



Investigation of the effect of organizational justice on organizational commitment among the judiciary employees in Khoozestan province

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Abstract

There is a common consensus among theorists and researchers on the dependency of an organization success on the attachment, loyalty, and commitment of its employees. The organizational commitment helps the problems such as low working, absence, relocation, and leaving the organization. Each of these cases will impose a high cost to the organization. This research has carried out with the aim of investigation of the organizational justice role on the organizational commitment among the judiciary employees in Khoozestan province. The research methodology was a descriptive-survey method and from the aspects of data collection and correlation was of the type of documentary and field method. Also, the questionnaire has been used as the most important tool for data collection. The statistical population was 2200 persons of the judiciary employees in Khoozestan province. The sampling method has been chosen of random type and the sample volume according to the Cochran relationship was calculated as 327 persons. Then, the collected data has been analyzed using structural equations modeling. The results confirmed the validation of all hypotheses (the effect of procedural justice on employees' organizational commitment; distributive justice on the employees' organizational commitment; interactional justice on employees' organizational commitment; and organizational justice on employees' organizational commitment).

Keywords: *Distributive justice, Procedural justice, Interactional justice, Emotional commitment, Continued commitment, Normative commitment.*



1. Introduction

In the current changing and variable conditions, organizations inevitably need to sufficiently pay attention to their human resource in order to achieve more efficiency and functionality and their pre-determined purposes (Haghighi et al., 1388). The importance and role of human resource in improving the organizations performance have increasingly enhanced, so that, it is stated that no organization can be successful unless relying on its employees' knowledge and skills. It is not achieve unless the employees feel commitment regarding to the organization and be responsible for the progression in organization purposes (Shojaeefar, 1379). Therefore, the organizational commitment as one of the most important variables in the field of human resources attracts a lot of attention from managers, especially human resources managers.

The organizational commitment has been recognized as a psychological credit in a person for the organization and is consisted of elements such as job belonging, loyalty, and believing in organization's values (Mohamadyari, 1388). The organizational commitment means a binding and limiting force that encourages the person for staying in organization and performing more efforts. From another viewpoint, the organizational commitment is a frame of mind or a psychological state that enforces a person to show an action. Also, the organizational commitment can be referred as the relationship between a person and the organization which shows how much a person's commitment and acceptance is regarding to the organization purposes and how much he/she inclined to preserve his/her membership in the organization.

There is a common consensus among theorists and researchers on the dependency of an organization success on the attachment, loyalty, and commitment of its employees. The organizational commitment helps the problems such as low working, absence, relocation, and leaving the organization. Any of these cases imposes a high cost on the organization. For example, when an employee quits the organization, it corresponds to the spoiling the education, training, experience, recruitment costs which all on them have been paid by the organization and they will be wasted when an employee quits (Crow et al., 2012). Also, it is expressed that the organizational commitment leads to increasing in employees' motivation, effort, and job quality improvement. The researches have shown that the organizational commitment has a significant relationship with the employees' efficiency and performance improvement and in a meaningful manner the employees with higher commitment level had better performances. Although there is a consensus about the importance and the results of organizational commitment, the question is that how the organizational commitment of employees can be improved?

To answer this question, different variables and factors have presented by researchers. One of the factors which in recent years have been emphasized is the concept of organizational justice. Organizational justice is the perception of persons regarding to the fairness of organization behavior with employees (Shan et al., 2015). In fact, the organizational justice means that the employees have the understanding that their incomes are in accordance with their effort and effectiveness. This income may be consisted of rewards, monthly salary, incentives, and job position. Thus, the organizational justice has not related to the employees' income. But, it depends on the fact that whether these incomes are fair and based on the competency. Also, the organizational justice refers to the job position in the organization along with the payments. If a person feels that he has a higher ability relative to his boss, and still he should obey his/her orders, he has a lower understanding of organizational justice (Suliman et al., 2013). The justice procedures play an important role in the organization and the way organization treats the employees may influences the person's believes, feelings,



attitudes, and behavior. The realization of organizational justice is the same as the realization of justice in society. The two most important and basic tasks of managers are the development of fair treatment and creation of sense of justice among the employees. In the process of developing the fair treatment and more importantly the creation of sense of justice among the employees, the understanding of how the justice-based treatments can affect the organizational behaviors such as organizational commitment becomes important (Ghafuri and Golparvar, 1388).

