

Development of organizational commitment in light of perceived organizational justice

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Abstract: The aim of this study is to determine the relationship between perceived organizational justice and organizational commitment. 114 Faculty members of Razi University were randomly selected using descriptive–correlation method. For data gathering, the Colquite’s Organizational Justice Questionnaire and Mayer - Allen’s Organizational Commitment Questionnaire are used. The validity of the questionnaires was verified according to the viewpoints of experts in educational sciences and management. The reliability of the questionnaires was estimated using Cronbach’s Alpha Coefficient in a primary study on a 30-people sample, organizational justice questionnaire $\alpha=0.923$ as well as organizational commitment questionnaire $\alpha=0.934$. After data gathering, they were analyzed based on research hypotheses using Multivariate Analysis of Variance (MANOVA) as well as Multiple Regression Analysis. The results indicated that there is a positive and significant relationship between all components of organizational justice and the aspects of organizational commitment. In addition, there is a significant predictive relationship between procedural justice, interactional justice and distributive justice with continuous commitment and normative commitment.

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1. Introduction

The theorists of cognitive sciences identify treatment as a function of beliefs, expectations, values, and other subjective perceptions of human. In other words, treatment is due to human’s conscious and rational choice. The Theory of Equity is one of the cognitive theories of job motivation based on the assumption that employees’ perceptions are the key to understand their motivation (*Yaghoubi et al, 2005*). The organization is a social system whose existence and stability is dependent on a strong link between its components and constituents. The perception of injustice leads to devastating effects on the spirit of collective work, because it circumscribes the efforts of human resources as well as the motivation of personnel. Injustice and unfair distribution of organization’s achievements will demoralize the personnel and downscale their spirit of quest and activity. Therefore, observing justice is the key to survival and stability of development and progress flow of organization as well as personnel (*Ghafouri and Golparvar, 2009*).

Hence, one of the major responsibilities of management is to preserve and develop fair treatments among managers and sense of justice among the personnel. Observing justice, especially in some of the treatments of management towards personnel (rewards distribution, political relationships, promotions and designations) are important issues for personnel. In the process of development of fair treatments and more importantly, the formation of sense of justice in

personnel, recognition of how justice-based treatments manipulate organizational treatments including Organizational Commitment, Job Satisfaction, Organizational Citizenship Behaviors, etc. are important (*Seyyed Javadin et al, 2009; Ghafouri and Golparvar, 2009*).

If the managers of organization are seeking progress and improvement in the organization, they must be able to establish among the personnel the perception of existence of justice in their organization.

Theoretical Background of Research

In this section, the concepts of organizational justice and organizational commitment are briefly introduced through analysis of previous studies.

Organizational justice

Justice is one of the factors of integration in social institutions. Organizational justice and its various scopes are predictors of most organizational variables. Justice in organization indicates the employees’ perceptions of fair treatment in work which leads to identification of several different components of justice in organization: distributive justice, procedural justice, interactional justice. The researchers in their recent studies have divided interactional justice into two different components of interpersonal justice and informational justice (*Golparvar and Ashja, 2008; Azizi, 2010; Zaianalpour et al, 2010, Sjahrudin, 2013*).

During the last decade of the twentieth century, the attentions of scholars and researchers have been mostly oriented toward organizational justice as an

important concept and the main research topic in industrial and organizational psychology. Justice in an organization indicates equity and consideration on ethical behavior in an organization. Organizational justice is associated with the vital processes of organization, such as commitment and performance (Ramin Mehr et al., 2009; Colquite et al., 2001; Wong et al 2006). According to available research facts, at least three types of justice have been so far accepted by scholars and researchers of this field (Nadi and Golparvar, 2010; James 2010, Meisler, 2013).

Distributive Justice and its Components:

It refers to personnel attitudes and insights concerning suitability of their achievements and gains (Seyyed Javadin et al, 2008). Distributive justice is predicted according to the values (Ambrose & Arnaud 2005). Researchers are of the same opinion that organizational efficiency is the outcome of distributive justice (Mohyeldin & Tahir, 2007). In other words, distributive justice reflects the individual's perception of the level of justice observation in distribution and allocation of resources and rewards (Rezaeian, 2005). Three axioms are considered in distributive justice: 1. Equity: every member of a social group receives the same outcome, 2. Need: the neediest person receives the highest rate of compensation, 3. Justice and fairness: fair compensation is carried out based on the share or inputs of any of people (Azizi, 2010, Homburg et al, 2010).

