

MEASURING THE IMPACT OF PERCEIVED JUSTICE ON ORGANIZATIONAL COMMITMENT IN ISFAHAN MUNICIPALITY

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Abstract

Impact of perceived organizational justice on organizational commitment of employees in Isfahan Municipality is studied in the present survey given to demographic variables. This survey is descriptive-field and data has been collected using researcher self-made questionnaire (including 48 questions). Obtained results reveal effectiveness level of perceived procedural, distributive, interactional and information justice on organizational commitment of employees in Isfahan Municipality is more than the average level and generally perceived organizational justice has been effective on organizational commitment of employees in Isfahan Municipality more than the average level. Perceived distributive justice is effective on employees' organizational commitment more than other components.

Keywords: Distributive justice, Procedural justice, Interactional justice, Information justice, Organizational commitment

1.Introduction

One of the basic and natural needs of human beings is justice and its implementation that has always provided an appropriate context to develop human societies. Efficiency and development of each organization depends on accurate utilization of human force to a great extent (Sun et al, 2011). Whatever companies and organizations become larger problems of human forces are increased (Collins & Smith, 2006). Totally changeable and dominant conditions in organizations, increased competition and necessity of their effectiveness under such conditions have revealed the organizations' need to a valuable force of employees (Wiley & Inc, 2009). Each organization has to consider internal and external factors to achieve its purposes and conduct its mission. In this regard human factors have a special position (Walumbwa et al, 2009).

2. Organizational justice

Extensive studies have been conducted about organizational justice in many fields such as management, applied psychology and organizational behavior (Cropanzano et al, 2011). Justice processes play an important role in the organization and manner of behaving with people may affect employees' beliefs, feelings, attitudes and behavior. Finding out how people judge about justice in their organization and how they react to the perceived justice or injustice are major issues to perceive organizational behavior (Ambrose & Schminke; 2009). Now applied dimensions of justice in the present survey are explained.

Distributive justice is defined as: distribution of benefits obtained by the organization's activity should be fair so that each person would achieve a fair desirable portion proportional to the amount of his inputs, efforts and capabilities (Hsu et al, 2008). Distributive justice is highlighted when productivity and efficiency are focused. It refers fair judgment of results' distribution like level of pay or promotion opportunities in an organizational context. It is noteworthy that Adams' equality theory is the origin of this theory (Mitchell et al; 2011).

Procedural justice means that process of achieving fair results by people should be fair, that is people mustn't be able to achieve fair results through unfair techniques and processes and they shouldn't have this right. The relation between this type of justice and performance is not certain, rather this kind of justice affects attitudes and quality of working life and it might affect performance by influencing attitudes (Zapata-Phelan et al ; 2009).

Interactional justice is another dimension of organizational justice. It means that all communications and interactions of people to obtain fair results should be fair, that is people don't have the right to make unfair interactions among themselves and others to obtain fair purposes (Luo, 2007). Interpersonal behavior includes trust in individuals' relations and behaving with respect and humility (Greenberg, 2006).

The last dimension of organizational justice is information justice. Distributing information about procedures and communications and results' distribution should be fair. It is notable that nowadays information is one of the most valuable capitals to develop human and economic capitals (Colquitt et al; 2001).

Other types of organizational justice are affective justice, observational justice and linguistic justice. Utilizing these dimensions in this survey was impossible due to high volume of topics.

3. Organizational commitment

Organizational commitment illustrates psychological dependence on the organization. Studying organizational commitment is interesting for specialists of human resources and academicians, because there is a relationship among organizational commitment and desirable organizational consequences such as decreased absenteeism, decreased displacement and improved job performance (Solinger et al; 2008). Organizational commitment reflects positive or negative attitudes of people towards the whole organization in which they work. There is a strong loyalty in the individual's organizational commitment towards the organization and he recognizes his organization through that. Therefore organizational commitment could be regarded as an important factor and one of the challenges of managers' progress nowadays (González & Guillén; 2008). Various kinds of organizational commitment are affective commitment, continuous commitment and normative commitment.