Many of researchers emphasizes on the positive role of organizational justice on the improvement of loyalty and organizational commitment (Crow et al., 2012 and Ohana, 2014). According to these researches, the perceived justice affects the motivation and tending to stay in the organization as well as the commitment to organizational values and purposes. However, there is no comprehensive approach in this context, especially in Iran which there is a lack of researches on this field. Thus, based on the above issues, we are trying to explain whether there is a relation between organizational justice and organizational commitment among the judiciary employees in Khoozestan. The main aim is to investigate the relation between organizational justice and organizational commitment among the judiciary employees in Khoozestan which can be subdivided into following minor objectives:

- Addressing the effective factors on organizational commitment among employees;
- Investigation of the relation between distributive justice and organizational commitment among employees;
- Investigation of the relation between procedural justice and organizational commitment among employees;
- Investigation of the relation between interactional justice and organizational commitment among employees.

1-1. The conceptual model

The present research investigates the effect of organizational justice on organizational commitment. The independent variable is organizational justice which is assessed using three components:

- Procedural justice;
- Distributive justice;
- Interactional justice.

Also, the dependent variable is organizational commitment which can be assessed using three following components:

- Normative commitment;
- Continued commitment;
- Emotional commitment.

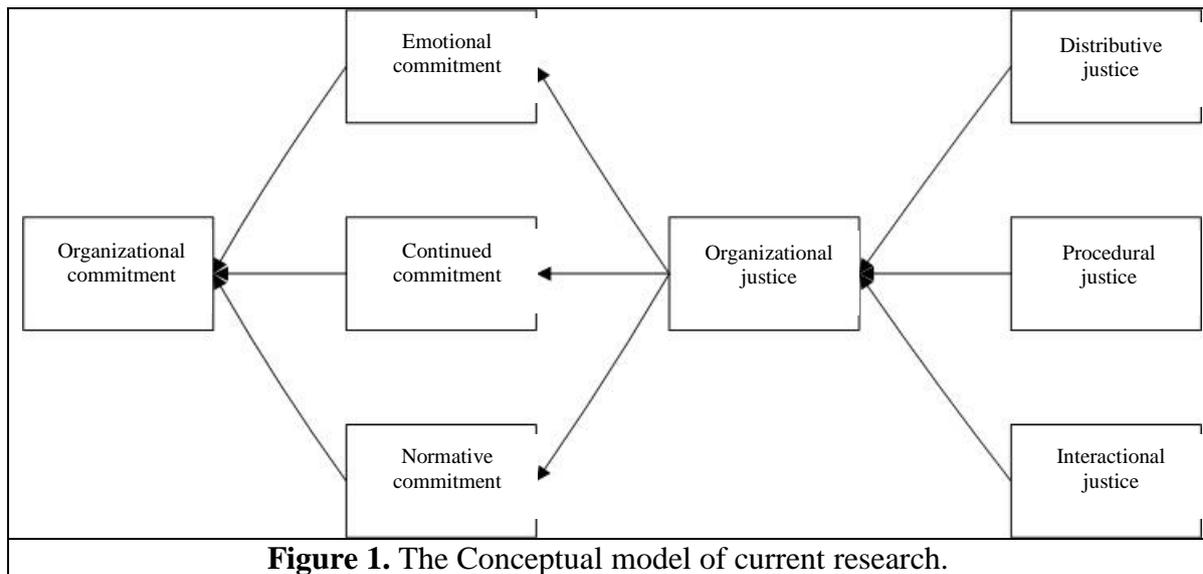


Figure 1. The Conceptual model of current research.

A) Primary hypothesis:

There is a relation between organizational justice and organizational commitment.

B) Secondary hypotheses:

H₁: There is a meaningful relationship between distributive justice and employees' organizational commitment.

H₂: There is a meaningful relationship between procedural justice and employees' organizational commitment.

H₃: There is a meaningful relationship between interactional justice and employees' organizational commitment.