Procedural Justice and its Components:

It was presented subsequent to proving the failure of the Theory of Equity and other models of distributive justice in describing the reactions towards their perceptions of injustice. This type of justice refers to perceived fairness of procedures and processes through which consequences will be designated (Seyyed Javadin et al, 2008; Karatp, 2006). Procedural Justice refers to fairness of the procedures used to determine career implications (Naamy and Shokrkon, 2004). Theory of procedural justice seeks to find fair or unfair reasons of procedures or their effects by people (George and Jones 1999). According to some studies, only those procedures which are consistent with the following rules are considered fair by people: 1. They should not be inconsistent with each other; 2. They should not be biased; 3. They should be accurate; 4. They should be amendable; 5. They should reflect the views of all stakeholders; 6. They should be based on ethical standards (Rezaeian, 2005).

Interactional Justice and its Components:

It is defined based on the perceived fairness of interpersonal relations associated to organizational procedures and the quality of interpersonal relations as well as organizational treatment which is coupled with respect (Seyyed Javadin, 2008; Eberlin & Tatum,

2008). A variety of empirical studies demonstrate that: 1. People distinguish fairness of formal procedures from the fairness of personal interactions 2. Interactional justice affects personnel's various attitudes and behaviors (Bies, 2001).

Some studies have relied on the elements of the personnel's empathy, courtesy and effort as interactional justice elements (Kazemi and Brier Nazif, 2010). Department of Education, and educational organizations and institutions are among the responsible organizations for scientific, cultural and educational activities of the children in this society. Therefore, further research should be conducted on the perceptual and behavioral issues.

Organizational Commitment

Personal behavior of personnel is analyzed according to four factors of attitude, personality, perception and learning. Therefore, it seems to be essential for the managers to be aware about the personnel's attitudes in the related fields of organization exertion. According to studies, three major attitudes of job satisfaction, professional dependency and organizational commitment have attracted the most attention, and among them, during the last two decades, organizational commitment is the dominant approach which is taken into consideration by researchers and has been the subject of many meta-analyses (Zahed Babolan et al, 2007; Arezu Wasti, 2005).

There is no consensus among researchers about the definition of organizational commitment (Shaw et al, 2003). Although different definitions of organizational commitment are found within the research literature, each of which reflects one of the three general subjects of emotional affection, perception of costs and sense of responsibility (Rezaeian and Koshte Gar, 2008). Thus, organizational commitment is the relative degree of identification of individual's identity with a specific organization and their involvement and cooperation with that organization. In this definition, organizational commitment includes three factors: 1. Strong belief in the goals and values of organization; 2. Willingness to place remarkable efforts for the sake of organization, 3. Strong and deep desire to carry on membership in organization (Mogheli et al., 2009; Rasouli, 2005; Taleb pour and Emami, 2007; Akroyd et al., 2009). Mayer & Allen (1991) have divided organizational commitment into the following three dimensions:

Affect Commitment: It is the very emotional affection of the personnel to organization which is due to their satisfaction with the organization and their willingness to stay there. The personnel with a high affect commitment stay in the organization, because they would like to do so.

Continuous Commitment:

It refers to personnel's level of understanding of the fact that quitting the organization is costly. The personnel with high continuous commitment continue to work in the organization, because they believe that they need to do so.

Normative Commitment:

It refers to personnel's sense of compulsion and obligation to stay in the organization and their belief that staying in the organization is the right thing to do. The personnel with high normative commitment keep on working in the organization, because they believe they should do so (Mayer and Allen, 1991; Shaqly et al, 2011; Handlon, 2009; Mankanjee et al 2006, Sjahrudin, 2013).

The results of Meta-analyses demonstrate that some variables that seem to have impact on the affect commitment are related to normative commitment, but the relationships are much weaker. There is also some evidence showing that the effect of work experiences on the normative commitment depends on the personnel's cultural values such as individualism versus collectivism (Salari, 2010). Given that the researchers in this study intend to examine the relationship between the components of organizational justice and the aspects of organizational commitment, the research hypotheses are presented as follows.

