At the same time, the Icelandic labor pool enjoys strong income security, with a universal public social security system and occupation-focused pension funds operated by the social partners (Anderson et al., 2011).

The highest rate of women's labor force participation among OECD countries is in Iceland (Jafnréttisstofa, 2019). The Icelandic labor market show clear signs of vertical gender-based occupational segregation; within the same occupation, men are generally in a higher hierarchical position than women (Ólafsdóttir & Rögnvaldsdóttir, 2015). The national government has sought ways to raise awareness among employers and those active in the labor market regarding means to reduce gender-based differences in career

¹ The report evaluates gender equality in different countries based on the gender balance in the areas of education level, politics, employment and health.

choices, with the aim of breaking down gender barriers. These plans coincide with actions intended to bridge the gender pay gap (Jafnréttisstofa, 2019).

3.1.1 Legal obligations.

Article 65 of the Constitution of the Republic of Iceland sets the foundation for human rights and fundamental freedoms in Iceland.

“Everyone shall be equal before the law and enjoy human rights irrespective of sex, religion, opinion, national origin, race, color, property, birth or other status. Men and women shall enjoy equal rights in all respects (Alþingi Íslands, n.d.-b).”

The Act on Equal Status and Equal Rights of Women and Men no 10/2008 (the “Gender Equality Act”) entered into force on the 18th of March, 2008. It aims “to establish and maintain equal status and equal opportunities for men and women and enforce total gender equality in all area of the society”. It holds that everyone shall have equal opportunities to benefit from their efforts and to develop their skills regardless of gender.

The Gender Equality Act strives to increase women’s rights in all areas as well as to strengthen the rights of men in situations where they have a lesser right. There is an emphasis that gender equality is an issue concerning both men and women and that gender equality will have social benefits for all. (*Act on Equal Status and Equal Rights of Women and Men No. 10/2008*).

Article 20 of the Act covers the employer’s obligation to ensure that vacant positions are equally open to men and women. Employers are obliged to ensure that both genders have the same opportunities regarding upskill, further education, and occupational courses and training. Work-life balance is discussed in Article 21 of the Act, which states that employer must monitor and see that men and women can combine their professional obligations as well as family responsibilities (*Act on Equal Status and Equal Rights of Women and Men No. 10/2008*). According to the sticky floor theory (see below, in chapter 3.2.1), it can be difficult for women to balance their careers and family obligations, which leads to them create barriers for themselves with decisions regarding life outside of work. These barriers may also affect women's organizational behavior and affect their work experience, potentially leading to more significant gender wage gaps (Baker, 2003).

The prohibition against discrimination regarding terms of wages or other terms of employment, and recruitment process are covered in Articles 25 and 26. Employers cannot discriminate on wages and other terms of employment between women and men, on the basis of their gender. The employer is responsible to show if there is a gender gap in men and women's wage for the same work or work of equal value, and that the difference can be clarified on other grounds than their genders. Employers are forbidden from discriminating between men and women for positions on the basis of gender. The same goes to other decisions such as promotion, development, further training, more education, professional training, leave to study or train, and notices of termination. It is also forbidden to let any situation regarding pregnancy and childbirth, including maternity/paternity or parental leave, influence decisions regarding job opportunities for men or women.

Gender Equality Program

In the Gender Equality Act, rights and obligations are found in section III. In Article 18, concerning the labor market, employers and unions are mandated to work together to bring genders on equal ground in the labor market. The employer is responsible to put women and men on comparable ground in their organization and to make sure that jobs are not categorized as women's or men's. There is a specific emphasis in this Article on "achieving equal representation of woman and men in managerial and influential positions". Organizations with 25 or more employees shall integrate annual gender equality program or incorporate gender equality views into their personnel policies. Alternatively, incorporate gender equality point of view should be reflected in human resource policies and should be re-examined every three years. A copy of the firm's gender equality program should be provided to the Center for Gender Equality, along with a report on status in that area, within a reasonable time period or when the Center of Gender Equality requests. If the organization does not assign themselves a gender equality program or mainstream gender equality views into its personnel policy, the Centre for Gender Equality shall oblige the organization to do so, within a reasonable time limit. The Centre for Gender Equality may force the organization to pay fines until their gender equality plan is established and delivered.

Gender Quotas

Gender quotas are a means to increase women's participation in leading positions on corporate boards, councils, and committees (Axelsdóttir & Einarsdóttir, 2017).

Opponents of gender quotas have pointed out that with their legalization, the government has made an undemocratic intervention in the management of private companies.

In Article 15 of the gender equality law, balanced gender “participation in government and municipal committees, councils and boards” is covered. It is stated that it shall be taken to ensure as possible equal proportion of men and women. When there are more than three representatives, the proportion is not allowed to be lower than 40%. Further, there is a section about nominations to national and local government committees, councils and boards and stated that a man and a woman should be nominated. If circumstances where it is not possible to appoint both man and woman, the nominating party may deviate the obligation to nominate both genders (*Act on Equal Status and Equal Rights of Women and Men No. 10/2008*).

Wage Equality

“Women and men working for the same employer shall be paid equal wages and enjoy equal terms of employment for the same work or jobs of equal value,” as is stated in the first paragraph of Article 19 of the Gender Equality Act. Organizations and companies should make sure that wages are determined in the same way for men and women and that the criteria should not involve gender discrimination. An addition was made to the Gender Equality Act in June 2017, when the equal pay certificate was put into law. From 1st of January 2018, organizations and companies with 25 or more employees must follow the implementation of the gender equal pay management system as set forth in IST 85:2012 (Jafnréttisstofa, 2017). Organizations and companies are given distinct time frames to receive their equal pay certificate.

3.2 Gender Pay Gap

The gender pay gap is an average difference in men’s and women’s wages, paid in exchange for the same work (European Commission, n.d) . The gender pay gap not only reduces women’s lifetime earnings but also affects their pension. (Ehrenberg & Smith, 2012; Ólafsdóttir, 2009). As the gender pay gap only concerns salaried individuals, it is not an indicator of overall gender inequality.

Gender pay research worldwide can have different results. But, as is the case in Iceland, all of them show that the pay gap still exists (Alþýðusamband Íslands, n.d.; BHM, n.d.; Hagstofan, n.d.; Reykjavíkurborg, 2018; VR stéttafélag, n.d.). In these research projects, the gender pay gap is presented in two ways - unadjusted and adjusted. The

unadjusted gender pay gap is determined by data collection from tax declarations and no control variables are used. This method provides general trends rather than accurate results. If further research is conducted, the result can be adjusted. Variables like working time, education, etc. will give more precise results and will result in a reduced pay gap. It is essential to include all the control variables that are considered to affect productivity and exclude others. Variables should be determined using available gender pay gap research (Mósesdóttir et al., 2006). Therefore, emphasis should be placed on what methodologies are used in gender pay gap research, e.g. measurements taken, methods followed, premises adopted, factors taken into account and how to interpret the data obtained. Due to these variables, it is difficult to determine exactly how big the gender pay gap is (Einarsdóttir & Blöndal, 2004).

3.2.1 Drivers of the Gender Pay Gap.

In a systematic review of 98 peer-reviewed journey articles, identified were recurring themes in studies seeking to explain the gender pay gap, i.e.; “workplace authority, access to hiring and promotions and gender representation” (Bishu & Alkadry, 2017). The following summary is based on those findings.

Workplace authority is the power to influence and take part in the “decision-making process” (Bishu & Alkadry, 2017), regarding the organization’s operations and employees’ functions. It can be identified in employee placement in the organizational chart or in the degree of managerial responsibility including in recruitment and in the authority to make wage decisions, promote subordinates and other workplace decisions (Zeng, 2011). Enter to workplace authority can be part of the most critical factors of an employee’s development in the workplace (Bishu & Alkadry, 2017). Authority therefore is a very valuable attribute for employees, because it confirms the employee’s status within the organization and influences how financial rewards are assigned to them (Huffman & Cohen, 2004).

Discriminations in workplace authority is a situation where equally qualified employees are not granted the same entry to possibilities, in reference to attributes that are non-work related, e.g. gender (Bishu & Alkadry, 2017). Gender-based discrimination in organizational authority can occur in at least two ways: First, when women are consistently not granted entrance to positions of authority and, second, when women are assigned superior positions, but the level of power they have compared to their male co-workers may be significantly less. Gender-based discrimination has historically limited

women's opportunities to provide input and voice opinions on procedures that affect operations and human resource functions (Alkadry & Tower, 2011; Alkadry, Tower, & Tower, 2014; Baxter & Wright, 2000; Kluegel, 1978; Wolf & Fligstein, 1979; Wright, Baxter, & Birkelund, 1995; Zeng, 2011).

As with access to authority, promotion opportunities can be an important factor in an individual's career. That women are being discriminated against in the promotion process within organizations could partially explain the gender pay gap (Zeng, 2011). In organizations where subjective appraisals are used to determine promotion and hiring decisions, research has shown that women are systematically denied career opportunities, along with better financial outcome and other benefits. Gender discrimination can be **allocative discrimination**, that is when men and women sorted into jobs of different quality or **within-job discrimination**, when women receive lower wages and other compensation than men in the same position and workplace and **valuative discrimination**, is when different value is put on work attributes, usually men or female, despite of comparable skill and other requirements regarding wage (Bishu & Alkadry, 2017; Petersen, Leffert, & Graham, 1995; Petersen & Saporta, 2004; Weinberg & Kapelner, 2018).

The Glass Ceiling

Discrimination in access to promotion, or the "glass ceiling" phenomenon, is most often experienced when men and women receive unequal opportunities to move into more senior positions. A standard definition of this situation is the "presence of invisible barriers which impede women's and minorities upward mobility in organizations" (Baxter & Wright, 2000; Bishu & Alkadry, 2017; Cotter, Hermsen, & Vanneman, 2011). In organizations where the glass ceiling exists, women may have the opportunity to get promoted, but always beneath the invisible barrier (Zeng, 2011). Other important factors about the glass ceiling concept are that it applies to both lower level and higher level positions, that it does not consider the employee's full career and cannot be justified due to the lack of job competency skills (Cotter D.A, Hermsen, Ovadia, & Vanneman, 2001; Zeng, 2011). This glass ceiling phenomenon not only prevents women from getting promoted to a higher managerial positions, but also contributes to an unequal job-related situations such as wages and compensation (Bishu & Alkadry, 2017; Zeng, 2011).

The Sticky Floor

The sticky floor concept tries to explain the (dis)proportion of women in lower level positions in organizations. The sticky floor means that women are systematically not granted opportunities to move upward and develop their workplace skills. The consequences are significant gender pay gaps between each level of the wage scale within organizations (Bishu & Alkadry, 2017; Cotter et al., 2001). According to data from the UK, women who work full-time are more likely to get promoted than men. However, even if they are getting promotion opportunities, they do not receive the same wage increases as men in new and higher positions. This means that women become glued to the lower level wage distribution, despite having promotion opportunities to higher level positions, thus the "sticky floor" (Booth, Francesconi, & Frank, 2003).

The Leaky Pipeline

The process of receiving more authority is often been assumed to be a main link in the chain of upward job mobility. With the shortage of women at top positions, and the failure to fill the upward stream with women many use the metaphor of a leaky pipeline. That is because women face injustice in every step of the promotion process and therefore "leak out" before reaching the top (Zeng, 2011).

Gender representation can both have a direct or indirect effect in influencing the gender pay gap. Representation have been identified as force of gender-based segregation, where occupational, agency and position segregation have been identified as drivers for gender-based inequality. Position segregation applies to the situation where women are disproportionately placed in lower level positions (Bishu & Alkadry, 2017; Alkadry & Tower, 2014). Agency segregation, on the other hand, refers to the notion that women are more focused on certain types of authority than men. (Bishu & Alkadry, 2017). Occupational segregation relates to the situation where females for example, are largest part in certain types of occupation and men other, with consequence of job being categorized as men's and women's jobs.

As occupational segregation contributes to gender inequality, it is necessary to look at the two types of occupational segregation, horizontal and vertical. Horizontal segregation happens across occupations while vertical segregation is within the hierarchy of occupations (Bishu & Alkadry, 2017; Jarman, Blackburn, & Racko, 2012).

3.2.2 Methods Used to Close the Pay Gap.

In June 2017, an addition was made to Iceland's gender equality law regarding wage equality. Organizations with an average of 25 or more employees were required to obtain equal wage certification, which must meet the requirements of the IST 85:2015 on "Equal pay management system - Requirements and guidance", often referred as "The Equal Pay standard". Professional certifiers, such as private consultancy firms, shall deliver their verdict, with a report for each case certified, to the Directorate of Equality (*Act on Equal Status and Equal Rights of Women and Men No. 10/2008*, 2008; Jafnréttisstofa, 2019).

Equal Pay Standard

As prologue to the equal pay system certification, in accordance with the Gender Equality Act no. 10/2008, a temporary provision was made that involves the Welfare Ministry and social partners, to make sure that a specific certification system on equal pay and equitable policies of recruitment and layoffs would be developed. These entities assigned *Standard Iceland* to define the standard. The equal pay standard was designed by the assigned committee, composed of representatives from the ministry, the social partners and Standard Iceland. This committee decided to limit the scope of the standard to equal wages and exclude equality in recruitment, layoffs and promotions. This limitation was made both because of the size of the project and also because it was deemed not feasible to include all of these elements in one standard. The standard is based on accepted management standards, e.g. quality management standard ISO 9000 and environmental management standard ISO 14000.

The equal pay standard, ÍST 85, is the Icelandic standard which was published in December 2012 and was at that time optional for companies. The implementation of the standard was intended to be a part of a business plan to increase an organization's credibility in human resource management, social responsibility, and other management practices. On June 1st, 2017, the Icelandic parliament passed legislation enacting the standard for all companies with 25 or more employees on an annual basis from 1st of January 2018. Icelandic organizations have prescribed time limits to get the equal pay certification, and it varies depending on the number of employees.

The equal pay standard ÍST 85 is a management requirement standard intended as a guideline for certification of an organization's equal pay management system. The philosophy behind such a certification is that organizations can demonstrate that they

provide equal pay for the same or equal work and can thus attract qualified employees and maintain a good reputation as an employer. The main purpose of the standard is to get employers to pay equal wages to men and women in their companies. In that way, organizations can establish a management system that ensures that their procedures and decision-making processes are based on objective considerations and do not include gender-based discrimination (Alþingi Íslands, n.d-b.; Government Offices of Iceland, n.d.).