Paolillo et al. (2014) in a study entitled "Organizational justice, optimism and commitment to change" have investigated the different components of organizational justice and have assessed its relationship with other organizational variables such as commitment to change. They have stated that one of the problem in different organizations is that the employees have a negative reaction regarding the change and resist against its execution. This is despite the fact that the managers try to reduce this resistance. One of the variables which seems having a positive role is the organizational justice, which using the optimism variable may lead to improve in commitment sense regarding the changes. To perform their research, they developed a questionnaire and distributed it among 122 employees of different Italian companies and then they collected the required data. The results showed that the organizational justice has a positive influence on improvement of employees' commitment regarding to changes. Also, optimism as an intermediary variable has played a positive role.

Farid et al. (2015) have investigated the influence of effective factors on organizational commitment from the viewpoint of working life quality. They believe that the organizational commitment is one of the most important organizational factors which managers are strongly trying to realize it. In order to investigate the effect of working life quality on the organizational commitment, a standard questionnaire has been used and distributed among 3300 employees of university staffs. The number of valid collected questionnaire was 315. The collected data was analyzed using the correlation method and the linear regression



method. The results showed that the employees, who perceived the working life quality in a higher level, have a higher organizational commitment regarding to the organization.

Josuh et al. (2011) have investigated the role of organizational justice on organizational commitment and the satisfaction of nurses in Finland's hospitals. They believe that in recent years, many changes have been applied in different organization such as hospitals and the number of non-profit organization have been increased. Also, they claimed that the non-committed behaviors of employees have increased and the employees' loyalty has decreased. They investigated the effect of organizational justice and the type of ownership on the increase or decrease in organizational commitment. They developed a questionnaire of multispectral type and distributed them among 1047 nurses in different hospitals and clinics. The collected data was analyzed using the covariance method. The results showed that the organizational commitment and job satisfaction in non-profit organization are low. Also, the organizational justice improves the organizational commitment and job satisfaction. Thus, the organizational justice has been emphasized as an effective strategy for improving the sense of loyalty in employees.

2. Methodology

In the present research, a correlation research method has been used and from the purpose viewpoint it is applied and in terms of data collection method it is a descriptive research. The data collection method is of the documentary and field type and the statistical population of current research are consisted of all the judiciary employees in Khoozestan province (2200 people). Using the Cochran formula, the sample volume is calculated equal to 327 people. Then, the questionnaires have been distributed using classified sampling and then simple random sampling among the employees. The reliability coefficient for each one of components is higher than 0.7 and according to the fact that the minimum reliability coefficient should be 0.7, thus we can conclude that the presented questionnaire has a reasonable reliability. The entire calculations have been performed using PLS software which is one of the professional software for structural equations.

2. Finding

2-1. Descriptive

Men formed 63 percent of the sample and women formed the other 34 percent of the sample. Using the obtained data it can be concluded that most of this organization's employees are married and this population holds about 58 percent of the statistical population. According to the extracted results of questionnaire, it can be seen that most of employees (about 80%) have an age between 30 and 50, 18 percent of them are under 30, and about 11.5 percent of employees are above 50 years old. The employees with diploma or associate's degree hold 31 percent, 24 percent have bachelor's degree, 48.6 percent have bachelor's degree, and the employees with masters or higher degree forms about 17.7 percent of the employees. From the work experience viewpoint, 66 percent of employees have a work experience between 5 to 15 years and only 14.6 percent of the participants have less than 5 years' work experience, and approximately 17 percent of them have more than 15 years work experience.

2-2. Structural equations

The numbers assigned to each path between structures are called path coefficients. These numbers express the standardized beta in the regression or are the correlation coefficient for those two structures. The numbers presented on the paths and between structures and referrals express the factor load in reflective models and referral weights in formative models. The numbers inside circles show the primary structure coefficients of determination and have a



value between 0 and 1. The larger coefficient of determination means that the regression line has related the variations of dependent variable to independent variable in a better way. The path coefficients for the current model are as follows:

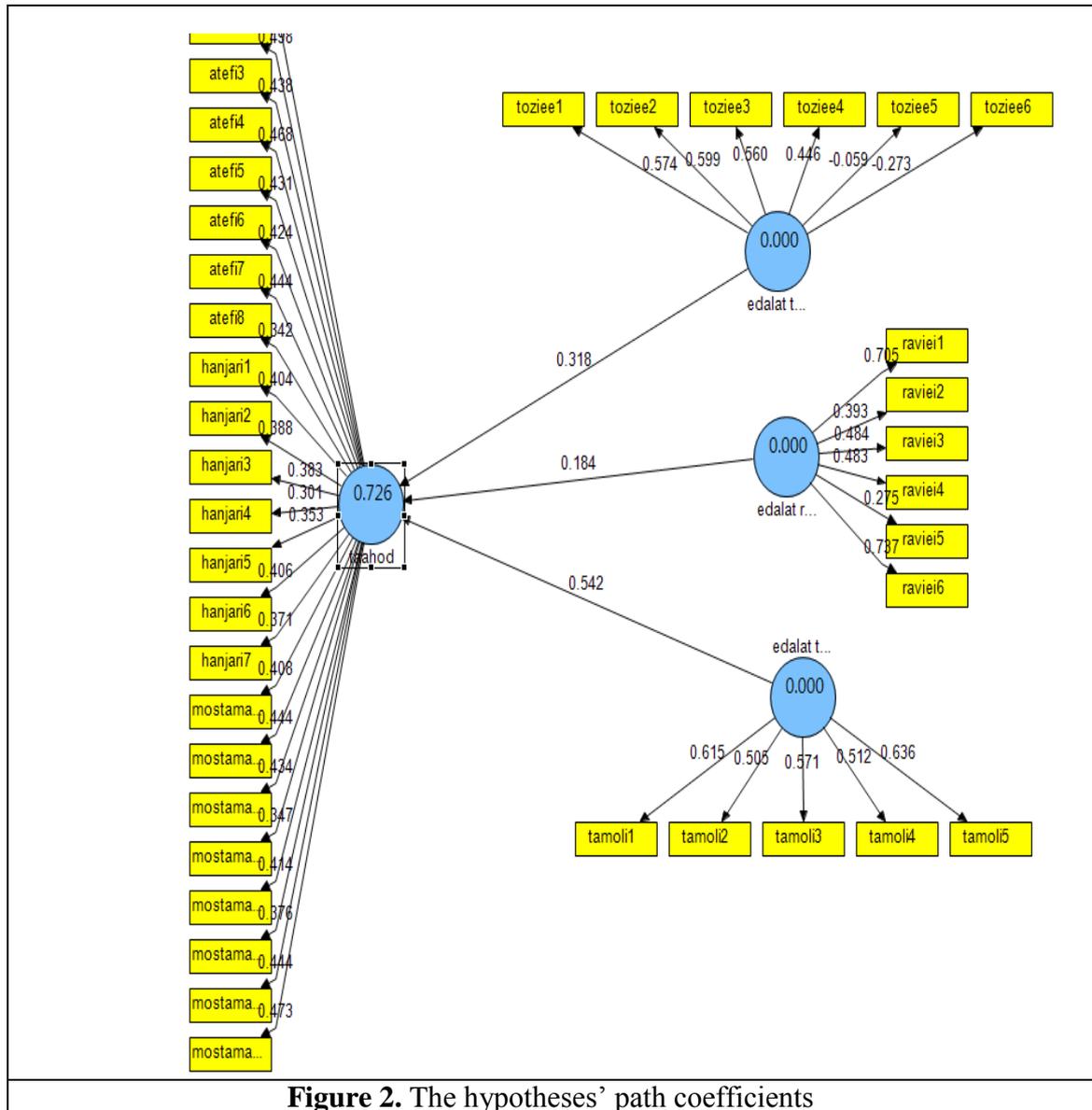


Figure 2. The hypotheses' path coefficients

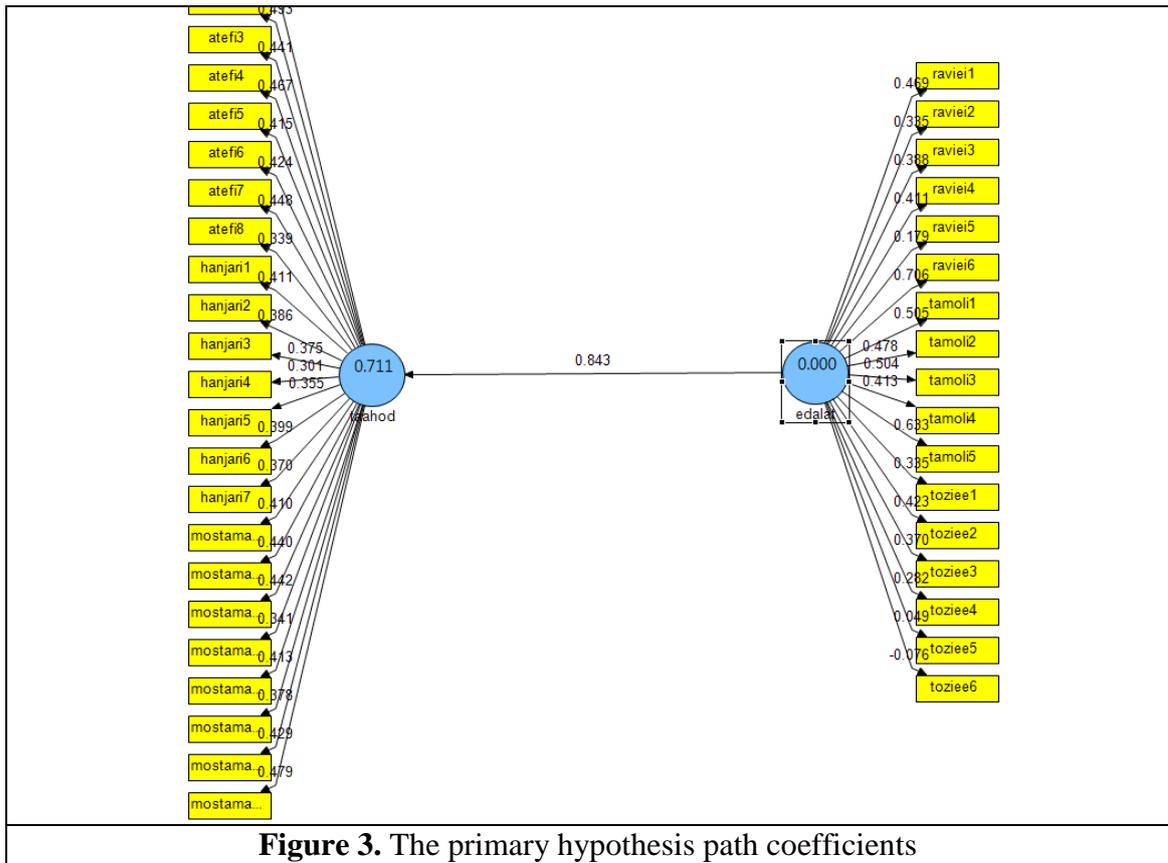


Figure 3. The primary hypothesis path coefficients

As it is obvious from the above figures, the path coefficient values are as follows (Table 2).

Table 1. The path coefficients of latent variables

Variables	values
Distributive justice	0.318
Procedural justice	0.184
Interactional justice	0.542

2-3. Partial Least Squares

This section reviews some basic parameters for each structure. Table 2 shows an example of these parameters.

Table 2. Some of basic parameters

Variables	AVE	Composite Reliability	R Square	Cronbachs Alpha
Procedural justice	0.589	0.78950	-	0.71571
Interactional justice	0.625	0.90498	-	0.77734
Distributive justice	0.513	0.81930	-	0.75248
Commitment	0.578	0.93002	0.725953	0.79076

Now, each step will be discussed separately:



2-4. The coefficient of determination

The coefficient of determination is the main criterion for assessing the endogenous latent variables of structural model. The value of coefficient of determination is always between 0 and 1. The results are as follows:

Table 3. Values of coefficient of determination

Variables	R Square
Procedural justice	-
Interactional justice	-
Distributive justice	-
Commitment	0.725953

As it is shown in Table 3, the values of coefficient of determination can only be calculated for dependent variables and as it is obvious in the model, other variables have no coefficient of determination.

2-5. Assessing the reliability of model

A) Cronbach's alpha

Routinely, the reliability of internal consistency is the first criterion that is controlled in measurement models. To do this, the traditional criterion is the Cronbach's alpha. Alpha is a classical index to analyze the reliability and represent a strong tradition in SEM population which estimates the reliability using the internal correlation of referrals. When this index is larger than 0.7 for confirmatory studies, the block is considered homogeneous. The obtained Cronbach's alphas are listed in the following table.