Research Hypothesis

1. There is a relationship between the components of perceived organizational justice and the aspects of organizational commitment.
2. There is a relationship between the components of perceived organizational justice and the aspects of affect commitment.
3. There is a relationship between the components of perceived organizational justice and the aspects of continuous commitment.
4. There is a relationship between the components of perceived organizational justice and the aspects of normative commitment.

Methodology

The research method of this study is descriptive correlational. Target population consisted of 350 persons of faculty members of Razi University. Using stratified random sampling, a proportional class appropriate to the capacity of each of the colleges, 114 persons were selected as statistical population for the purpose of studying. In order to determine the sampling population according to the statistical

capacity of sampling population the formula Cochran was used.

Data Gathering Tools

The data required for this study are collected through two questionnaires as follows:

A. Organizational Justice Questionnaire: Colquitt's Organizational Justice Questionnaire (2001) is used in the study. This questionnaire contains distributive justice (questions 1 to 5), procedural justice (questions 6 to 10) and interactional justice (questions 11 to 18). The questionnaire contains 18 items and measures the perceived organizational justice separately with the use of five-degree Likert scale. The reliability of this questionnaire is reported $\alpha = 0.923$.

The results of factorial analysis of the Organizational Justice Questionnaire obtained three desired components in which 0.62% of the questions variance was extracted. The tests KMO=0.900 and Bartlett test ($P > 0.0001$) showed that the sample size is adequate and the intended factors exist in the society. The results of the factorial loads which are higher than 0.3 with orthogonal rotation, obtained the three desired components.

B. Organizational Commitment Questionnaire: Mayer Allen's Organizational Commitment Questionnaire (1991) is used in this study. This questionnaire includes affect commitment (questions 1-8), continuous commitment (questions 9-16), and normative commitment (questions 17 and 23). This questionnaire contains 23 items and measures organizational justice using five-degree Likert scale. The reliability of the questionnaire is reported $\alpha = 0.934$.

The results of the factorial analysis of the Organizational Commitment Questionnaire obtained three desired aspects in which 0.73% of the questions variance was extracted. The tests KMO=0.910 and Bartlett test ($P > 0.0001$) indicated that the sample size is adequate and the intended factors exist in the population. The results of the factorial loads which are higher than 0.3 with orthogonal rotation, obtained the three desired components.

Results

The results of the study are investigated in the context of the proposed hypotheses:

1. There is a relationship between the components of perceived organizational justice and the aspects of the organizational commitment.

Table 1- The results of MANOVA Analysis of the relationship between each of the components of perceived organizational justice and the aspects of the organizational commitment.

Components of organizational justice	Wilks Lambda	F Coefficient	Hypothesis df	Significance level	Partial Eta Squared	Observed Power
Distributive justice	0.91	3.58	3	0.01	0.07	0.87
Procedural justice	0.56	33.98	3	0.0001	0.42	0.99
Interactional justice	0.36	56.81	3	0.0001	0.79	0.99

F coefficients in Table 1 indicate that there is a significant relationship between distributive justice and the aspects of the organizational commitment ($P=0.01$) and the corporation level is 0.07. Also there is a significant relationship between procedural justice and the aspects of the organizational commitment ($P=0.0001$) and the corporation level is 0.42. Moreover, there is a significant relationship between

interactional justice and the aspects of the organizational commitment ($P=0.0001$) and the corporation level is 0.79. The statistical power is equal to (0.87, 0.99 & 0.99), which indicates the adequacy of sample size for hypotheses testing.

2. There is a relationship between the components of perceived organizational justice and affect commitment.

Table 2 – The results of multivariate regression analysis of the relationship between each of the components of organizational justice and affect commitment

Predictive variables	Proof variable	F	P	R	R ²	β	t	P
Distributive justice	Affect commitment	12.38	0.0001	0.59	0.34	0.31	2.98	0.003
Procedural justice						0.11	0.98	0.37
Interactional justice						0.8	0.82	0.51

According to the results of Table 2, the value of test statistics for examination of the relationship between the components of perceived organizational justice and affect commitment is 12.38 and is significant at the level of $P=0.0001$. The value of R^2 indicates that 0.34% of the variance of affect commitment is explained by the components of

organizational justice. Also, studying the regression coefficients indicates that the distributive justice subscale ($\beta=0.31$) can predict positively the affect commitment.