The equal pay standard is based on the Plan-Do-Check-Act (PDCA) methodology, i.e.:

- **Plan;** set goals for equal pay and set up necessary processes to align the equal pay policy.
- **Do;** implement processes.
- **Check;** measure and check processes related to the equal pay policy, goals, legal requirements and obligations, and present results.
- **Act;** Make the necessary action that will continuously improve the equal pay management system.

Before the implementation of processes begins, the organization's board is required to define, approve and document the company's overall pay policy. The company must also fulfil the legal obligations of Article 18 of the Gender Equality act, to institute gender equality programs. Furthermore, at least one payroll analysis, that involves a systematic audit of wages and other benefits, must take place to see if a gender pay gap exists in the company. At the same time, the senior management shall develop equal pay policies and make sure they are integral parts of the company's compensation policy (Staðlaráð Íslands, n.d.).

When planning equal pay implementation, organizations must set criteria which include defining and classification of all jobs within the company and choose criteria that are most characteristic of the requirements of the job. The organization must document and justify all pay decisions, including individual and group rewards. The organization must also make sure that all legal requirements are followed and they have been the basis for establishing, implementing and maintaining the equal pay management system. This is to ensure that neither direct nor indirect discrimination occurs. The overall goal of equal pay for men and women shall cover all entities of the company. The goal shall be measurable and linked to the commitment of continuous improvement. Each affected

company must set up a plan to reach the equal pay goal, designate who is responsible and what methods will be used to achieve this goal (Staðlaráð Íslands, n.d.).

By law, it is determined that management shall ensure that all necessary resources are in place to implement, maintain and improve the EPMS. These can be human resource, expertise, the infrastructure of the organization, technology, and funding. Management shall also define and document the concept function, authority, and responsibility as well as share them forward. Management shall nominate a representative who is responsible to ensure that the EPMS is established and maintained following the requirements of the equal pay standard. The representative shall also deliver a report to management about the quality and efficiency of the EPMS, along with any recommendations for improvement. It is important to ensure that all employees who have the authority to take wage decision are qualified, trained and experienced and that shall be documented as well. Furthermore, the organization shall have in place procedures about needed communication and information on wage payments and the payroll system. Proper documentation and control of these elements are essential factors in the implementation process and to maintain and improve the EPMS (Staðlaráð Íslands, n.d.).

The performance of the organization is maintained with regular checks and measurement of all factors or criteria that affect pay decisions. A regular assessment of whether legal requirements have complied with the law is required, along with control of documents, review, and response to any variation that may arise. When the organization estimates that its EPMS follows requirements of the equal pay standard ÍST 85, a certification body will certify if the organization's EPMS and its implementation meet requirements. When the certification is received, the organization is required to send a copy to the Centre for Gender Equality, along with a report on result of the audit and the certification have to be renewed at least every three years. The Center for Gender Equality should also be informed of the reason if the organization does not obtain certification. The Center for Gender Equality is also permitted to grant social partners (i.e. unions) access to the equal pay certification partner audit report, if the audit does not lead to certification (Staðlaráð Íslands, n.d.).

This overview of the planning, implementation and reassessment of the EPMS makes clear the need for sustained human resource and change management commitments by companies.

3.3 Human Resource Management's Role

Human resource management's (HRM) primary goal is to ensure that organization succeed through their human resources as well as increase the efficiency of organizations and their ability to achieve success, by ensuring that the best possible resources are used (Armstrong, 2010).

HRM is a strategic, integrated and coherent approach to the employment, well-being, and development of employees in the organizations. HRM can be considered as a philosophy about how employees should be managed, which is underpinned by many theories that relate to the behavior of employees and organizations. Over decades, research as focused on how to improve organizational effectiveness through employees. But HRM should be equally concerned with the ethical dimension, or how employees should be treated according to a set of moral values (Michael Armstrong & Taylor, 2014; Paine, 1994).

Staffing, performance and change management and administration responsibilities are the primary objectives of HRM (Torrington, Hall, Taylor, & Atkinson, 2014, p. 5). Staffing responsibility refers to first and foremost the recruitment and selection of an organization's employees. It is about placing the right individual in the right position at the right time, but as well as advising on subcontracting and outsourcing when it is necessary. Issues such as resignations, retirements and dismissals are also part of the staffing obligation (Torrington et al., 2014). Motivating employees and ensuring that they deliver excellent performance are also key HR objectives. Training and development, performance and reward management are essential here. Grievance and disciplinary procedures are also part of these objectives, along with welfare support and employee involvement initiatives.

Change management objectives are about human resource function effectiveness in managing change. Changes come in different forms, external or internal. It can lead to reorganization of procedures or introducing employees to new roles. At the same time, changes seek to change attitudes, behavior or norms. In any of these scenarios, the HR function can play a central role in successful change.

Organizational changes can be a source for conflict in the organization. The effective management of conflict and its avoidance through careful management of expectation and involve employees in decision making are in that way a significant feature of an effective human resource manager's role. Administration objectives concern

the maintenance of accurate employee data. That can be about recruitment, contracts, performance, attendance training and ensuring the organization stands to its legal obligations and requirements (Torrington et al., 2014).

HRM Practices have been evolving for the last decades owing to globalization, privatization, deregulation, competition, and technological advances. These external changes have forced organizations to adopt new practices to ensure sustained high-performance levels. The relationship between professional HRM practices and positive employee attitudes, including employee job satisfaction, organizational commitment and productivity have been widely researched. It is also shown that treating employees as valuable assets improves their commitment and dedication, which leads to better performance and higher quality work (Ray & Ray, 2011; Silvestro, 2002).

3.3.1 Managing Justice

Workplaces are forced to make changes all of the time. External and internal causes drive changes and can be because of new laws, technological innovation, organizational restructuring or implementation of new values. Organizational changes can occur at one or multiple levels. Change can be enforced because of new legal requirements or with the intention to realign the organization with the changing demands of its external or internal environment, or it could simply be to improve profit opportunities.

Organizational change management is the process of guiding, recognizing and managing these human reactions and emotions in a way that minimizes the inevitable loss of productivity that goes with changes (Radovic & Markovic, 2008). Managing change is about handling the complexities of each stage, tactical, operational, and strategic (Paton & McCalman, 2008). In these change-driven situations, the manager's responsibility is to ensure justice and fairness of the procedures being implemented (Folger & Bies, 1989).

A way to achieve consistency within the organization is to incorporate justice and fairness into every human resource decision. Organizations should create systems that ensure that all core human resource practices, such as recruitment and promotion, training and development, performance appraisal and compensations system are conducted in a fair manner. It is important to be aware that whatever system is created, consistency is important, and changes on an entity level will need to keep up with changes inside and outside the organization (Colquitt & Rodell, 2015).

Injustice will encourage powerful feelings in most individuals (Spell & Arnold, 2007). Employees usually don't keep their feelings about unjust treatment or experience to themselves. They will most likely talk to their peers or seek social support, and in the process, individual perceptions of justice are combined to create a collective perception about the organizational justice climate (Spell & Arnold, 2007). Employees who perceive unjust procedures or outcomes believe that they are mistreated by their organization (Ambrose, Seabright, & Schminke, 2002). Organizational injustice is an often-cited reason for misconduct; various studies show that this can have a positive correlation with counterproductive behavior and that employees will even go against the legitimate interest of the organizations. (Kingsley & Ansah-Nyarko, 2014; Zoghbi-Manrique-de-Lara, Verano-Tacoronte, & Ting Ding, 2007). Injustice at work has been shown to harm employee health and can be very stressful (Elovainio et al., 2006).

Justice and fairness are among the most prominent issues that employees consider while working for the organization. As they focus on critical decisions and events in the workplace, and when they experience uncertainty about something, they focus even more intently on justice issues (Colquitt & Rodell, 2015).

3.3 Organizational Justice

The concept of justice is at center stage, both in social and organizational psychology, with many scholars citing the pursuit of justice on both economic and ethical grounds (Collie, Bradley, & Sparks, 2002). This concept can apply to an individual level, to an organizational level, as well as to social level via laws and policies (Miller, 2017). A broad definition of organizational justice is the “individual's or group's perception of the fairness of treatment from organizations and their behavioral reaction into such perceptions” (Aryee, Budhwar, & Chen, 2002; S. Choi, 2011)

Organizational justice researchers have been looking at an individual's reaction to procedures, decisions and relevant authorities (Cohen-Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Colquitt, 2012; Skitka, Winkvist, & Hutchinson, 2003). Studies have also shown that justice perception illuminates difference in key employee behaviors and attitudes, including citizen behavior, trust in management, organizational commitment, job satisfaction and employees performance (Colquitt et al., 2001).

Organizational justice is a complex and multifaceted concept, but in most studies on organizational justice there are three underlying dimensions. The first dimension is *distribution justice*, which refers to whether the outcome was fair compared with the outcome of others. The second dimension is *procedures justice*, which refers to whether processes and/or procedures were reasonable. The third is *interactional justice*, which refers to the presence of senior management in the processes (Colquitt, 2012).

Below each organizational justice dimensions will be surveyed and I will offer ideas on how to measure organizational justice.

Distributive Justice

The fairness of outcome decisions, called *distributive justice*, was the focus of early scholars. The work of Homans (1961) and Adams (1965) shows that people respond to outcome allocations by comparing what they have put into it, and what they will receive, compared to others. If those ratios of in- and output are the same, the employee feels a sense of equity (Colquitt, 2012). This equation has led to a number of possible forecasts. For example, an employee who earns less than co-worker can still be satisfied, as long as he/she will contribute less to work, or an employee who is paid equally to co-worker may feel unfairly treated if he/she also contributes more to the organization. The most famous prediction according to Cropanzano et al (2007), is the “over-reward effect”, i.e. when the equation is not balanced and is not in one’s favor. According to this theory “There are two sides of the ratios unbalanced when one is over-paid. Consequently, one would have to work harder in order to be equitable” (Greenberg, 1990).

In general, there are three factors that individuals can use to decide whether or not their outcomes were fair – **equality, equity and need** (Deutsch, 1985). Even though equity is usually looking as the most “appropriate allocation norm in organizations”, other norms are looked as fair in certain circumstances. For instance, when assigning outcomes according to need and equality norms, employees perceived them to be fair when goals are individual welfare and group harmony (Colquitt, 2012; Deutsch, 1975; Leventhal, 1976; Steiner, Trahan, Haptonstahl, & Fointiat, 2006). Equity reward tends to motivate individuals for high performance, whereas equality tends to build mutual respect and loyalty among coworkers. Organizations can balance these considerations by combining equality and equity. An example of mixing could be providing a base salary, based on established wage rules, but also rewarding individual performance. The performance evaluation should be based on measurable factors, which are equal for everyone.

Procedural Justice

Thibaut and Walker (1975) performed extensive research on the fairness of decision-making, focused on the intersection of law and social psychology processes, called *procedural justice*. They acknowledged that both was evaluate the justice of the courtroom and the justice of the verdict process in legal process (Colquitt, 2012). The authors argued that procedures were consider fair when parties in dispute had process control; in other words, they could express their interest to affect the decision's result (Colquitt, 2012). Procedural justice refers to certain principles involving the roles of individuals within the decision-making process (Cropanzano et al., 2007). Leventhal (1980) expand the conceptualization, in a separate stream of studies of procedural justice, in the circumstances of resource allocation decision. Especially, when procedures adhere to several "rules," like for example accuracy, consistency, bias suppression, they would be seen as fair. As Kim and Maubourgne (2005) explained in the well-known book Blue Ocean Strategy, fair processes result in intellectual and emotional appreciation. That builds trust and commitment. According to Cropanzom et. al (2007), procedural justice influences what employees think of the workplace as an entity. If they perceive procedures to be fair, employees will return to work with increased loyalty and will be more agreeable to behave in organization's best interest.

Interactional Justice

Interactional justice dimension was initial applied by Bies and Moag (1986), where they explore fairness in the recruitment process. The authors observed that decision making actually has three sides: "a procedure, a decision, and interpersonal interaction" (Colquitt, 2012). *Interactional justice* is about the fairness of the treatment that one receives during the communication of procedures. Bies and Moag (1986) argued that with good, honest and respectful communication about the procedure interactional justice would increase. (Bies & Moag, 1986, 1986; Blodgett, Hill, & Tax, 1997; Colquitt, 2012; Smith, 2002; Tax, Brown, & Chandrashekar, 1998).

Further, Bies and Moag (1986) conceptualized interactional justice as the perceived interpersonal justice of interaction based on respect, dignity, justification, and truthfulness rules (Colquitt, 2012). Greenberg (1993) argued that respect and propriety were factors in interpersonal justice, but that truthfulness and justification rules are factors for informational justice. Other scholars have investigated the matter and have confirmed

Greenberg's study (Colquitt et al., 2005; Jason A. Colquitt, 2001; Fischer et al., 2011; Kernan & Hanges, 2002).

3.3.1 Measuring Organizational Justice

Organizational justice is only theoretical until it is measured, to allow scholars to conduct empirical tests of conceptual propositions (Colquitt & Rodell, 2015).

Like other measurement scales, when measuring justice there needs to be understanding of the scale definition. The correspondence between definition and a measure is reflected in construct validity and a construct's meaning can form the basis for the era of survey items (Colquitt & Shaw, 2005; Hinkin, 1998). The two concepts, justice and fairness, tend to be used similarly in the organizational justice literature (Colquitt, 2015; Greenberg, 2011).

Even though many scholars do not distinguish between justice and fairness concepts, today's studies are focusing more on operationalizing fairness and justice as different constructs in their theoretical models (Ambrose & Schminke, 2009; Choi, 2008; Colquitt & Rodell, 2015; Kim & Leung, 2006; Rodell & Colquitt, 2009). The use of an overall fairness measure has many possible advantages. Most importantly, it expresses what individuals think is fair. In a way, the definition of justice could be the perceived adherence to rules of justice, that reflect rightness in decision-making contexts. Studies have shown the importance of the focal point of the justice scales (Colquitt, 2012). Liao and Rupp (2005) explained that interpersonal justice dimensions was a stronger predictor of organizational commitment than procedural justice dimensions (Colquitt, 2012).