Table 4. Cronbach's alpha

Variables	Cronbachs Alpha
Procedural justice	0.71571
Interactional justice	0.77734
Distributive justice	0.75248
Commitment	0.79076

According to above table, all the values of Cronbach's alpha are larger than 0.7, thus all the blocks can be considered as homogeneous.

B) Dillon-Goldstein's rho (composite reliability)

Since the Cronbach's alpha presents a more rigorous estimation of inner consistency reliability of latent variables, for path models another metric called composite reliability is used. When the value of Dillon-Goldstein's $\hat{\rho}$ is higher than 0.7, that block is one-dimensional. The below table represent the Dillon-Goldstein's $\hat{\rho}$ values:



Table 5. Values of Dillon-Goldstein's $\hat{\rho}$

Variables	Composite Reliability
Procedural justice	0.78950
Interactional justice	0.90498
Distributive justice	0.81930
Commitment	0.93002

As it is obvious, the composite reliability values are larger than 0.7. Thus, the model has the required composite reliability.

2-6. Validity assessment of model

A) Convergent validity

The convergent validity means that the referrals set explain the primary structure. Fornell and Larcker (1981) have proposed the average variance extracted (AVE) as the criterion for convergent validity. The minimum value of AVE for convergent validity is 0.5 which means that a latent variable can explain about the half of its referrals' distribution. The AVE values of existing structure are showed in Table 6.

Table 6. AVE values

	AVE
Procedural justice	0.589
Interactional justice	0.625
Distributive justice	0.513
Commitment	0.578

As it is showed in table 6, the AVE values for latent variables is higher than 0.5. Therefore, the convergent validity of model is in desired range.

B) t-statistic value

After execution of algorithm in the software, the values of t-statistic on the existing paths in the model are calculated. The below figure shows the calculated T factors for all the hypotheses and research relations.