3. There is a relationship between the components of perceived organizational justice and continuous commitment.

Table 3– The results of multivariate regression analysis of the relationship between each of the components of organizational justice and continuous commitment

Predictive variables	Proof variable	F	P	R	R ²	β	t	P
Distributive justice	Continuous commitment	6.34	0.001	0.46	0.21	0.20	1.82	0.07
Procedural justice						0.33	2.37	0.01
Interactional justice						0.01	-0.15	0.87

According to the results of Table 3, the value of test statistics for examination of the relationship between the components of perceived organizational justice and continuous commitment is 6.34 and is significant at the level of $P=0.001$. The value of R^2 indicates that 0.21% of the variance of continuous commitment is explained by the components of

organizational justice. Also, studying the regression coefficients indicates that the procedural justice subscale ($\beta=0.33$) can predict positively the continuous commitment.

4. There is a relationship between the components of perceived organizational justice and normative commitment.

Table 4– The results of multivariate regression analysis of the relationship between each of the components of organizational justice and normative commitment

Predictive variables	Proof variable	F	P	R	R ²	β	t	P
Distributive justice	Normative commitment	75.39	0.0001	0.65	0.41	0.02	-0.28	0.56
Procedural justice						0.12	-0.98	0.12
Interactional justice						0.39	3.48	0.001

According to the results of Table 4, the value of test statistics for examination of the relationship between the components of perceived organizational justice and normative commitment is 75.39 and is significant at the level of $P=0.0001$. The value of R^2 indicates that %0.41 of the variance of normative commitment is explained by the components of organizational justice. Also, studying the regression coefficients indicates that the procedural justice subscale ($\beta=0.39$) can predict positively the normative commitment.

Discussion and Conclusion

The relationship between organizational justice and organizational commitment is a relatively new subject which is investigated in this study. The results of study suggest that general organizational justice and its components have a significant positive correlation with different aspects of organizational commitment (affect, normative and continuous commitment), which are illustrated in Table in this study. The results are consistent with the studies mentioned in the research literature. These results are particularly consistent with the results of the studies conducted by Kumar et al (2009), Vieswesvaran and Ones (2002), and Yaqobi et al (2009). In most of the conducted studies, the important role of the organizational justice is considered and the managers of the organizations, especially educational managers, are required to consider this important variable.

According to the results of study in Table 2 to 4, there is a significant predictive relationship between distributive justice, procedural justice and interactional justice, and the aspects of organizational commitment (affect, continuous and normative commitment). The results are consistent with the studies conducted by Amin Shayan Jahromi et al (2009), Ghafouri and Golparvar (2009), Kumar et al (2009), Yang et al (2009). When the personnel perceive that the amount of salary and job plan is fair, before making work decisions, all concerns of the personnel are regarded by the management, and detailed and full information are provided in relation to the decisions made for the personnel. The decisions made about their jobs would be viewed with trust and respect. The director treats the personnel with human dignity and mutual respect and avoids inappropriate comments about the personnel and is honest in his/her relationship with them. Such behaviors will lead to personnel's belief and loyalty to the organization, not leaving the organization, regarding the problems of the organization as their own problems, more adjustment with the organizations, continuing the work and duty, having accountability and responsibility and spending extra effort and energy to achieve the goals of organization.

According to the Theory of Equity, it can be predicted that the personnel react toward the presence or absence of organizational justice at workplace. As Ghafouri and Golparvar (2009) have mentioned it and they believe that the increase of attachment and dependence is one of such reactions. That is, if the personnel witness that justice is not observed in the organization, they will feel some sort of tension and therefore they try to reduce their own dependency and commitment to the organization. In such cases, their organizational commitment may be diminished. Conversely, if they feel that organizational justice exists in the organization, they will be motivated to embrace more duties, tasks and responsibilities so that, thereby, they would fulfill their debts to their career and consequently their organizational commitment would be increased.

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