The fundamental issues when constructing a measure, regardless of whether scholars focus on justice or fairness, is due to a certain degree of convertibility (Greenberg, 2011). Convertibility will ensure that the measure matches the research question and the theoretical lens. The first concern is the focus of the measure. For example, studies focusing on attitudes like identification, commitment, trust, and obligation, can refer to either an organization or a manager.

Over past decades, researchers have applied those justice rules in many specific settings, that include performance evaluations, selection, compensation, disputes and separation (Colquitt & Greenberg, 2003; Colquitt & Shaw, 2005). Fairness and justice scales can in most cases be easily tailored to the context in question. The third concern regarding convertibility is the decision focus on the experience bracketing of the measure.

A study by George & Jones, (2000) found that measurements are given meaning by a bracketing process within particular circumstances, combined into a period that warrants reflection and explorations (Colquitt & Rodell, 2015). Similarly, Cropanzano, Byrne, Bobocel, & Rupp (2001) noted measures that could evaluate one-time occasions or more extensive bracketing of various occasions. For example, in a study, employees could be asked to estimate their latest workplace events, such as performance appraisals. Alternatively, the respondent could be asked to predict those events in general way, and as a third option, a research might ask participants to focus on making decisions about various occasions, such as compensation or performance evaluations, and dispute resolution in aggregate. In that way, the employee might estimate a very comprehensive bracketing of multiple occasions when estimating fairness or justice (Colquitt & Rodell, 2015). According to Cropanzano et al, (2001), sometimes the bracketing of occasions becomes so comprehensive that measures begin assessing multiple occasions, instead of one particular event. (Colquitt & Rodell, 2015).

Colquitt's Scale of Justice

In 2001, Jason A. Colquitt conducted a study that explored the theoretical dimensions of organizational justice, and which provided evidence of “construct validity for a new justice measures” (Colquitt, 2001). To do that, he first generated items by simply surveying previous work in the organizational justice territory, together with latest investigations of these constructs. Next, he compared multiple previous factor structures, including from one-factor to four-factor conceptualizations of organizational justice. Finally, Colquitt investigated relationship between outcomes and the justice dimensions, to put them in a large nomological network and to illustrate their predictive validity (Colquitt, 2001).

Colquitt's justice scale contains 20 items (see in appendix III) and estimates the three dimensions of organizational justice: procedural, distributive and interactional. He did this by dividing interactional justice into two group, interpersonal- and informational justice. Assessing every justice dimension was done by tapping into the seminal works in the justice literature (Bies & Moag, 1986; Leventhal, 1976; Shapiro, Buttner, & Barry, 1994; Thibaut & Walker, 1975).

Seven items are required to estimate perceived procedural justice. Two assumptions arise from Thibaut and Walker's (1975) work on procedural justice - process- and decision control. Process control relates to the capacity to communicate

thoughts and disputes throughout a procedure, whereas decision control reflects the ability to affect the real outcome. From Leventhal's (1980) study, Colquitt used five items. According to Leventhal's study, procedural justice should be estimated by "comparing the process one experiences to several generalizable procedural rules". These rules include consistency, bias suppression, accuracy of information, correctability, representation, and ethicality (Colquitt, 2001).

To measure distributive justice, Colquitt used four questions which reflect Leventhal's (1976) "conceptualization of the equity rule to maximize generalizability". Each item refers to a respondent and an outcome, for example, pay and promotion. According to Colquitt (2001) research are these four items alike in context to other measures often used in the organizational justice literature (e.g., McFarlin & Sweeney 1992, Moorman 1991; Price & Mueller 1986; Sweeney and McFarlin, 1993).

Based on their study of the perception of interpersonal care during the recruitment process, interactional justice was introduced of Bies and Moag (1986). The authors found four requirements for interactional justice; "respect, truthfulness, justification and propriety". These four requirements have also been researched by Greenberg (1990), with two dimensions; sensitivity and explanations. Because many studies have shown that these two dimensions have effects independent of one another, Colquitt separates them into interpersonal and informational justice, in the same way as Greenberg (1993). In the interpersonal justice dimension, we find four objects founded on Bies and Moag's (1986) work on respect (1-3) and propriety (item 4) and for informational justice, we find two items about truthfulness and justification. The informational justice items also come from work from Shapiro et. Al (1994), see Appendix III.

3.4 Influences on Perceptions of Organizational Justice

Perceived justice can be influenced by demographical characteristics, position and responsibility, as well as other factors like personality traits. Demographic characteristics like age, education level and tenure could affect employees' justice perception, especially if it is linked to self-interest or egocentric bias (Cohen-Charash & Spector, 2001; Kulik, Lind, Ambrose, & MacCoun, 1996). Cohen-Charash & Spector (2001) found that multiple studies confirm that it is not guaranteed that all members of a demographic group have the same experience or will perceive justice in the same way (Cohen-Charash & Spector, 2001).

3.4.1 Gender

Studies show that men and women often perceive justice differently and that they also respond differently to injustice (Jepsen & Rodell, 2007). Leventhal and Lane (1970) found that women tend to care more about group welfare than do men. Men were mainly concerned about protecting their own interests. Studies of gender influence on organizational justice have exposed that women tend to pay themselves less than men would and that men have stronger reactions to inequitable outcomes than do women, demonstrating the importance of distributive justice for men (Brockner & Adsit, 1986; Sweeney & McFarlin, 1997). Women rely on formal bidding processes for promotions more than men (Cannings & Montmarquette, 1991).

Researches have sought to find gender differences in perception. For example, Kulik et al. (1996) investigated whether interpersonal factors would be more important to women than to men and if they would favor procedures that support social harmony and fairness. Further, they did research if men would be more connected to material outcomes, if they experience procedures that reflect contributions as fair and if they would be more influenced by outcome favorability. Kulik et al. (1996) found out that women focused more on outcomes than did males. In a meta-analysis of 190 studies, gender difference was not related to perceived organizational justice. Gender differences concerning organizational justice could be "more complex than any one theoretical perspective could explain" and further research should investigate the influence of gender and justice coupled with other variables (Cropanzano & Schminke, 2001).

When considering women's prior unjust experiences in the labor market, it can be assumed that they will expect the equal pay management system to correct at least the wage injustice. However, researchers have found while both genders are not satisfied with their wages, women seems to be less dissatisfied and more acceptable of receiving unfair wages than men (Brockner & Adsit, 1986; Greenberg, 1990; Lee & Farh, 1999; Moazzam, 2016).

3.4.2 Managerial Responsibility

Perceiving justice depends on the organization's adherence to procedural justice rules (Leventhal, 1980; Thibaut & Walker, 1978). When employees are allowed to have a voice in a procedure, that is considered fairer than a procedure that prohibits participants from expressing their opinion (Cohen-Charash & Spector, 2001). Managers are generally more informed and involved in decisions taken in the organization, therefore they can

affect procedures more than other employees. With good communication, managers can heavily influence employees' perception of interactional justice. Interactional justice is perceived based on the quality of information and on the treatment, employee receives from organizational authorities (Bies & Moag, 1986). When employees are experiencing interactional communication based on dignity and respect and not rudely and with disrespect, they perceive more interactional justice (Cohen-Charash & Spector, 2001).

3.5 Impact of Organizational Justice

Over the past decade, many researchers have investigated the consequences of employees' perceptions of what is just and what is unjust at work. The literature has been summarized in three separate meta-analytic reviews (Cohen-Charash & Spector, 2001; Cook, Heath, & Thompson, 2000; Viswesvaran, Schmidt, & Ones, 2002). We observe that organizational justice may have created great benefits for employees and for organizations alike. These include improved job satisfaction, greater trust and commitment, and diminished conflict and turnover intention.

3.5.1 Justice and Job Satisfaction

Results from meta-analysis of over 190 researches has shown that job satisfaction is relatively high associated to all three justice dimensions (Cohen-Charash & Spector, 2001). Job satisfaction has no universal definition. Brief (1998) defined it as an employee's attitude towards his/her job or how individuals feel about their work. Dawis & Lofquist (1984) and Spector (1997) defined job satisfaction as a positive emotional feeling, resulting from the pleasure employee experience from the job (Cohen-Charash & Spector, 2001; Tahayneh, 2014).

3.5.2 Justice and Organizational Commitment

Mainly predicting procedural justice rather than distributive, emotional attachment to the organization, (affective commitment), is an organization-wide outcome (Konovsky & Cropanzano, 1991). In accordance with these predictions, Cohen-Charash & Spector (2001) found that affective commitment is significantly more connected to procedural justice than to distributive or interactional justice, although the latter two are highly related to commitment as well.

Continuance commitment is based on an employee's lack of ability to quit a job rather than having a positive connection to the organization. This type of commitment is mostly predicted to be unrelated to justice (Konovsky & Cropanzano, 1991). Cohen-Charash & Spector (2001), on the other hand, show continuance commitment to be

negatively related to procedural and interactional justice. They state that after finding when employees perceive fairness in procedures as well as respectful treatment from supervisor, they felt more invested in the organization. Due to that, when employees perceive procedures and treatment to be unfair, employees will likely feel that there is little to lose by leaving the workplace. Maybe it is the fair procedures that lead employees to feel obligated to the organization. Further findings in the meta-analysis (Cohen-Charash & Spector, 2001) show that multiple aspects of organizational commitment are related to multiple justice dimensions. That indicates that the role justice plays is stronger than usually assumed in organizational commitment (Cohen-Charash & Spector, 2001).

3.5.3 Justice and Turnover Intention

Both procedural and distributive justice are predicted to relate to turnover intentions and actual turnover. When employees are perceiving high organizational justice, employees should be more motivated to quit their job (Daly & Geyer, 1994; Konovsky & Cropanzano, 1991). Furthermore, it might be stated that only procedural justice is going to be connected to turnover because procedural justice indicates organizational norms of decision making, which are beyond any specific outcome (Dailey & Kirk, 1992). However, if procedures are fair, specific negative outcomes will not influence people to quit the job, according to meta-analysis conducted by Cohen-Charash & Spector (2001). These results show distributive and procedural justice to equally predict turnover intentions and interactional justice to be the least potential indicator of intentions to quit a job. They recommend additional research to gauge the effect of justice perceptions on actual turnover behavior.

3.6 Árborg Municipality

The Árborg municipality (Icelandic: Sveitarfélagið Árborg) is the eighth largest municipality in Iceland, with over 9500 inhabitants, as of March 2019) Árborg was formed in 1999, with the merger of four neighbor municipalities in the South of Iceland. Over 750 individuals work for the municipality, which is Árborg's largest employer.

After the 2018 elections, a new city council took over and as well as a new mayor. The city council is composed of two women and seven men.

Before that, the same city council had been in place for eight years. The 2018 election forced changes, both for inhabitants but mainly for the municipal employees. One of the biggest changes (so far), was made in March 2019, when a new organizational chart (below) was put into place.

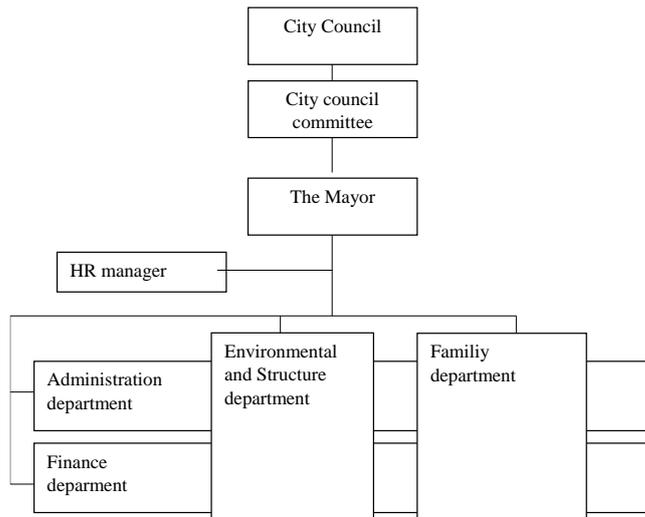


Figure 1. The organizational chart for Árborg Municipality

With a rather diverse group of employees, from teachers to builders to sociologists, the municipality has four departments -- family, environmental and structures, administrative and finance. In early 2019, a HR manager was hired; she works directly under the mayor. Before this recruitment, there had not been a HR manager for over ten years. The new organizational chart is presented in figure 1.

Employees of the family department work for schools, the kindergarten, social services, for the elderly and disabled. Culture and sport matters are also part of this department. Women form the majority of the staffing this department. In the environmental and structures department, the majority of employees are men. This department handles street construction and snow removal, building maintenance; most staff work for the city utility. The administrative department has a newly-hired town lawyer supervisor and includes the service center, the archivist, the equality issues and administrative matters are the main work strands. In this department, all the employees are women. In the financial department, the majority of employees are women.

The municipality has an active equality program and, in the beginning of 2019, implementation of the EPMS began. The plan is to obtain their equal pay certificate in September 2019.

3.7 Conceptual Framework

The relationship between legalization of the EPMS, the perceived justice of the system and behavioral outcomes and attitudes is presented in figure 2. The flow chart introduces the moderator variables, managerial responsibility and gender as they will

affect the relationship between the EPMS and employees’ perception of its justice. It is expected that women will perceive more distributive justice than men and it indicates that managerial responsibility will be different between genders. The demographic variables, age, job tenure and education could have some effect as well, but per the literature it is not clear how.

Managerial responsibility is predicted to be positively correlated with employee’s perception of perceived justice; women are expected to perceive more overall fairness. The framework also shows the relationship between perceived justice and job satisfaction, turnover intention, organization commitment and attitude towards work. Perceived justice is predicted to have a positive correlation with job satisfaction, attitude and organizational commitment but a negative relationship with turnover intention. Gender is predicted to moderate the effect of justice of the EPMS on job satisfaction, organizational commitment and turnover intention.