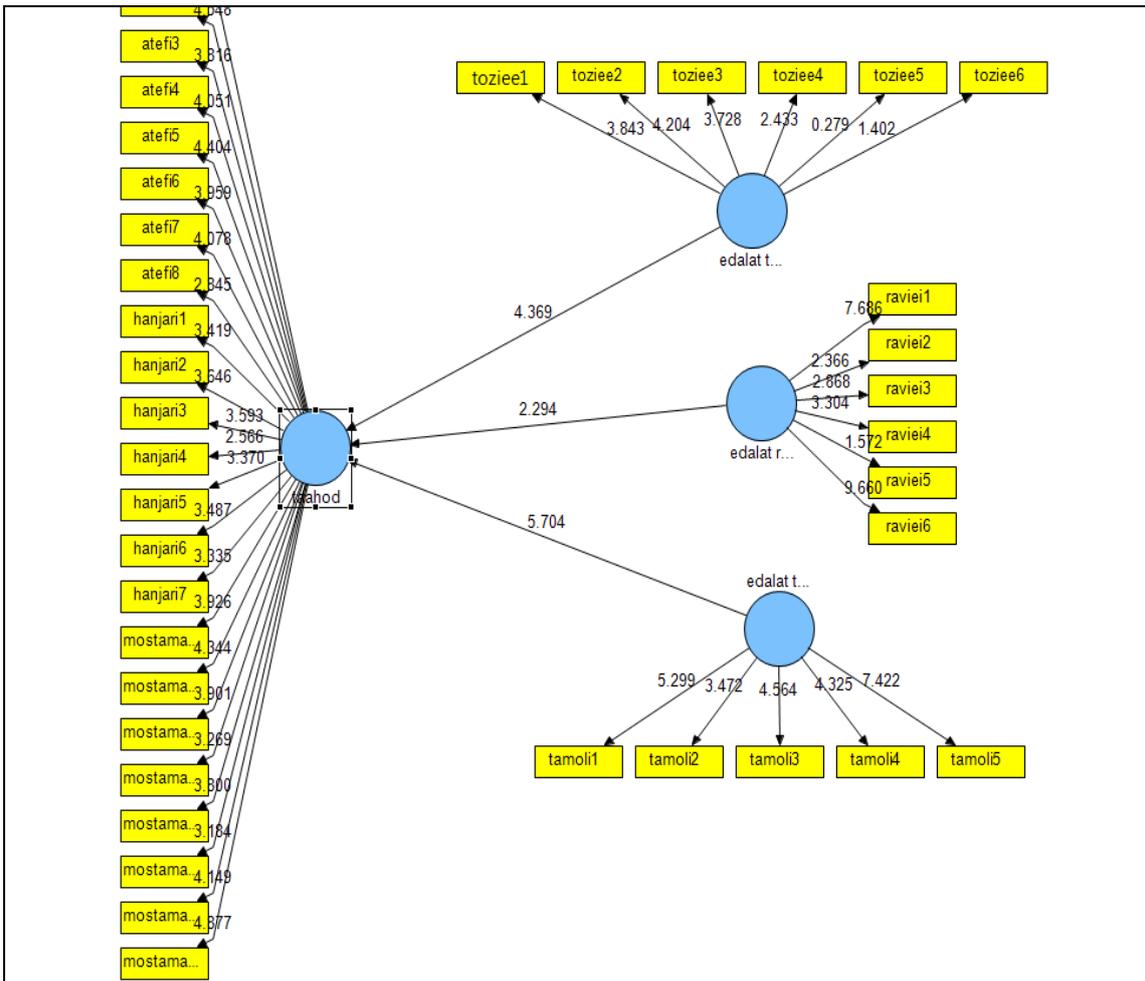


Figure 4. the values of t for each path

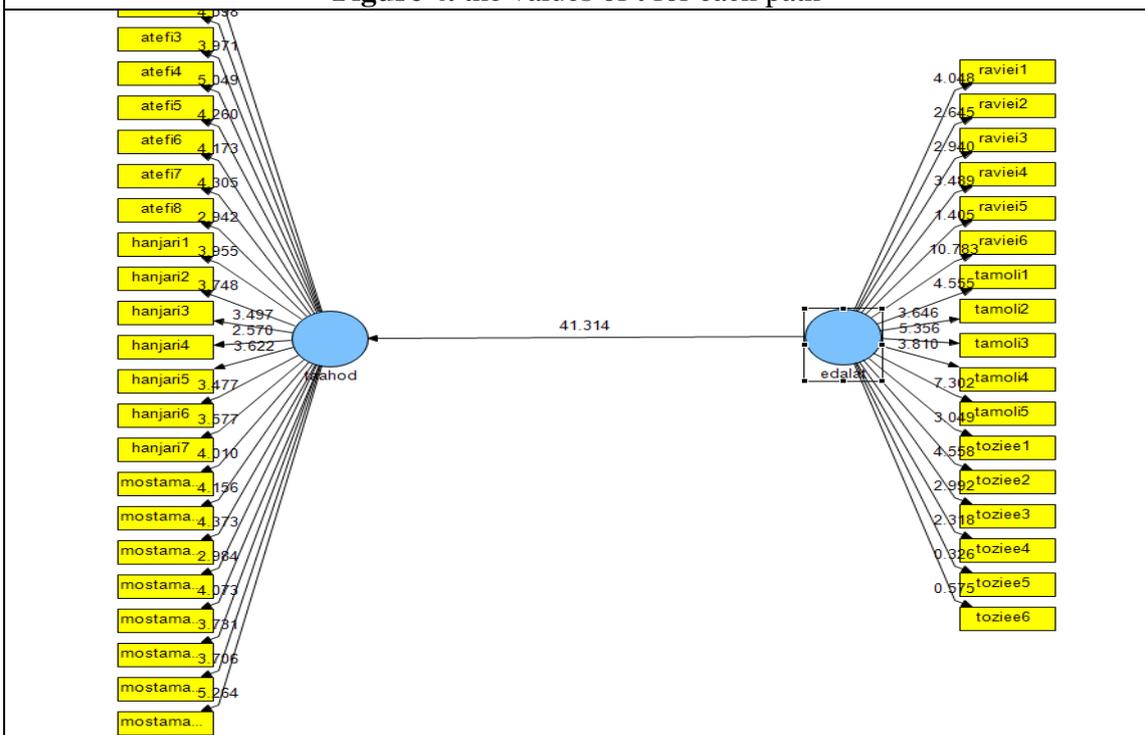




Figure 5. The t values for the primary hypothesis path

As it can be seen in above figures, the values of t-statistic for the paths between organizational commitment variable and procedural, distributive, and interactional justice variables are larger than the threshold value of 1.96. Also, the value of t-statistic for the organizational justice variable to organizational commitment path is higher than 10.96. Thus, all the hypotheses are approved (the effect of procedural justice on the employees' organizational commitment, distributive justice on the employees' organizational commitment, and interactional justice on the employees' organizational commitment).

4. Discussion and conclusion

The obtained results for the first hypothesis of this research represent the effect of distributive justice on the organizational commitment. The path coefficient is calculated equal to 0.318 which shows the direct and relatively strong relationship between distributive justice and organizational commitment. It seems that when the employees know and perceive the organizational resources are distributed without discrimination among them, their motivation and diligence for presenting in the organization increases and they count on the probability of receiving benefits from the organization. Therefore, the probability of quitting decreases and as a result, the organizational commitment level increases. In general, the most important components of distributive justice which affect the level of organizational commitment are as follows:

- The equally allocation of resources among the employees;
- Employees with the same position receive an equal salary;
- All the employees equally enjoy the educational opportunities.

Thus, there is hope for achieving a high level of organizational commitment which leads to lower number of quitting from the organization which is a competitive advantage for that organization.

According to the obtained results of the second hypothesis, the procedural justice affects the organizational commitment. The value of path coefficient for this variable is equal to 0.184 which represent a weak relationship between these two variables. According to the t-statistic coefficients, the calculated t value is higher than 1.96. thus, the hypothesis is approved and it can be stated that the procedural justice affects the employees' organizational commitment. The procedural justice mainly refers to the assessment processes and criteria. From the perspective of employees it seems that, assessment processes or the distribution of resources has a significant importance and influences their commitment level regarding to the organization. Although its impact is not as strong as other justice components, it is significant. Therefore, whatever employees understand the regulated processes and procedures in an organization as fair and know that its execution is done in a fair way, their motivation for staying in organization increases. Also, the probability of quitting from the organization decreases because some of this quitting is due to the existence of unfair procedures in the organization.