4. Research problem

Isfahan Municipality as a large service organization undertakes serious and extensive responsibilities and offers services across Isfahan province with more than 4000 employees. Many managers have left this organization because of various reasons in recent years and turnover intention has been enhanced too. Therefore it has been tried in this survey to study dimensions of organizational justice from the viewpoint of Isfahan Municipality's employees with six demographic characteristics including gender, age, job position, workplace, work experience and education level to determine why organizational capitals are lost in this organization.

Since all citizens and tourists deal with this organization in Isfahan province it is very important for employees to have the necessary motivation to perform their tasks better and apply their work experiences to offer services.

5. Importance and necessity of the survey

Studying effective factors on organizational commitment is interesting for human resources specialists, because there is a relationship among organizational commitment and desirable

organizational consequences such as decreased absenteeism, decreased displacement and improved job performance. Important aspects in this survey could be stated as below.

- 1- Recognizing dissatisfaction level in most internal organizations in which dissatisfaction with injustice and inefficiency of the administrative system is observed.
- 2- Organizational justice has been considered as an important structure and a considerable research field in industrial/organizational psychology in the recent decade.
- 3- Organizational justice is important because it is related to major organizational processes such as commitment, citizenship behavior, job satisfaction and performance.
- 4- Studies about justice show justice processes play an important role in the organization and how to behave people in the organization might affect employees' beliefs, feelings, attitudes and behavior.
- 5- Fair behavior of the organization with employees is generally led to their higher commitment to the organization and better citizenship behavior. On the other side, those who feel injustice leave the organization most probably or show lower levels of organizational commitment.

6. Research objectives

General objective in this survey is to determine the impact of perceived organizational justice on organizational commitment. Thus objectives of this survey are as below given to the components of organizational justice.

- 1- Determining the impact of perceived procedural justice on organizational commitment of employees in Isfahan Municipality
- 2- Determining the impact of perceived distributive justice on organizational commitment of employees in Isfahan Municipality
- 3- Determining the impact of perceived interactional justice on organizational commitment of employees in Isfahan Municipality

7. Research questions

Whether perceived organizational justice is effective on organizational commitment of employees in Isfahan Municipality or not is the primary question in this survey. Hence secondary questions are as following:

- 1- Is perceived procedural justice effective on organizational commitment of employees in Isfahan Municipality?
- 2- Is perceived distributive justice effective on organizational commitment of employees in Isfahan Municipality?
- 3- Is perceived interactional justice effective on organizational commitment of employees in Isfahan Municipality?

8. Research methodology

The present survey is descriptive-field and the statistical population included all assistant directors, deputy managers, governors, authorities and experts that were equal to 300 persons. Given that ratio of those who agree and disagree was inaccessible sample volume was obtained using 30 primary questionnaires and then it was estimated equal to 136 persons through Kukran formula. Researcher self-made questionnaire was tool of data collection and distribution of questions were based on components of organizational justice (distributive, procedural, interactional and information) as well as components of organizational commitment (normative, affective and continuous commitment). The questionnaire contained forty-eight (48) questions. Its validity was evaluated through views of the clear-sighted, university professors and experts in the field of organizational justice and organizational commitment that was finally confirmed. In order to study reliability 30 questionnaires were first distributed and Cronbach alpha of the whole questionnaire was estimated equal to 0.84 according to Cronbach alpha formula.

9. Results of the survey

9-1. One-variable t-test related to distributive justice

Table 1- one variable t-test related to distributive justice with assumed mean equal to 3

	Mean	Standard deviation	Standard error	T
Distributive justice	3.61	0.61	0.055	11.97

According to findings of the above table the observed t is higher than the critical amount of table at error level 5%. Therefore, effectiveness level of perceived distributive justice on organizational commitment of employees in Isfahan Municipality is more than the average level.