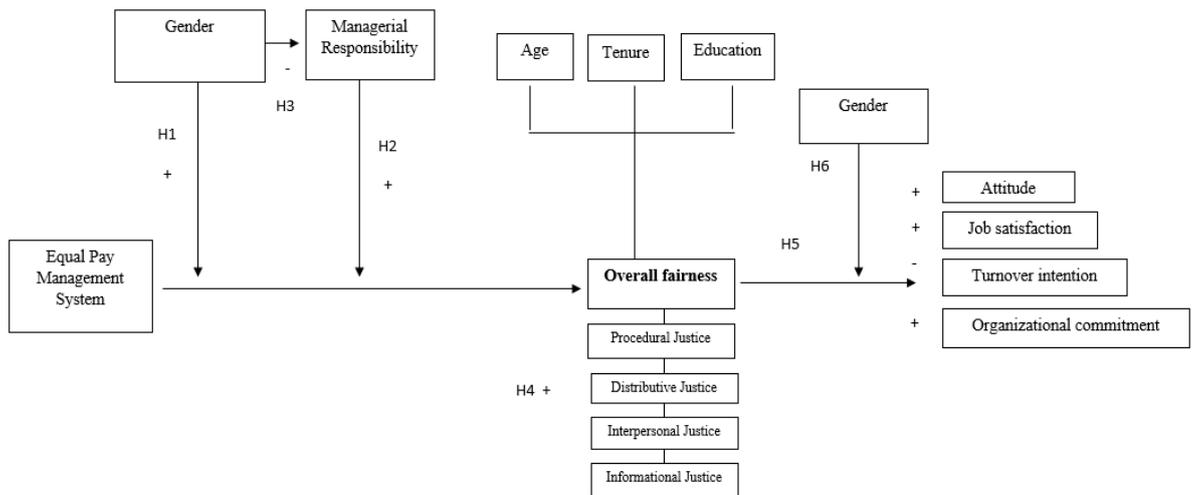


Figure 2. Conceptual framework of this study

3.8 Research Hypothesis

To be able to answer this research question, there is a need to assess employee perception of **overall fairness** and **attitudes** towards the equal pay certificate and organizational justice of the EPMS. Then there is the need to examine how **gender** and **managerial responsibility** affect employees' perception of justice of the EPMS, as well as whether **age**, **job tenure** and **education level** have any relationship with the organizational justice dimension. Then it is necessary to assess the relationship between organizational justice of the EPMS and behavioral outcomes of **job satisfaction**, **organizational commitment** and **turnover intention** and lastly to examine how **gender moderates** the effect of justice of the EPMS on behavioral outcomes.

Hypotheses

Based on review of the pertinent literature, the following hypotheses are proposed:

H1: Women will perceive higher overall fairness of the EPMS than men

H2: Increased managerial responsibility will be positively correlated to procedural and informational justice dimensions

H3: Gender will have a negative correlation to managerial responsibility and workplace authority

H4: Women will perceive more distributed justice than men

H5: Organizational justice (procedural, distributive, interpersonal and informational) will be positive correlated with job satisfaction, organizational commitment but negative correlation with turnover intention

and

H6: Gender will moderate the effect of justice of the EPMS on job satisfaction, organizational commitment and turnover intention.

4. Methodology

4.1 Procedure

This research was conducted using quantitative methods. Quantitative research is a distinctive research strategy and can be described as the collection of numerical data while nurturing the relationship between theory and research, a partiality for a natural science approach and as having an objectivist conception of social reality (Bryman & Bell, 2011, p. 150). This method allowed the researcher to gain a deeper understanding of how employees perceive organizational justice and the fairness of the EPMS, along with what influences employee perceptions. The relationship between organizational justice dimensions and key employees' behavioral outcome, job satisfaction, organizational commitment and turnover intention was explored as well as if gender moderates the effect of justice on the behavioral outcome. In addition, I explored if females have the same authority of action as do males.

This research is an exploratory case study, focusing on using this case as an indicator of the relationship between the implementation of the EPMS and organizational justice and behavioral outcomes, and what influences or affects workplace relationships. This case study gives only limited insight on these broad issues, since the relationship can be explored using other variables as moderators. Conducting this research involved a detailed, cross-sectional analysis of one organization to be able to answer the research questions and test hypotheses.

A questionnaire was chosen as the main data-gathering tool. In human resource management research, questionnaires are the most wide used research method (Robinson, 2018). Questionnaires can provide valuable information and the aim is to gather information that can be analyzed further. Questionnaires are in many ways similar to structured interviews but they are cheaper and quicker to administer, convenient for respondents and have no interviewer variability. However, there are some disadvantages as well, as there is no one present to help the respondent if they are finding it difficult to answer a question and no opportunity to probe respondents to elaborate an answer. One of the most damaging limitations of using self-complete questionnaire as research method is a low response rate and the accompanying greater risk of missing data, because the participant can decide to exit at any time (Bryman & Bell, 2011, pp. 232–233).

The researcher of this study tried to reduce missing data and increase respondent rate using several methods. First, the questionnaire was read over several times, both by

professionals and participants. To get comments from both is important because participants respond well if the questionnaire is understandable, particularly if they don't know the terms "*equal pay management system*" or "*equal pay certificate*".

The aim of the study was to investigate perception rather than employees' knowledge. In addition to that, at the beginning of the questionnaire, or in the cover letter, the researcher's contact information was given in case the respondent needed further explanation or had some questions. The importance of this research and participation was explained thoroughly. Total confidentiality and anonymity were provided.

The questionnaire was designed to answer the research questions and to test the hypotheses of this study. After its preparation, the survey was approved by the Mayor and HR manager of Árborg, as well as the supervisor of this thesis. The questionnaire was sent out in Icelandic after consultations with the HR manager and other managers and their conclusion that it was not necessary to send it out in an English version as well. (The percentage of employees with Icelandic as their second language was under 1%.)

Data collection time was from the 20th of March to the 4th of April 2019. The survey was placed on an online survey software, Survey Monkey. This research sample represent 90% of all the population. The collection procedure was that all participants, (N=687) from the email group "*all employees*" received an e-mail with the link to the questionnaire and information about the purpose of this research. One week later, participants got a reminder e-mail, and then again three days after that. In the follow-up emails, an emphasis was put on confidentiality and the importance of participation for educational purposes. On the 4th of April the survey closed and data processing started.

4.2 Participants

The population of this study was all municipal employees as of March 2019 (N=752). The sample was formed from the e-mail group "*all employees*", which included 678 employees (N=678) or 90% of the total population. This sample was chosen because of the HR manager recommendation, as it contained the majority of employees and was very convenient to access.

This research sample is therefore a non-probability convenience sample. Convenience samples can provide interesting data, but it is important to be aware of their limitations in terms of generalizability. Sampling errors decrease as sample sizes increase (Bryman & Bell, 2011, p. 198). In this research, over 90 % of all employees are in the

sample, therefore it can be assumed the sample error is low and more generalizable because of that. There is a limitation regarding this sampling method with regard to low response levels. Researchers do not agree on what an unacceptable response rate is. The key point is to recognize and acknowledge the implications of the possible limitations of a low response rate (Bryman & Bell, 2011, p. 236).

The total response rate was 20,9% and after removal of unusable responses and missing data, the corrected response rate 20,2%. This is considered an acceptable response rate for academic papers, as response rates have declined over the years. The use of incentives has not been effective to influence response rates, and the use of reminders was related with lower response rates in studies of organizations (Baruch, 1999; Baruch & Holtom, 2008). According to results from a meta-analysis of response rates in web- or internet- based surveys, the response representativeness is more important than the response rate in survey research (Cotter et al., 2001).

Demographic analysis is presented in table 1. The gender distribution is as follows; 79,1% of participants are female, 18% are male and 2,9% did not answer. The gender distribution of participant is in alignment with the gender distribution of employees in the Árborg, municipality where women are 77% of all employees and men only 23%.

The age distribution from participant is as follows; 29,5% of all participant are 40-49 years, 28,1% are 30-39 years and 50-59 years are 27,3%. For the age group 60 years and older, participation was 12,2% and 2,9% of the participants are in the age group 20-29 years.

43,1% of the survey participants have worked for over 10 years for Árborg. or 31,9% have been working 5 years or less. 21,5% have been working 5-10 years.

As for the distribution of participants' managerial responsibilities, 60,4% said they had none, 39, 6% yes. Of the 'yes' group, 2, 9% supervised over 50 employees, 18,0% had 10-50 employees, and 16,0% had fewer than 10 employees

The highest educational level of participants is as follows; 23,6% of participants have master's degree, 43,8% have bachelor degrees, 19,4% have graduated from high school, 6,9% have graduated only from elementary school and 2,8% said "other".

The internal distribution of participants is as follows from the family department 66,2% participants, from the administrative department 2,1% and 3,5% from the financial

department. 6,5% of participants are from the environmental and structures department and 21,6% preferred to not answer.

Table 1. Demographical analysis of employees

Demographical variable	N	Percentage
Gender		
Male	25	18,0%
Female	110	79,1%
Prefer not to answer	4	2,9%
Age		
20-29 years old	4	2,9%
30-39 years old	39	28,1%
40-49 years old	41	29,5%
50-59 years old	38	27,3%
60 years or older	17	12,2%
Job tenure		
Less than 5 year	46	31,9%
5-10 years	31	21,5%
More than 10 years	62	43,1%
Educational level		
Masters degree	34	23,6%
Bachelor degree	63	43,8%
High school graduated	28	19,4%
Elementary school	10	6,9%
Other	4	2,8%
Managerial responsibilities		
No	87	60,4%
Yes, with fewer than 10 employees	23	16,0%
Yes, with 10 to 50 employees	25	18,0%
Yes, with over 50 employees	4	2,9%
Department		
Family department	92	66,2%
Administrative department	3	2,1%
Financial department	5	3,5%
Environmental and structure department	9	6,5%
Prefer not to answer	30	21,6%

The highest educational level of participants is as follows; 23,6% of participants have master's degree, 43,8% have bachelor degrees, 19,4% have graduated from high school, 6,9% have graduated only from elementary school and 2,8% said "other".

The internal distribution of participants is as follows from the family department 66,2% participants, from the administrative department 2,1% and 3,5% from the financial department. 6,5% of participants are from the environmental and structures department and 21,6% preferred to not answer.

4.3 Measurement

The most used measurement in questionnaires are multi-item psychometric scales (Robinson, 2018). This research questionnaire consists of close-ended questions and statements, rating scales was five-point Likert scales. The Likert scale is, according to Robertson (2018), the most widely used psychometric scale. The Likert rating scale is fixed-format rating scale and comprises a number of response points, with accompanying verbal anchors. The Likert scale approach involves the presentation of a set of selected items that together measure one trait (Harpe, 2015).

This research questionnaire contained 52 questions. Skip logic was used one time, for question 49, where employees with managerial responsibilities answered three extra questions. If the employee had no managerial responsibility, he/she finished the survey after question 49. Questions and statement for particular measurement were grouped together and set up in a matrix. The majority of questions were derived from validated questionnaires and measured on the five-pointed Likert scale. There were two different ranges used in the Likert-scale; from (1) strongly disagree to strongly agree (5), and from (1) very negative to (5) very positive. Three questions were developed by the researcher to get information on the authority of action for managers. These three questions had multiple answer option; Yes/No/I don't know. The questionnaire can be viewed in appendix I (English) and II (Icelandic).

Here below are the measurements of this research:

Overall fairness (Q1-Q4). The first four questions of the survey were to assess employee's perception of overall fairness of the EPMS and equal pay certification. These questions were developed from Colquitt & Zipay, 2015) examples of a measure of overall fairness. The answer options were on a five-point Likert scale and ranged from strongly

disagree (1) strongly disagree to (5) strongly agree. Cronbach's alpha suggested high internal reliability ($\alpha=.915$).

Procedural justice (Q5-Q11). Seven questions were converted to measure the perceived procedural justice of the EPMS. All originated from Colquitt's (2001) scale of measure. The answer options were on a five-point Likert scale and ranged from (1) strongly disagree to (5) strongly agree. Cronbach's alpha suggested high internal reliability ($\alpha=.819$).

Informational justice (Q12-Q14). Three questions were converted to measure the perceived informational justice of the EPMS. All originated from Colquitt's (2001) scale of measure. The answer options were on a five-point Likert scale and ranged from (1) strongly disagree to (5) strongly agree). Cronbach's alpha suggested high internal reliability ($\alpha=.943$).

Attitudes (Q15-Q18). Five questions were developed to assess employees' attitudes toward gender equality and the EPMS. The questions were developed from the researcher of this study. Answer options were on a five-point Likert scale and ranged from (1) A very negative to (5). A very positive Cronbach's alpha suggested high internal reliability ($\alpha=.892$).

Distributive justice (Q19-Q24). From Colquitt's (2001) scale of justice, six-questions were converted to measure employee's perception about the fairness of their salary and position at this time (before implementation of the EPMS) within the organization. The answer options were on a five-point Likert scale and ranged from (1) strongly disagree to (5) strongly agree. Cronbach's alpha suggested high internal reliability ($\alpha=.895$).

Interpersonal justice (Q25-Q28). Four questions from Colquitt's (2001) scale of justice converted to employee's perception of fairness he/she receives from their supervisor. The answer options were on a five-point Likert scale and ranged from (1) strongly disagree to (5) strongly agree. Cronbach's alpha suggested high internal reliability ($\alpha=.858$).

Organizational commitment (Q29-Q36). From Meyer and Allen (2004) TCM employee commitment survey, eight questions were asked to gather information about employee's organizational commitment. The answer options were on a five-point Likert scale and ranged from (1) strongly disagree to (5) strongly agree. Cronbach's alpha suggested high internal reliability ($\alpha=.859$).

Turnover intention (Q37-Q39). Three questions were asked to get information about employees' turnover intention. These questions were: "*I can see myself working in this organization next 12 months*", "*I will probably quit my job in this organization next 12 months*", and "*I have considered quitting my job over the last 12 months*". The answer options were on a five-point Likert scale and ranged (1) strongly disagree to (5) strongly agree. Cronbach's alpha suggested high internal reliability ($\alpha = .814$)

Job satisfaction (Q40-Q43). Four question was conducted from Judge et. al (2001) to measure employee's job satisfaction. The answer options were on a five-point Likert scale and ranged from (1) strongly disagree to (5) strongly agree. Cronbach's alpha suggested high internal reliability ($\alpha = .853$)

Demographical information (Q44-Q49). Demographic information of participants was gathered at the end of the survey, with overall six questions. These questions asked for employees' gender, age, education level, which department they worked at, how long they had work in the organization, and if they had managerial responsibilities

Workplace authority (Q50-Q52). Three questions were asked about the access to authority These questions were: "*Do you have authority to hire employees?*", "*Do you have authority to promote employees?*", "*Do you have authority to determine wages (e.g., pay, benefits, etc.)?*". The responses were coded, (1) yes and (0) if the employee answered No.