The obtained results of third hypothesis showed that the interactional justice element has a significant influence on employees' organizational commitment. According to the calculated path coefficient that is equal to 0.542, it can be stated that the interactional justice affects the organizational commitment. The results showed that the interactional justice has the most powerful effect on the level of organizational commitment. It seems that employees mostly consider the managers' behavior instead of justice components. If they take the managers' behavior without any discrimination, their motivation to stay in that organization increases. If



they understand the discrimination in the behavior of managers, they immediately lose the motivation of staying in that organization. The results emphasize that the managers' behavior regard the employees has a significant impact on employees' decision for staying in the organization. Thus, the most important components of procedural justice that affect the level of commitment are as follows:

- The managers and supervisors treat all the employees without discrimination;
- The behavior of managers and supervisors regard the employees should be acceptable;
- All the employees should be regarded and respected equally;
- All the employees receive the same amount of feedbacks from the managers;
- No employee should have a better position and higher respect due to the interpersonal relations.

The obtained results of the primary hypothesis revealed that the path coefficient for the organizational justice and organizational commitment variables was equal to 0.843 expressing that there is a strong and meaningful relationship between these two variables. It means that if the justice is implemented and respected in an organization, the organizational commitment among the employees will increase. One of the most important reasons is that the organizational justice leads to higher motivation and progress of employees which it can result in decreasing their tendency for quitting the organization which is equal to improvement in organizational commitment level.

Therefore, according to the obtained results of current research, it is recommended that:

- Determination of the reasons to which the organizational justice is not implemented in organizations;
- Investigation of the effect of justice implementation on other dimensions of an organization as well as other context related to the human resources such as organizational learning, innovation, creativity, ...;
- Managers' respect for the employees has a significant effect on their commitment level and it should be noted by managers;
- The employees with the same position should have an equal salary and the payment should be completely clear and fair, so that, each employee can easily understand the reasons of the differences between his/her salary and anyone else salary.

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