9-2. One-variable t-test related to procedural justice

Table 2- one variable t-test related to procedural justice with assumed mean equal to 3

	Mean	Standard deviation	Standard error	t
Procedural justice	3.63	0.71	0.063	9.91

According to findings of the above table the observed t is higher than the critical amount of table at error level 5%. Therefore, effectiveness level of perceived procedural justice on organizational commitment of employees in Isfahan Municipality is more than the average level.

9-3. One-variable t-test related to interactional justice

Table 3- one variable t-test related to interactional justice with assumed mean equal to 3

	Mean	Standard deviation	Standard error	t
Interactional justice	3.67	0.055	0.048	13.11

According to findings of the above table the observed t is higher than the critical amount of table at error level 5%. Therefore, effectiveness level of perceived interactional justice on organizational commitment of employees in Isfahan Municipality is more than the average level.

9-4. One-variable t-test related to information justice

Table 4- one variable t-test related to information justice with assumed mean equal to 3

	Mean	Standard deviation	Standard error	t
Information justice	3.62	0.60	0.054	11.51

According to findings of the above table the observed t is higher than the critical amount of table at error level 5%. Therefore, effectiveness level of perceived information justice on organizational commitment of employees in Isfahan Municipality is more than the average level. Therefore according to results of the above tables it is totally concluded that impact of components of organizational justice on organizational commitment of employees in Isfahan Municipality is more than the average level.

9-5.Hetling t^2 test

The observed f is not significant at level $p \leq 0.05$ based on findings of the below table. Thus effectiveness level of dimensions of perceived organizational justice on organizational commitment of employees in Isfahan Municipality is similar.

Table 5- Hetling t^2 test

Hetling t^2 test	F	Degree of freedom 1	Degree of freedom 2	Significance
1.186	0.39	3	133	0.76

Table 6- mean comparison of the scores related to components of organizational justice

Type of justice	Mean	Standard deviation
Distributive justice	3.61	0.61
Procedural justice	3.63	0.71
Interactional justice	3.67	0.55
Information justice	3.62	0.60

Therefore, procedural justice has a higher mean than other dimensions and distributive justice has the least mean. Of course mean amount of all kinds of justices is higher than the assumed mean equal to 3.

9-6.ANOVA variance analysis

Mean comparison test of the scores related to components of organizational justice in employees' viewpoint in terms of work experience

According to findings of the below table the observed f is not significant about all dimensions of organizational justice at level $p \leq 0.05$ except in information justice that a significant difference is observed.

Table 7- Variance analysis based on work experience

Dimensions of justice	Type of statistic	Root squares	Mean squares	F	Significance level
Distributive justice	Intra-group	1.626	0.812	1.978	0.141
	Inter-group	54.70	0.411		
Procedural justice	Intra-group	1.628	0.184	0.345	0.793
	Inter-group	69.61	0.523		
Interactional justice	Intra-group	0.392	0.131	0.387	0.762
	Inter-group	43.02	0.323		
Information justice	Intra-group	3.293	1.097	2.971	0.035
	Inter-group	51.78	0.388		

10. Conclusion

The relationship between organizational justice and organizational commitment is a relatively new topic that has been studied in this survey. Results of the survey indicate total organizational justice and its components affect organizational commitment (affective, normative and continuous commitment) to a large extent. Given to the conducted tests and tables 1-4 it is concluded that effectiveness level of four dimensions of justice on employees' organizational commitment is similar in Isfahan Municipality. Important role of organizational justice and perceiving it have been considered in most conducted studies and it is necessary for managers of organizations and industries to pay attention to this important variable.