Table 21 presents all of this study's variables and how they were coded.

4.2.1 Translation of Scales

The researcher translated all scales used in this research from English to Icelandic. Colquitt's measure of scale had been translated to Icelandic in research done by Halldórsdóttir (2013) and the researcher relied on this translation. To make sure the translation and phrasing was good and clear, researcher asked four RU colleagues, one clinical psychologist, one professor and the HR manager of the municipality to read over the questionnaire before it was sent to participants. Their useful comments and consideration were all taken into account. The researcher sought to make short and simple sentences as much as possible, but the terms equal pay management system and gender pay certificate are new and maybe unfamiliar to some. The internal reliability of all scales was suggested high all $\alpha = .814$ or over.

4.3 Data Analysis Procedure

The data processing started when the survey closed. Data from participants were converted and analyzed with IBM SPSS statistics (version 23) software. All figures, tables and graphs were produced using Microsoft Excel.

4.5 Limitations and Ethical issues

There are some limitations regarding the data gathering process and this study response level. First regards the validity of e-mail group “*all employees*”. This e-mail group represents all employees of the municipality of Árborg with registered email accounts. But there could be missing some new employees or it may include employees who no longer work for the municipality. Since the group is controlled by the IT department, the researcher did not know independently how up to date the group is, but was assured by the manager of the IT department that it should be current . The second consideration concerns employees’ unequal access to computer or cell phones to enter the survey link. The third consideration is the survey request overload as employees recently had been requested to participate in the municipality’s yearly employee survey and within some departments, other survey request had been made just a few weeks before this one.

Ethical issues arise in most research and the researcher need to be aware of that. In the process of this research, the researcher put an emphasis on building trust with the employees and managers of the municipality. This included keeping total confidentiality and professionalism during the data gathering process. Since the researcher worked part-time for the municipality when the data collection took place, participants were informed that this research was only for educational purposes and that the answers would not at any time be traced to them individually.

5. Results

Table 2 presents the results of employees’ perception of procedural justice (N=141, M=3,75, SD=0,70). Employees were asked seven questions/statements about procedural justice of the EPMS on the five-point Likert scale, where the answer option ranged from (1) strongly disagree to (5) strongly agree. Results shows that employees perceived lowest justice of opportunity to influence the procedures of the EPMS (N=140, M=2,70, SD=1,1), but highest justice about that the EPMS upheld ethical and moral standards (N=139, M=4,41, SD=0,8).

Table 2. Perceived procedural justice

	N	Mean	SD
Procedural Justice	141	3,75	0,7
I can express my concerns regarding the equal pay management system	140	3,36	1,1
I have the opportunity to influence the procedures of equal pay management system	140	2,70	1,1
The equal pay management system is for all employees	140	4,22	1,1
The equal pay management system promotes equality in free of bias	140	4,40	0,8
The equal pay management system is based on accurate information	137	3,92	0,9
I will be able to appeal the outcome of equal pay management system	140	3,25	1,0
Equal pay management system upheld ethical and moral standards	139	4,41	0,8

Table 3 presents the results of employees' perception of distributive justice (N=142, M=2,83, SD=1,01). Employees were asked to answer six questions/statements, of which three questions were about justice of their wage and three questions were about if employees perceive their position within the company as fair. Questions were on the five-point Likert scale, where the answer options ranged from (1) strongly disagree to (5) strongly agree. The result shows that employees felt the lowest justice regarding that wages was fair based on their performance (N=139, M=2,12, SD=1,1) and highest perceived justice regarding employee's position is consistent with the work he/she delivered (N=139, M=3,55, SD=1,3).

Table 3. Perceived distributive justice

	N	Mean	SD
Distributive justice	142	2,83	1,01
My position reflects what I contribute to my work	139	3,53	1,3
My position is consistent with the work I have delivered from me	139	3,55	1,3
My position is fair based on my performance	140	3,40	1,4
My wage reflects what I contribute to my work	140	2,25	1,2
My wage is consistent with the work I have delivered from me	141	2,17	1,1
My wage is fair based on my performance	139	2,12	1,1

Table 4 presents employees' perception of interpersonal justice (N=139, M=4,16, SD=0,89). Employees were asked three questions/statements about their perception of interpersonal justice with their supervisor on five-point Likert scale, where answer options ranged from (1) strongly disagree to (5) strongly agree. The result shows that employees perceive lowest justice where they experienced that supervisor had refrained from improper remarks or comments (N=137, M=2,07, SD=1,3) and highest perceive justice was statement about employees had been treated with respect (N=137, M=4,23, SD=1,0).

Table 4. Perceived interpersonal justice

	N	Mean	SD
Interpersonal Justice	139	4,16	0,89
I have been treated to me in polite manner	139	4,42	0,8
I am treated with dignity	138	4,03	1,1
I am treated with respect	137	4,23	1,0
Has he/she refrained from improper remarks or comments	137	2,07	1,3

Table 5 presents employees' perception of informational justice (N=142, M=2,73, SD=1,22). The employees' were asked to answer three statements about the information they had received during the implementation of the EPMS. Questions were on the five-

point Likert scale, and the answer option ranged from (1) strongly disagree to (5) strongly agree. The results show that employees perceived lowest justice regarding that the EPMS had been explained in detail (N=141, M=2,51, SD=1,3) and highest perceived justice was regarding receiving acceptable information (N=140, M=2,83, SD=1,3).

Table 5. Perceived informational justice

	N	Mean	SD
Informational Justice	142	2,73	1,22
The information has been acceptable	140	2,83	1,3
The equal pay management system has been explained in detail	141	2,51	1,3
Information about the equal pay management system has been provided in a timely manner	142	2,80	1,3

Employees perception of overall fairness of the EPMS and equal pay certificate is presented in table 6. The employees were asked to answer four statements about overall fairness the equal pay management system and equal pay certificate on five-point Likert scale. The answer option ranged from (1) strongly disagree to (5) strongly agree. The result shows that employees perceived lowest justice about the legalization of the equal pay certificate (N=142, M=4,51, SD=1) and highest justice about it is not reasonable to discriminate based on gender (N=144, M=4,73, SD=0,9).

To assess the positions of employees 'attitude (N=143, M=4,77, SD=0,43) towards gender equality and the EPMS, five questions were asked and measured on the five-point Liker scale, from (1) very negative to (5) very positive. Table 7 presents the results. Employees had most negative attitude toward that comparable wages are paid for equally valuable jobs, regardless of gender (N=141, M=4,55, SD=0,6) but most positive attitude towards the EPMS as a method to close the gender pay gap (N=137, M=3,92, SD=0,9).

Table 6. Perceived overall fairness of the equal pay management system

	N	Mean	SD
Overall fairness	144	4,58	0,80
It's not reasonable to discriminate based on gender.	144	4,73	0,9
Equal pay management system is fair method to equalizing wages of those who are working in the same or equally valuable jobs.	143	4,56	0,8
It's fair to legalize the equal pay certificate.	142	4,50	1,0
I recommend that other companies and organizations implement the equal pay management system.	142	4,51	0,9

Hypothesis 1 predicted that women would perceive more overall fairness of the EPMS. The relationship was tested using Spearman's Rank Order Correlation and results indicate that there was non-significant relationship between overall fairness and gender, see table 21. Hypothesis 1 is thus **rejected**.

Table 7. Employees attitude towards the equal pay management system

	N	Mean	SD
Attitude	143	4,77	0,43
To equal pay management system as a method to close the gender pay gap	137	3,92	0,9
That comparable wages are paid for equally valuable jobs, regardless of gender	141	4,55	0,6
That women and men enjoy the same opportunities at work	143	4,83	0,5
That women and men are not discriminated against on the basis of gender in recruitment or recruitment	143	4,83	0,4
To gender equality on the labor market	143	4,85	0,4

The relationship between gender ($N=135$, $M=1,81$, $SD=0,39$) and procedural-, distributive-, interpersonal - and information justice were tested using Spearman's Rank Order Correlation. The result indicated that there was non-significant relationship between procedural, interpersonal and informational justice and gender, but there was a significant negative relationship between distributive justice and gender ($r_s(135) = -.216$, $p < 0,05$), see table 21.

The relationship between managerial responsibility ($N=139$, $M=1,61$, $SD=0,88$) and procedural-, distributive-, interpersonal - and information justice were tested using Spearman's Rank Order Correlation. The result indicated that there was non-significant relationship between interpersonal justice and managerial responsibility but there was a significant positive relationship between procedural justice ($r_s(137) = .237$, $p < 0,01$), distributive justice ($r_s(139) = .291$, $p < 0,01$), informational justice ($r_s(138) = .272$, $p < 0,01$), see Table 21.

Table 8. Managerial responsibility after subordinates; procedural and distributive justice

	Procedural Justice		Distributive Justice	
	B	Sig.	β	Sig.
Managerial responsibility <10 employees	-0,005	0,973	0,300	0,185
Managerial responsibility >10 employees	0,367	0,018	0,578	0,009

Simple regression indicates that the relationship between organizational justice dimensions and two dummy variables of managerial responsibility. The result indicates a stronger relationship with all four justice dimensions with increased managerial responsibility, see table 8 and 9.

Table 9. Managerial responsibility after subordinates; Interpersonal and Informational Justice

	Interpersonal Justice		Informational Justice	
	B	Sig.	β	Sig.
Managerial responsibility <10 employees	0,158	0,459	0,293	0,293
Managerial responsibility >10 employees	0,405	0,048	0,883	0,001

Hypothesis 2 predicted that increased managerial responsibility would have positive correlation to procedural and informational justice dimensions and is thus **supported**.

The result of the Spearman's Rank Order correlation, indicated that there was a significant negative relationship between managerial responsibility ($r_s(135) = -.171$, $p < 0,01$) and gender, see table 21.

The gender distribution of managers is presented in table 10. It shows that no female has managerial responsibility over 50 or more employees. A Chi-Square test was used to examine the relationship between gender and managerial responsibility. The result indicates that there is a significant difference between gender and managerial responsibility ($X^2(3)$, $p=0,001$).

Table 10 A Crosstabulation of gender distribution of employees 'managerial responsibility

Do you have managerial responsibility?				
	No	Yes, with fewer than 10 employees	Yes, with 10 to 50 employees	Yes, with over 50 employees
Male	48,0%	20,0%	16,0%	16,0%
Female	65,5%	16,4%	18,2%	0,0%

The Chi-Square test was used to see if genders had different workplace authority. The distribution between genders with permission to hire was 61,5% male and 47,4% women as is presented in Table 11. Chi-Square Tests indicated though, that there was non-significant difference ($x^2(1) = 0,778$, $p = .378$).

Table 11. A Crosstabulation of genders authority to hire new employees

Do you have authority to hire new employees'?		
	Yes	No
Male	61,5%	38,5%
Female	47,4%	52,6%

The Chi -Square test was used to see if there was difference in the authority to promote subordinates. The distribution between genders and permission to promote was

46,2% male and 23,7% women. The Chi-Square Tests indicated that there was non-significant difference ($\chi^2(1) = 2,356, p = .125$).

Table 12. A Crosstabulation of gender permission to promote subordinate

Do you have authority to promote subordinates?		
	Yes	No
Male	46,2%	53,8%
Female	23,7%	76,3%

The Chi Square test was used to see if there was a difference in the authority to make wage decision. The distribution of women who had this authority was 18,4% while 53,8% men had this authority. Chi-Square tests indicated that there was a significant difference ($\chi^2(1) = 6,104, p = .013$).

Table 13. A Crosstabulation of gender permission to take wage decision

Do you have authority to promote subordinates?		
	Yes	No
Male	53,8%	46,2%
Female	18,4%	81,6%

Hypothesis 3 predicted that gender would have a negative correlation to managerial responsibility and workplace authority and is thus **partially supported**.

Result of the Spearman's Rank Order correlation, see table 21, indicated that there was a significant negative relationship between distributive justice ($r_s(1) = -.216, p < 0,01$) and gender.

Hypothesis 4 predicted that women would perceive more distributive justice than men and is thus **rejected**.

The relationship between age ($N=139, M=4,18, SD=1,06$) and procedural-, distributive-, interpersonal- and information justice were correlated using Spearman's Rank Order Correlation. Result indicated that there was non-significant relationship between any of organizational justice dimensions and age, see Table 21.

The relationship between job tenure (N=139, M=2,12, SD= 0,88) and procedural, distributive-, interpersonal - and information justice were tested using Spearman's Rank Order Correlation. Result indicated that there was non-significant relationship between interpersonal justice, informational justice, procedural justice but there was a significant positive relationship between distributional justice ($r_s(139) = .291, p < 0,01$), see Table 21.

The relationship between education level (N=139, M=3,19, SD=0,98) and procedural, distributive-, interpersonal - and information justice were tested with Spearman's Rank Order Correlation. Result that there was non-significant relationship between interpersonal and procedural justice, but there was a significant negative relationship between distributional justice ($r_s(139) = -.253, p < 0,01$), informational justice ($r_s(138) = -.176, p < 0,05$), see Table 21.

To see the relationship between job satisfaction and organizational justice were tested using Spearman's Rank Order Correlation. Result of the Spearman's Rank Order correlation indicated that there was a significant positive relationship between procedural justice ($r_s(139) = .393, p < 0,01$), distributive justice ($r_s(141) = .345, p < 0,01$), informational justice ($r_s(140) = .361, p < 0,01$), interpersonal justice ($r_s(139) = .404, p < 0,01$), see Table 21.

To see the relationship between organizational commitment and organizational justice were tested using Spearman's Rank Order Correlation. Result of the Spearman's Rank Order correlation indicated that there was a significant positive relationship between procedural justice ($r_s(139) = .360, p < 0,01$), distributive justice ($r_s(141) = .370, p < 0,01$), interpersonal justice ($r_s(139) = .318, p < 0,01$), informational justice ($r_s(140) = .288, p < 0,01$) and organizational commitment, see Table 21.

To see the relationship between turnover intention and organizational justice were tested using Spearman's Rank Order Correlation Result of the Spearman's Rank Order correlation, indicated that there was a significant negative relationship between procedural justice ($r_s(139) = -.286, p < 0,01$), distributive justice ($r_s(141) = -.263, p < 0,01$), informational justice ($r_s(140) = -.251, p < 0,01$), interpersonal justice ($r_s(139) = -.251, p < 0,01$) and turnover intention (N=141, M=2,14, SD=1,08), see Table 21.

Hypothesis 5 predicted that organizational justice (procedural, distributive, interpersonal and informational) will be *positively correlated* with job satisfaction,

organizational commitment, but *negative correlation* with turnover intention, is thus **supported**.

Organizational commitment, turnover intention and job satisfaction by gender and distributive justice is presented in table 14

Table 14. Organizational commitment, turnover intention and job satisfaction by gender and distributive justice.

		OC			TI			JS		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
Male	Low	2,7	0,78	8	2,1	0,68	8	3,8	0,69	8
	High	3,3	0,75	17	1,7	1,04	17	4,4	0,55	17
Female	Low	2,6	0,82	57	2,4	1,02	57	4,0	0,90	57
	High	3,0	0,70	53	2,0	1,14	53	4,4	0,59	53

Organizational commitment: Factorial ANOVA showed that gender did not have a significant effect on organizational commitment ($F(1,131)=1.389, p=.241$), distributive justice had an increasing effect on organizational commitment ($F(1,131)=7,004, p=0,009$), however, a moderating effect between gender and distributive justice was non-significant ($F(1,131)=0,234, p=.630$).

Turnover intention: Factorial ANOVA showed that gender did not have a significant effect on turnover intention ($F(1,131)=1,431, p=.234$). Neither did distributive justice have a significant effect on turnover intention ($F(1,131)=2,194, p=.141$) and a moderating effect between gender and distributive justice on turnover intention was non-significant ($F(1,131)=0,014, p=.906$).

Job Satisfaction: Factorial ANOVA showed that gender did not have a significant effect on job satisfaction ($F(1,131)=0,173, p=.678$), distributive justice had an increasing effect on job satisfaction ($F(1,131)=9,430, p=.003$), however, a moderating effect between gender and distributive justice was non-significant ($F(1,131)=0,043, p=.837$).

Organizational commitment, turnover intention and job satisfaction by gender and procedural justice is presented in Table 15.

Table 15. Organizational commitment, turnover intention and job satisfaction by gender and procedural justice

		OC			TI			JS		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
Male	Low	2,6	0,59	11	2,2	1,12	11	3,8	0,57	11
	High	3,5	0,68	14	1,5	0,64	14	4,5	0,54	14
Female	Low	2,6	0,72	51	2,4	1,05	51	3,9	0,89	51
	High	3,0	0,81	58	2,0	1,12	58	4,4	0,65	58

Organizational commitment: Factorial ANOVA showed that gender did not have a significant effect on organizational commitment ($F(1,130)=2,714, p=.102$), procedural justice had an increasing effect on organizational commitment ($F(1,130)=14,877, p=.000$), however, a moderating effect between gender and procedural justice was non-significant ($F(1,130) =3,059, p=.083$).

Turnover intention: Factorial ANOVA showed that gender did not have a significant effect on turnover intention ($F(1,130) =2,028, p=.157$). Procedural justice had increased effect on turnover intention ($F(1,130) =5,333, p=.022$) and a moderation effect between gender and procedural justice turnover intention was non-significant ($F(1,130) =0,909, p=.342$).

Job satisfaction: Factorial ANOVA showed that gender did not have a significant effect on job satisfaction ($F(1,130)=0,007, p=.933$), distributive justice had an increasing effect on job satisfaction ($F(1,130)=13,158, p=.00$), however, a moderation effect between gender and procedural justice was non-significant ($F(1,130)=0,367, p=.546$).

Organizational commitment, turnover intention and job satisfaction by gender and informational justice is presented in Table 16.

Organizational commitment: Factorial ANOVA showed that gender did not have a significant effect on organizational commitment ($F(1,130)=3,550, p=.062$), informational justice had also an increasing effect on organizational commitment ($F(1,130)=8,356,$

$p=.005$ however a moderating effect between gender and informational justice was non-significant ($F(1,130)=1,300, p=.256$).

Table 16. Organizational commitment, turnover intention and job satisfaction by gender and informational justice

		OC			TI			JS		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
Male	Low	2,8	0,79	13	2,1	1,14	13	3,9	0,64	13
	High	3,5	0,64	12	1,5	0,59	12	4,6	0,36	12
Female	Low	2,7	0,79	56	2,4	1,08	56	4,1	0,80	56
	High	3,0	0,74	53	2,0	1,07	53	4,3	0,80	53

Organizational commitment: Factorial ANOVA showed that gender did not have a significant effect on Organizational commitment ($F(1,130)=3,550, p=.062$), informational justice had also an increasing effect on organizational commitment ($F(1,130)=8,356, p=.005$ however a moderating effect between gender and informational justice was non-significant ($F(1,130)=1,300, p=.256$).

Turnover intention: Factorial ANOVA showed that gender did have a significant effect on turnover intention ($F(1,130) =2,594, p=.110$). Informational justice had not increased effect on turnover intention ($F(1,130) =0,052, p=.820$) or a moderating effect between gender and informational justice turnover intention was non-significant ($F(1,130) =0,052, p=.820$).

Job Satisfaction: Factorial ANOVA showed that gender did not have a significant effect on job satisfaction ($F(1,130)=0,093, p=.761$) and informational justice had an increasing effect on job satisfaction ($F(1,130)=9,083, p=003$). However, a moderating effect between gender and informational justice was non-significant ($F(1,130)=2,263, p=.135$).

Organizational commitment, turnover intention and job satisfaction by gender and interpersonal justice is presented in Table 17.

Organizational commitment; Factorial ANOVA showed that gender had a significant effect on organizational commitment $F(1,129) = 5,606, p = .0019$) and that interpersonal justice had an increasing effect on organizational commitment ($F(1,129) = 10,626, p = .001$). However, a moderating effect between gender and procedural justice was non-significant ($F(1,129) = 1,443, p = .232$).

Table 17. Organizational commitment, turnover intention and job satisfaction by gender and interpersonal justice

		OC			TI			JS		
		Mean	SD	N	Mean	SD	N	Mean	SD	N
Male	Low	2,8	0,73	12	2,1	0,68	12	4,0	0,57	12
	High	3,5	0,62	12	1,6	1,14	12	4,5	0,63	12
Female	Low	2,6	0,60	44	2,3	0,94	44	3,9	0,79	44
	High	2,9	0,86	65	2,1	1,18	65	4,3	0,77	65

Organizational commitment; Factorial ANOVA showed that gender had a significant effect on organizational commitment $F(1,129) = 5,606, p = .0019$), interpersonal justice had an increasing effect on organizational commitment ($F(1,129) = 10,626, p = .001$). However, a moderation effect between gender and procedural justice was non-significant ($F(1,129) = 1,443, p = .232$).

Turnover intention; Factorial ANOVA showed that gender did not have a significant effect on turnover intention ($F(1,129) = 2,427, p = .122$). Interpersonal justice had an increased effect on turnover intention ($F(1,129) = 2,184, p = .142$) and a moderating effect between gender and interpersonal justice turnover intention was non-significant ($F(1,129) = 0,237, p = .628$).

Job Satisfaction: Factorial ANOVA showed that gender did not have a significant effect on job satisfaction ($F(1,129) = 0,304, p = .583$) and interpersonal justice had an increasing effect on job satisfaction ($F(1,129) = 7,853, p = .006$). However, a moderating effect between gender and distributive justice was non-significant ($F(1,129) = 0,246, p = .621$).

Hypothesis 6 predicted gender to moderate the effect of justice of the EPMS on job satisfaction, organizational commitment and turnover intention, it is thus **rejected**.

Employees job satisfaction level is rather high (N=141, M=4,19, SD=0,76). Table 18 presents employee job satisfaction level. Employees were asked to answer four questions/statements about job satisfaction on a five-point Likert scale. Answer options ranged from (1) strongly disagree to (5) strongly agree. Results show that most employees are satisfied at work (N=141, M=4,09, SD=0,9) and just a few experienced that the workday is an “eternity” (N=141, M=1,57, SD=0,8).

Table 18. Employees job satisfaction level

	N	Mean	SD
Job Satisfaction	141	4,19	0,76
I'm pleased with the current job	141	4,09	0,9
Most days I'm excited about my work	141	3,97	0,9
Every day is an eternity to pass	141	1,57	0,8
I consider my job is very uninteresting	141	1,71	1,0

Employees' commitment to the municipality (N=141, M=2,85, SD= 0,89) is presented in table 19. Employees were asked eight questions/statements about their organizational commitment. These questions were measured on five -point Liker scale, where answer options ranged from (1) strongly disagree to (5) strongly agree. Results indicate that very few employees would feel guilty to quit their jobs (N=140, M=2,21, SD 1,1) but most that felt they would like to work there for the rest of their careers (N=141, M=3,54, SD=1).

Table 19. Employees organizational commitment

	N	Mean	SD
Organizational commitment	141	2,85	0,79
I would like to work here for the rest of my career	141	3,54	1,0
I feel like one of the family at work	141	3,14	1,1
I feel emotionally connected to work	141	3,06	1,1
One of the main reasons why I work here is because I feel loyal and I feel obliged to continue working there	140	2,97	1,1
It would be very difficult for me to quit, even though I wanted it	140	2,62	1,2
I would feel guilty if I would leave and quit work	140	2,21	1,1
I own much to my work here	140	2,96	1,1
Although it would be better for me, I do not feel right to quit	140	2,24	1,1

Table 20 presents the distribution of employees' turnover intention. Employees were asked three questions to estimate their intention to quit. These questions were measured on the five -point Likert scale, where the answer options ranged from (1) strongly disagree to (5) strongly agree. Results show that most employees would like to work for the municipality for the next 12 months (N=141, M=4,12, SD=1,1) and the fewest felt that they would probably quit in the next 12 months (N=140, M=2,04, SD=1,1).

Table 20. Employees turnover intention

	N	Mean	SD
Turnover intentions	141	2,14	1,08
I would like to work here for the next 12 months	141	4,12	1,1
I will probably quit in the next 12 months	140	2,04	1,2
I've been considering retiring in the last 12 months	140	2,51	1,5

Table 21 Descriptive Statistics and correlation table of study's variables.

	N	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1. Gender	135	1,81	0,39																				
2. Age	139	4,18	1,06	-,186*																			
3. Education level	139	3,19	0,98	-0,13	,260**																		
4. Job Tenure	139	2,12	0,88	-0,04	,292**	-0,01																	
5. Managerial responsibility	139	1,61	0,88	-,171*	0,16	-,376**	,260**																
6. Managerial responsibility < 10 employees	135	0,17	0,38	-0,07	,249**	-0,04	0,13	,425**															
7. Managerial responsibility > 10 employees	135	0,19	0,39	-0,01	-0,01	-,356**	0,14	,792**	-,216*														
8. Procedural Justice	141	3,75	0,70	-0,09	0,12	-0,14	0,14	,237**	-0,03	,246**	.819												
9. Procedural Justice - high/low	141	1,52	0,50	-0,02	0,07	-0,10	0,08	,205*	-0,04	,232**	,868**												
10. Distributive Justice	142	2,83	1,01	-,216*	0,04	-,253**	,181*	,291**	0,08	,224**	,302**	,258**	.895										
11. Distributive Justice - High/low	142	1,51	0,50	-0,15	0,04	-,207*	,213*	,306**	,174*	,206*	,247**	,213*	,868**										
12. Informational Justice	142	2,73	1,22	-0,07	0,03	-,176*	0,07	,272**	0,04	,250**	,620**	,618**	,305**	,216**	.819								
13. Informational Justice - high/low	142	1,49	0,50	0,00	0,01	-,245**	0,06	,198*	0,00	,194*	,536**	,529**	,242**	0,15	,871**								
14. Interpersonal Justice	139	4,16	0,89	0,05	0,03	-0,09	0,05	0,14	-0,01	0,13	,235**	,245**	,256**	,274**	,214*	0,12	.858						
15. Interpersonal Justice - high/low	139	1,57	0,50	0,08	0,03	-0,02	0,01	0,00	-0,05	0,00	,197*	,236**	0,15	,181*	0,08	-0,01	,871**						
16. Overall Fairness	144	4,58	0,80	0,13	0,02	-0,17	0,01	0,13	-0,07	,201*	,390**	,363**	0,04	0,05	,211*	,249**	,196*	,202*	.915				
17. Job Satisfaction	141	4,19	0,76	0,01	0,06	-,272**	0,04	,349**	0,08	,316**	,393**	,374**	,345**	,331**	,361**	,290**	,404**	,349**	,235**	.853			
18. Organizational Commitment	141	2,85	0,79	-0,15	0,13	-0,03	,286**	0,16	0,04	0,11	,360**	,298**	,370**	,308**	,288**	,250**	,318**	,267**	0,13	,450**	.859		
19. Turnover Intention	141	2,14	1,08	0,14	-0,09	,178*	-,178*	-,294**	-0,15	-,190*	-,286**	-,235**	-,263**	-,246**	-,251**	-,249**	-,236**	-,197*	-0,12	-,540**	-,352**	.814	
20. Attitude	143	4,77	0,43	0,17	0,00	-,194*	0,04	,181*	-0,03	,225**	,403**	,378**	0,10	0,12	,220**	,185*	0,13	0,15	,504**	,306**	0,11	-0,10	.892

*. Correlation is significant at the 0.05 level (2-tailed)**. Correlation is significant at the 0.01 level (2-tailed). Cronbach alpha is bolded in the center line. Data analyzed ad coded as: **1. Gender**= (1) male, (2) female. **2. Age**= (1) younger than 20 years old, (2) 20-39 years old, (3) 30-39 years old, (4) 40-49 years old, (5) 50-59 years old and (6) 60 years or more. **3. Educational level** = (1) Doctoral degree (2) Master's degree, (3) Bachelor degree (4) High School graduated, (5) Elementary graduated, (6) Other. **4. Job Tenure** = (1) less than 10 years, (2) five to ten years and (3) more than 10 years. **5. Managerial responsibility**= (1) no managerial responsibility, (2) Yes, with fewer than 10 employees, (3) Yes, 10-50 employees, (4) Yes, with over 50 employees. **6. Managerial responsibility < 10 employees** = (1) managerial responsibility with 10 or fewer employees, (0) other. **7. Managerial responsibility > 10 employees** = (1) 10-50 employees and 50 and employees, (0) other. **8. Procedural Justice**= subscales were computed to individual variable were scales were reduced to two items (1) strongly disagree (5) strongly agree. **9. Procedural Justice high/low** = procedural justice scale was median split (1) over median (0) under median. **10. Distributive justice**= subscales were computed to individual variable were scales were reduced to two items (1) strongly disagree (5) strongly agree. **11. Distributive Justice high/low** = procedural justice scale was median split (1) over median (0) under median. **12. Informational justice**= subscales were computed to individual variable were scales were reduced to two items (1) strongly disagree (5) strongly agree. **13. Informational Justice high/low** = procedural justice scale was median split (1) over median (0) under median. **14. Interpersonal justice**= subscales were computed to individual variable were scales were reduced to two items (1) strongly disagree (5) strongly agree. **15. Interpersonal Justice high/low** = procedural justice scale was median split (1) over median (0) under median. **16. Overall fairness**= subscales were computed to individual variable were scales were reduced to two items (1) strongly disagree (5) strongly agree. **17. Job Satisfaction**= subscales were computed to individual variable were scales were reduced to two items (1) strongly disagree (5) strongly agree. **18. Organizational commitment**= subscales were computed to individual variable were scales were reduced to two items (1) strongly disagree (5) strongly agree. **19. Turnover intention**= subscales were computed to individual variable were scales were reduced to two items (1) very negative (5) very positive.