10-1. Question 1

According to results of table (1) effectiveness level of perceived distributive justice on organizational commitment of employees in Isfahan Municipality is more than the average level. Distributive justice has the highest mean among the three intended components. Also psychological variables don't make a significant difference in effectiveness of distributive justice. Mcfarlin & Sweeney (1992) believe distributive justice and interactional justice are predicting factors of the organization's outputs. Results of Konovsky et al's study (1987) reveal there is a positive relationship among distributive justice with organizational commitment and job satisfaction. Barlin and Philips (1993) claimed that distributive justice is effective on influential

commitment. Poon's studies (2012) demonstrate distributive justice creates commitment in the organization which creates turnover. Also it is concluded that distributive justice in employees who are less than 30 years old has no considerable difference with employees who have 30-40 years old and higher than 40 at level $p \leq 0.05$. The obtained result in this survey is consistent with Aryee (2002) and Leung's survey results (2005). Generally employees' turnover would be avoided if job satisfaction, loyalty and motivation are increased in employees.

10-2.Question 2

According to results of table (2) the statistic regarding effectiveness level of procedural justice on organizational commitment of employees in Isfahan Municipality is more than the average level. Although mean amount of procedural justice is more than the average level but it has the lowest mean in comparison with other components. Given to the obtained information psychological components don't have a significant impact on responses.

Barlin & Philips' studies (1993) show procedural justice has a higher importance than distributive justice. Moorman et al (1993) indicated that there is a relationship among procedural justice and components of commitment, satisfaction and organizational citizenship behavior. Kumar et al (2009) stated that distributive and procedural justice have a considerable relationship with organizational commitment. Given to the obtained results from question 2 it could be stated that these findings are consistent with results of Fisher and Robinson's studies (2004).

10-3.Question 3

According to results of table (3) effectiveness level of perceived procedural justice on organizational commitment is more than the average level. Also psychological components don't have a significant impact on responses about this component.

Barlin & Philips (1993) suggested procedural justice would affect management trust, effective commitment and behavioral factors. Studies conducted by Klendaver & Deller (2009) show that procedural justice among components of distributive, procedural and interactional justice has a specific relationship with organizational commitment. Obtained results of this survey are consistent with findings of Aryee (2002) and Laschinger and Fingan's studies (2005).

10-4.Question 4

According to results of table (4) the statistic regarding effectiveness level of information justice on organizational commitment has been significant at level $p \leq 0.05$ given to demographic variable of educational degree. It means that effectiveness level of information justice on organizational commitment has been different due to educational degree of employees. Thus it could be concluded that there is no significant difference between educational degree of diploma and B.A. by conducting paired comparison test and mean difference regarding the impact of perceived information justice on organizational commitment of employees in Isfahan Municipality based on education at significance level $p \leq 0.05$. In contrast there is a significant difference between diploma and associate as well as B.A and M.A.

Recommendations

- 1- It is recommended to implement performance assessment system in Isfahan Municipality and give wage and benefits to employees based on performance. If employees' acts are assessed precisely, hardworking and indolent employees won't be regarded similarly and value of each person's services would be equal to his inputs in the organization.
- 2- It is recommended to take necessary actions regarding employees' compensation who don't receive appropriate salary due to their employment status.
- 3- Managers should institutionalize this culture in the organization that employees transfer new information and even their experiences to each other. When this is fulfilled it could be stated that organizational learning would be established in Isfahan Municipality.

Research limitations

- 1- Generalizing the results of this survey to other organizations must be conducted cautiously as this survey has been conducted in Isfahan Municipality in 2012 and its statistical population included employees of this organization.
- 2- Some variables like type of employment were not considered in demographic characteristics due to the existing limitations. The most important reason was related to the high volume of work and its time and that possibility of achieving the desired results quickly would be declined.

- 3- In spite of attempts regarding assurance and creating trust among the researcher and subjects employees might have answered the questions untruthfully because of fear of losing their job, impatience or the like.
- 4- Three components of distributive justice, procedural justice and interactional justice were used in this survey to study the impact of perceived justice on organizational commitment, thus interpreting the above results is just possible in the framework of these three components.

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