6. Discussion

It was expected that women would perceive more overall fairness of the EPMS than men, particularly since women have historically experienced injustice in the labor market and gender inequality. But that was not the case. There was no significant difference between genders when it came to the employee perception of overall fairness.

The overall fairness statements gave good insight into how employees perceived fairness of the equal pay management system. Results show that employee' perceptions of overall fairness is high. Most employees agreed with the statement that it is not reasonable to discriminate based on gender. They also would recommend that other organizations implement the EPMS. The statement that was perceived lowest fairness was about the legislation of the equal pay management system.

Employee attitudes towards the EPMS and gender equality showed that there was no significant relationship between attitude and gender. This result supports the overall fairness results, indicating that women do not perceive the equal pay management system in different way, again contrary to what was expected. Positive employee attitudes towards the EPMS indicates a greater chance of successful implementation of the system. These results also indicate that both genders are becoming more aware of the importance of gender equality.

Procedural justice statements were converted to the EPMS (see questionnaire in appendix I and II). Procedural justice was perceived rather high and employees highest perceived justice statement was that the equal pay management system upheld ethical and moral standards. The lowest perceived justice statement was regarding an employee's opportunity to influence the procedure of the EPMS. This shows that employees want to take part in the change process, because then they will be able to express their feelings and (hopefully) have an impact on it.

Distributive justice statements were converted to employees' wages and position at the time this research was conducted, or in the early stages of the legal implementation phase of the EPMS. Employees perceived distributive justice just below median. Employees perceived the lowest justice of the statement regarding that employees' wages were based on their performance. The highest perceived justice was regarding their position was consistence with the work they had delivered. Employees working in the public sector in Iceland, including municipalities, receive lower wages than those in the

private sector. Wages in the public sector are set according collective agreements, while wages in the private sector are usually above these agreements, or at market rates. According to the equity theory, if employees are experiencing that they put more into work than they receive in income, etc., this could have dampening effect on their performance.

Interpersonal justice statements were rated against the employees' relationship to their supervisor. The perceived interpersonal justice was rather high and most perceived justice was regarding the perception that employees were treated with dignity. The lowest perceived interpersonal justice was regarding if the supervisor had refrained from improper remarks or comments. These results indicate positives relationships and communication between employees and their supervisors in the municipality we surveyed.

Informational justice statements were converted to the information employees had received because of implementation of the EPMS. The perceived informational justice was just below the center, where highest perceived justice was about information being acceptable, but the employees perceived lowest justice about how detailed the EPMS had been explained. These results are paradoxical and indicate that some employees want rather detailed information on the EPMS, and some do not. Other results showed that perceived informational justice was least among lower level educated employees, which indicate that managers need to inform those employees better so the perceived justice increases.

It was expected, based on the literature review, that women would perceive more distributive justice than men, but that was not the case. The opposite emerged: women perceived less distributed justice than did men. This results could support the statement about self-interest and the influence of demographical variables (Cohen-Charash & Spector, 2001). Women perceiving less distributive justice was most likely because they did not have the same managerial responsibility and authority to make wage decisions.

As expected, it was shown that increased managerial responsibility would influence employees' perception of procedural and informational justice.

Academic work on demographical variables does not agree whether or not age, job tenure and education levels influence employee perceptions of organizational justice. The result of this study is that age does not have any significant association with any of

the organizational justice dimensions, but that job tenure has a positive correlation with distributive justice. That could indicate that employees who have more tenure have had opportunity to develop within the organization and are more satisfied with their emolument packages.

Educational level had a significant negative relationship with distributive and informational justice. That indicates that employees with a lower educational level perceive less distributive and informational justice. A way to increase the perception of justice could be with more information and explanation of the EPMS in more detail. This could also indicate that employees with lower educational levels receive lower wages than employees with more education.

It was expected that gender would have a negative correlation with managerial responsibility and workplace authority. This was partially correct. Results showed that there was a significant difference between gender and managerial responsibility. At the municipality we studied, 16% of the male managers, but no women, had 50 or more subordinates. This indicates that women are not getting to the highest positions, per the “sticky floor” and “glass ceiling” concepts (Zeng, 2011). Results of workplace authority show that there was no significant difference between gender and permission to hire and promote. But there was a significant difference in managers permission to make wage decisions, where men had more authority to do so.

The relationship between justice dimensions and behavioral outcomes was expected to be positively correlated to job satisfaction and organizational commitment and with a negative correlation to turnover intention. In this study it was as the case and is align with the organizational literature and therefore results as expected.

Gender did not moderate the effect of perceived justice on job satisfaction, organizational commitment and turnover intentions. The difference was insignificant, in any case. The small sample size could have affected results. Further research with a bigger sample is therefore recommended.

It was insightful to compare the municipality employees’ contrasting levels of job satisfaction, organizational commitment and turnover intentions. Job satisfaction was generally perceived as high, and most employees felt pleased with their current job. Most employees wanted to work for the municipality for the rest of their working lives and few would feel guilty to leave if they wanted to. Few employees had considered leaving the

municipality for the last twelve months and most want to stay the next twelve months as well.

6.1 Strengths and weakness of this study

This study is the first in the world to focus on employees' perception of justice and attitudes towards the equal pay management system. Prior research regarding EPMS or the equal pay certificate focused on employers' and/or managers' attitudes, due to the implementation and initial functioning phase of the EPMS (Bergþórsdóttir, 2017; Gunnarsdóttir, 2019; Halldórsdóttir, 2013; Óskarsdóttir, 2019; Sveinsdóttir, 2013).

There are weaknesses in almost every study of this kind and this one is no exception. The terms "equal pay management system" and "equal pay certificate" could have deterred some employees from participating in this survey. These two terms are rather new and could be confusing to some. Some of the questions posed to the staff questions were long and could have been simplified, especially those using the two new terms.

Out of 144 potential survey participants, only five did not complete the questionnaire. The response rate was only 20,2%, and surprisingly the rate only rose a few percentage points up after two follow-up e-mails were sent to participants. It seems that employees are not willing or do not have the time or opportunity to participate in surveys, or maybe they need to be motivated to participate.

When dealing with the municipal employees, the researcher sought to emphasize the pedagogical aspect of this survey. Still, the methodology could have been improved; Since the questionnaire was only composed of close-ended questions, it would have given some deeper information on employee's perception to have some open-ended questions, or to interview a sample of employees.

Many lessons were learned by this first experience in conducting this kind of research. Polling is indeed a delicate science. As a wise person said, "After I submitted my Masters thesis, I was finally ready to write one".

6.5 Recommendation for Further Research

My main recommendation for further research is to see how employees' personality affects the perceived organizational justice of the EPMS. As personality is a major influence in behavior and perception, the survey results would be improved with more focus on personality. The relatively low response rate to the survey may have affected the results. It would be useful for researchers to seek ways to get the response rate up, e.g. by motivating managers and other employees.

It would be interesting to see this research repeated after the implementation of EPMS. This would allow us to compare employee perceptions, now and then.

7. Final Conclusion and Recommendation for the Municipality

Since there is no prior research on employee perceptions of the organizational justice of the EPMS, this survey provides fresh insight into that aspect of EPMS implementation.

We have found that employees perceive high overall fairness and have a generally positive attitude towards EPMS. The two main genders do not perceive EPMS differently, in general. Women perceived less distributive justice than men, but this was because they had less managerial responsibility and less authority to take wage decisions.

Increased managerial responsibility was associated with higher procedural and informational justice. The organizational justice dimensions of the EPMS relationship with key employees' behavioral outcomes was as expected and gender did not moderate the effect of justice on those outcomes.

My principal recommendation for Árborg to increase perceived organizational justice would be to better inform employees about the EPMS and give them a chance to influence the process of EPMS implementation. I also recommend that, after EPMS implementation is complete, to present the result of how the gender pay gap has been completely closed (and if it existed before). Lastly, I recommend the establishment of a transparent and effective process in which women are affirmatively included in professional development and promotion, as well as ensuring that workplace authority is well defined and that it is consistent across work streams and responsibilities, regardless of gender.

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Appendix I
Survey for the employees of Árborg Municipality- English version

1-4. Following statements apply to the justice of the **equal pay management system and equal pay certificate**. Please select the most appropriate response. How much do you agree or disagree with the following statements?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	It's not reasonable to discriminate based on gender.					
2	Equal pay management system is a fair method to equalizing wages of those who are working in the same or equally valuable jobs.					
3	It's fair to legalize the equal pay certificate.					
4	I recommend that other companies and organizations implement the equal pay management system.					

5-11. Following statements apply to the **equal pay management system**, which is being implemented by the equal pay certificate ÍST 85. Please select the most appropriate response. How much you agree or disagree with the following statements?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
5	I can express my concerns regarding the equal pay management system					
6	I have the opportunity to influence the procedures of the equal pay management system					
7	The equal pay management system is for all employees					
8	The equal pay management system promotes equality in free of bias					
9	The equal pay management system is based on accurate information					

10	I will be able to appeal the outcome of equal pay management system					
11	Equal pay management system upheld ethical and moral standards					

12-14. Following statements apply to **the information** you have received on the equal pay management system. Please select the most appropriate response. How much you agree or disagree with the following statements?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
12	The information has been acceptable					
13	The equal pay management system has been explained in detail					
14	Information about the equal pay management system has been provided in a timely manner					

15-18. Next question's regards your **attitude**. Please select the most appropriate response. How positive or negative are you towards the following statements?

		Very negative	Negative	Neither positive nor negative	Positive	Very positive
15.	Towards the equal pay management system as a systematic way to ensure gender equality					
16.	That comparable wages are paid for equally valuable jobs, regardless of gender					
17.	Towards gender equality					
18.	Towards management system that ensures that the procedures and decision-making process is based on objective considerations and does not involve gender-based discrimination					

19-21. Following statements apply to your **position** at the Árborg Municipality. Please select the most appropriate response . How much you agree or disagree with the following statements?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
19.	My position reflects what I contribute to my work					
20.	My position is consistent with the work I have delivered from me					
21.	My position is fair based on my performance					

22-24. Following statements apply to your **wage** at the Árborg Municipality. Please select the most appropriate response option. How much you agree or disagree with the following statements?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
22.	My wage reflects what I contribute to my work					
23.	My wage is consistent with the work I have delivered from me					
24.	My wage is fair based on my performance					

25-28. Following statements apply to your **interaction** with your next supervisor at the Árborg Municipality. Please select the answer that best suits you. How much you agree or disagree with the following statements?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
25.	I have been treated to me in polite manner					
26.	I am treated with dignity					
27.	I am treated with respect					
28.	Has he/she refrained from improper remarks or comments					

29-36. Following statements are about your **experience of working for** Municipality Árborg. Please select the most appropriate response option at any time. How much you agree or disagree with the following statements:

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
29.	I would like to work here for the rest of my career					
30.	I feel like one of the family at work					
31.	I feel emotionally connected to work					
32.	One of the main reasons why I work here is because I feel loyal and I feel obliged to continue working there					
33.	It would be very difficult for me to quit, even though I wanted it					
34.	I would feel guilty if I would leave and quit work					
35.	I own much to my work here					
36.	Although it would be better for me, I do not feel right to quit					

37-39. Following statements are about your **future** at the Árborg Municipality. Please select the most appropriate response. How much you agree or disagree with the following statements?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
A	I would like to work here for the next 12 months					
B	I will probably quit in the next 12 months					
C	I've been considering retiring in the last 12 months					

40-43. Following statements are about your **job satisfaction**. Please select the most appropriate response. How much you agree or disagree with the following statements?

		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
40.	I'm pleased with the current job					
41.	Most days I'm excited about my work					
42.	Every day is an eternity to pass					
43.	I consider my job is very uninteresting					

The following five questions are for demographic purposes only. Responses will not be traceable back to individuals.

44. To which gender do you most identify?

- Male
- Female
- Prefer not to answer

45. What is your age?

- 20 years or younger
- 20-29 years
- 30-39 years
- 40-49 years
- 50-59 years
- 60 years or older

46. What is your highest educational level?

- Doctoral degree
- Master's degree
- Bachelor's degree
- High School graduate
- Elementary graduate
- Other

47. What department do you work in?

- Family department
- Administrative department
- Financial department
- Environmental and structure department
- Prefer not to answer

48. How long have you worked for the municipality?

- Less than 5 years
- 5-10 years

- More than 10 years

49. Is your job a managerial position?

- No
- Yes, with 9 or less subordinates
- Yes, with 10-50 subordinates
- Yes, with 51 or more subordinates

If your answer to question no. 49 was “No”, you have now completed this questionnaire.

50. Do you have authority to hire employees?

- Yes
- No

51. Do you have authority to promote subordinates?

- Yes
- No

52. Do you have authority to make wage decision?

- Yes
- No

Appendix II
Survey for the employees of Árborg Municipality- Icelandic version

Kæri viðtakandi,

Í byrjun vil ég þakka þér fyrir að gefa þér tíma til að svara þessari spurningakönnun, sem er hluti af rannsókn fyrir lokaverkefni mitt í meistaranámi í mannauðsstjórnun og vinnusálfræði við Háskólann í Reykjavík.

Verkefnið er unnið undir leiðsögn Dr. Auðar Örnú Arnardóttur lektors við Viðskiptadeild og forstöðumanns MBA náms við Háskólann í Reykjavík, og í samstarfi við Sveitarfélagið Árborg. Þess má geta að spurningakönnunin hefur verið samþykkt af Dr. Auði Örnú Arnarsdóttur og bæjarstjóra Árborgar, Gísla Halldóri Halldórssyni.

Rannsóknin felst í því að greina upplifun starfsfólks á sanngirni og réttlæti til jafnlaunakerfis og hvort það séu ákveðnir þættir sem stýra þeirri upplifun. Rannsókn af þessu tagi hefur ekki verið gerð áður og ekki er til mikið af rannsóknum um þetta efni hérlendis né erlendis.

Allir starfsmenn Sveitarfélagsins Árborgar munu fá þessa spurningakönnun senda í tölvupósti og áætlað er að það taki um 10 mínútur að ljúka svörum. Spurningakönnunin er nafnlaus og órekjanleg að öllu leyti og farið verður með rannsóknargögn eftir ströngustu reglum og lögum um trúnað og persónuvernd.

Ef eitthvað er óljóst varðandi spurningakönnunina eða þig vantar frekari útskýringar er hægt að hafa samband við mig í síma 698-4358 eða senda tölvupóst á netfangið sigridores15@ru.is

Þátttaka þín er mikilvæg fyrir rannsóknina, þér er þó frjálst að hætta þátttöku hvenær sem er, án frekari útskýringa á ákvörðun þinni.

Virðingarfyllt,

Sigríður Elín Sveinsdóttir.

Virðingarfyllt,

Sigríður Elín Sveinsdóttir.

1-4 Eftirfarandi staðhæfingar eiga við **um sanngirni jafnlaunavottunar og jafnlaunakerfis**.

Vinsamlegast veldu þann svarmöguleika sem á best við hverju sinni. Hversu sammála eða ósammála ertu eftirfarandi staðhæfingum:

		Mjög ósammála	Frekar ósammála	Hvorki ósammála né sammála	Frekar sammála	Mjög sammála
1	Það er sanngjarnt að mismuna ekki á grundvelli kyns					
2	Jafnlaunakerfi er sanngjörn aðferð til að jafna laun og kjör þeirra sem starfa í sömu eða jafn verðmætum störfum					
3	Það er sanngjarnt af ríkisstjórninni að lögfesta jafnlaunavottun					
4	Ég mæli með að önnur fyrirtæki og stofnanir innleiði jafnlaunakerfi					

5-11. Eftirfarandi staðhæfingar eiga við um **jafnlaunakerfi**, sem verið er að innleiða eftir jafnlaunastaðli ÍST 85, vegna lögfestingar á jafnlaunavottun.

Vinsamlegast veldu þann svarmöguleika sem á best við hverju sinni. Hversu sammála eða ósammála ertu eftirfarandi staðhæfingum:

		Mjög ósammála	Frekar ósammála	Hvorki ósammála né sammála	Frekar sammála	Mjög sammála
5	Ég get komið skoðunum mínum á framfæri vegna jafnlaunakerfisins					
6	Ég hef tækifæri til þess að hafa áhrif á verkferla jafnlaunakerfis					
7	Jafnlaunakerfið er fyrir alla starfsmenn					
8	Jafnlaunakerfið stuðlar að jafnrétti karla og kvenna á hlutlausan og fordómalausan hátt					
9	Jafnlaunakerfið verður byggt á réttum upplýsingum					

10	Ég mun geta mótmælt niðurstöðum jafnlaunakerfisins					
11	Jafnlaunakerfi er siðferðislega rétt aðferð til þess að jafna stöðu karla og kvenna á vinnumarkaðinum					

12-14. Eftirfarandi staðhæfingar eiga við um **upplýsingar** sem þú hefur fengið vegna jafnlaunakerfis. Vinsamlegast veldu þann svarmöguleika sem á best við hverju sinni. Hversu sammála eða ósammála ertu eftirfarandi staðhæfingum:

		Mjög ósammála	Frekar ósammála	Hvorki ósammála né sammála	Frekar sammála	Mjög sammála
12	Upplýsingar hafa verið ásættanlegar					
13	Jafnlaunakerfið hefur verið útskýrt ítarlega					
14	Upplýsingum varðandi jafnlaunakerfið hefur verið komið til skila tímanlega					

15-18. Nú verður spurt um **viðhorf** þitt. Vinsamlegast veldu þann svarmöguleika sem á best við. Hversu jákvæð/ur eða neikvæð/ur ertu gagnvart eftirfarandi atriðum:

		Mjög neikvætt	Frekar neikvætt	Í meðallagi	Frekar jákvætt	Mjög jákvætt
15.	Gagnvart jafnlaunakerfis sem leið til að vinna á kynbundnum launamun og stuðla að jafnrétti á vinnumarkaði					
16.	Að greidd séu sambærileg laun fyrir jafn verðmæt störf, óháð kyni					
17.	Að konur og karlar njóti sömu tækifæra					
18.	Stjórnunarkerfis sem tryggir að málsmeðferð og ákvörðun í launamálum byggist á málefnalegum sjónarmiðum og feli ekki í sér kynbundna mismunun					

19-21. Eftirfarandi staðhæfingar eiga við um **stöðu** þína hjá Sveitarfélaginu Árborg. Vinsamlegast veldu þann svarmöguleika sem á best við hverju sinni. Hversu sammála eða ósammála ertu eftirfarandi staðhæfingum:

		Mjög ósammála	Frekar ósammála	Hvorki ósammála né sammála	Frekar sammála	Mjög sammála
19.	Staða mín endurspeglar það sem ég legg af mörkum í starfi					
20.	Staða mín er í samræmi við þá vinnu sem ég hef skilað af mér					
21.	Staða mín er sanngjörn miðað við frammistöðu mína					

22-24. Eftirfarandi staðhæfingar eiga við um **laun** þín hjá Sveitarfélaginu Árborg. Vinsamlegast veldu þann svarmöguleika sem á best við hverju sinni. Hversu sammála eða ósammála ertu eftirfarandi staðhæfingum:

		Mjög ósammála	Frekar ósammála	Hvorki ósammála né sammála	Frekar sammála	Mjög sammála
22.	Laun mín endurspeglar það sem ég legg af mörkum til starfs míns					
23.	Laun mín eru í samræmi við þá vinnu sem ég skila af mér					
24.	Laun mín eru sanngjörn miðað við frammistöðu mína					

25-28. Eftirfarandi staðhæfingar eiga við um **samskipti** þín við þinn næsta yfirmann hjá Sveitarfélaginu Árborg. Vinsamlegast veldu þann svarmöguleika sem á best við hverju sinni. Hversu sammála eða ósammála ertu eftirfarandi staðhæfingum:

		Mjög ósammála	Frekar ósammála	Hvorki ósammála né sammála	Frekar sammála	Mjög sammála
25.	Það er komið fram við mig af kurteisi					
26.	Ég er metin/n að verðleikum					
27.	Mér er sýnd virðing					
28.	Óviðeigandi athugasemdir hafa verið látnar falla					

29-36. Eftirfarandi staðhæfingar eru um **upplifun** þína á að starfa hjá Sveitarfélaginu Árborg.

Vinsamlegast veldu þann svarmöguleika sem á best við hverju sinni. Hversu sammála eða ósammála ertu eftirfarandi staðhæfingum:

		Mjög ósammála	Frekar ósammála	Hvorki ósammála né sammála	Frekar sammála	Mjög sammála
29.	Ég myndi gjarnan vilja starfa hjá sveitarfélaginu það sem eftir er af minni starfsævi					
30.	Mér líður eins og einum af fjölskyldunni hjá sveitarfélaginu					
31.	Mér finnst ég vera tilfinningaleg tengd/ur sveitarfélaginu					
32.	Ein af aðalástæðum fyrir því að ég starfa hjá sveitarfélaginu er sú að ég met tryggð mikils og ég finn fyrir skyldu að starfa þar áfram					
33.	Það yrði mjög erfitt fyrir mig að hætta störfum hjá sveitarfélaginu, þrátt fyrir að ég vildi það					
34.	Ég fengi samviskubit ef ég myndi hætta störfum hjá sveitarfélaginu					
35.	Ég á sveitarfélaginu margt að þakka					
36.	Þó svo að það yrði mér jafnvel til bóta, þá finnst mér ekki rétt að hætta					

37-39. Eftirfarandi staðhæfingar eru um **framtið** þína hjá Sveitarfélaginu Árborg.

Vinsamlegast veldu þann svarmöguleika sem á best við hverju sinni. Hversu sammála eða ósammála ertu eftirfarandi staðhæfingum:

		Mjög ósammála	Frekar ósammála	Hvorki ósammála né sammála	Frekar sammála	Mjög sammála
a	Ég sé fyrir mér að starfa áfram næstu 12 mánuði					

b	Ég mun líklega hætta störfum á næstu 12 mánuðum					
c	Ég hef íhugað að hætta störfum á seinustu 12 mánuðum					

40-43. Eftirfarandi staðhæfingar eru um **ánægju** þína í starfi.

Vinsamlegast veldu þann svarmöguleika sem á best við að hverju sinni. Hversu sammála eða ósammála ertu eftirfarandi staðhæfingum:

		Mjög ósammála	Frekar ósammála	Hvorki ósammála né sammála	Frekar sammála	Mjög sammála
40.	Ég er nokkuð ánægð/ur með núverandi starf					
41.	Flesta daga er ég spennt/ur fyrir starfi mínu					
42.	Hver dagur er heila eilífð að líða					
43.	Ég álít starf mitt vera frekar óspennandi					

Eftirfarandi spurningar snúa að **bakgrunni þínum og starfi**. Ítrekað er að svör eru ekki rekjanleg né hægt að persónugreina.

44. Hvert er kyn þitt?

- Karl
- Kona
- Kýs að svara ekki

45. Hver er aldur þinn?

- Yngri en 20 ára
- 20-29 ára
- 30-39 ára
- 40-49 ára
- 50-59 ára
- 60 eða eldri

46. Hvert er hæsta menntunarstig þitt?

- Doktorspróf frá háskóla
- Meistaránám frá háskóla
- Grunnám frá háskóla
- Lokapróf frá framhaldsskóla (stúdents, sveins eða fagpróf)
- Gagnfræða- eða grunnskólapróf

- Annað

47. Hjá hvaða sviði Sveitarfélagsins Árborgar starfar þú?

- Fjölskyldusviði
- Stjórnsýslusviði
- Fjármálasviði
- Mannvirkja- og umhverfissviði
- Kýs að svara ekki

48. Hversu lengi hefur þú starfað hjá Sveitarfélaginu Árborg?

- Færri en 5 ár
- 5-10 ár
- Fleiri en 10 ár

49. Er starf þitt stjórnunarstaða?

- Nei
- Já, með 9 eða færri undirmenn
- Já, með 10- 50 undirmenn
- Já, með 51 eða fleiri undirmenn

Ef svar þitt við spurningu 50 er **nei**, þá hefur þú lokið við könnunina.

50. Hefur þú heimild til að ráða starfsfólk?

- Já
- Nei

51. Hefur þú heimild til að veita undirmönnum stöðuhækkningar eða tilfærslu í starfi?

- Já
- Nei

52. Hefur þú heimild til að ákvarða laun (t.d launaflokk, hlunnindi o.s.frv.) undirmanna þinna?

- Já
- Nei

Þetta var síðasta spurningin í þessari könnun. Ég þakka þér enn og aftur fyrir þátttöku þína í rannsókninni.

Ég vil ítreka að farið verður eftir ströngustu kröfum um trúnað, vernd, geymslu og eyðingu rannsóknargagna samkvæmt lögum og persónuvernd. Ekki verður hægt að rekja svör að nokkru leyti til einstaklinga.

Ef frekari spurningar vakna varðandi rannsóknina eða könnunina, ekki hika við að hafa samband við mig á netfangið sigridores15@ru.is

Virðingarfyllst,
Sigríður Elín Sveinsdóttir

Appendix III
Colquitt's scale of justice (Jason A. Colquitt, 2001)

Measure item	Source on which item is based
<i>Procedural justice</i>	
The following items refer to the procedures used to arrive at your (outcome). To what extent	Thibaut & Walker (1975)
1. Have you been able to express your view and feeling during those procedures?	Thibaut & Walker (1975)
2. Have you had influence over the (outcome) arrived by those procedures?	Leventhal (1980)
3. Have those procedures been applied consistently?	Leventhal (1980)
4. Have those procedures been free of bias?	Leventhal (1980)
5. Have those procedures been based on accurate information?	Leventhal (1980)
6. Have you been able to appeal the (outcome) arrived by those procedures?	Leventhal (1980)
7. Have those procedures upheld ethical and moral standards?	Leventhal (1980)
<i>Distributed Justice</i>	
The following items refer to your (outcome). To what extent:	
1. Does your (outcome) reflect the effort you have put into your work?	Leventhal (1976)
2. Is your (outcome) appropriate for the work you have completed?	Leventhal (1976)
3. Does your (outcome) reflect what you have contributed to the organization?	Leventhal (1976)
4. Is your (outcome) justified, given your performance?	Leventhal (1976)
<i>Interpersonal justice</i>	
The following items refer to (the authority figure who enacted the procedure). To what extent:	
1. Has (he/she) treated you in a polite manner?	Bies & Moag (1986)
2. Has (he/she) treated you with dignity?	Bies & Moag (1986)
3. Has (he/she) treated you with respect?	Bies & Moag (1986)
4. Has (he/she) refrained from improper remarks or comments?	Bies & Moag (1986)
<i>Informational justice</i>	
The following items refer to (the authority figure who enacted the procedure). To what extent:	
1. Has (he/she) been candid in (his/her) communications with you?	Bies & Moag (1986)
2. Has (he/she) explained the procedure thoroughly?	Bies & Moag (1986)
3. Were (his/hers) explanations regarding the procedure reasonable?	Shapiro et al. (1994)
4. Has (he/she) communicated details in a timely manner?	Shapiro et al. (1994)
5. Has (he/she) seemed to tailor (his/her) communications to individuals' specific needs?	Shapiro et al. (1994)
Note All items use a 5-point scale with anchors of 1= to a small extent and 5- to a large extent.	

