Analyzing Organizational Commitment and the Role of Organizational Justice in it 
Case Study: One of the Public Universities)

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ABSTRACT

Justice and its implementation is one of the most basic and innate needs of the human which provides the development of human communities. Hence, considering that human capital is the most valuable capital of any organization, and since that the precious capital has a considerable impact on the success or failure of organizations, efforts to develop the commitment of employees, is essential and managers need to be aware of it. This paper examines organizational justice and its role on employees' commitment and loyalty at One of the public universities. The present study is a correlation type. The population and sample size are 1200 and 360 employees One of the public universities, respectively. The Sampling is random. To collect data, Porter's organizational commitment questionnaire and Nihof and Morman's organizational justice questionnaire have been applied and to analyze the data, Pearson and Spearman's correlation coefficient has been used. The results show that there is a significant and positive relationship between organizational justice and its components with organizational commitment.

INTRODUCTION

Justice is the most beautiful, the sacred and excellent terms presented in the lexicon of human civilization and observing it from the perspective of every human is of the most important things, and every human, although he's itself wicked, usually verifies the value of observing the justice. In this regard, various human and divine schools and thoughts have suggested different solutions to define and deploy it [1]. The first definitions of justice are attributed to Plato and Aristotle. According to Plato, justice is achieved when everyone deals with the work he deserves it, as a righteous and just man that is e person whose spirit triple parts (anger, lust and wisdom) are coordinated under the rule of wisdom [2]. Therefore, various meanings such as installment, middle, portion, measure and equity, etc. can be considered for justice according to its different dimensions [1].

Since the organization is an inseparable of our life, and we are taken care by some organizations before birth and the in womb of mother by the organizations, we are born in a medical organization, and we are trained in various organizations and we start to work in an organization timely, at the same time we deal with a wide range of organizations and ultimately we leave the world stage with a funeral and burial special events [3]. Thus, the organization is always in contact with people and the justice should be considered as much as the organization is studied in life, because justice somehow guarantees the organization survival too [4]. Therefore, given the importance of the issue, the researcher aims to identify the relationship between organizational justice and organizational commitment, and finally to find the answer to this basic question that whether the organizational commitment of employees that their managers observe organizational justice, is more?

Organizational justice in organizational literature was first used by Grinberg who introduces organizational justice as employees' perception of job fair in the organization. The first concept of organizational justice was announced as reward and punishment in the organization. Then applying the rules and regulations equally and ultimately human relations and interactions were added to it too [5].
Organizational justice generally includes three dimensions of distributive justice, procedural justice and interactional justice which descriptions are provided below [6].

A) Distributive justice: refers to the equanimity of distributing results, such as the payment level or promotion opportunities in an organizational context. In other words, it refers the extent to which individuals know rewards linked to performance, the origin of this theory is equity theory by Adams [7].

B) Procedural justice: means the perceived justice of the process used to determine rewards. Two factors play important roles in shaping people's perceptions of fairness or unfairness of the procedure, the first factor is the way of treating people in interpersonal relationships and that how managers and those responsible for the distribution of incomes treat people [8].

C) Interactional justice: the term of interactional justice was applied for the first time by two researchers named as Muge and Bias in 1986. They believe that interactional justice refers to the social practice of procedure. In other words, interactional justice pays attention to perceived equity of interpersonal relationships and this kind of justice is more related to administrator [9].

Researches have shown that justice processes play an important role in the organization and how treating people in organizations may influence employees' beliefs, feelings, attitudes and behaviors. Fair treatment with employees by the organization generally leads to a higher commitment towards the organization. On the other hand, those who feel injustice are more likely to leave the organization or show low levels of organizational commitment and they may even begin to maladaptive behaviors such as revenge [10].

Several studies confirm the phenomenon of confirm bias that if the employees have a feeling of injustice in their workplace will more likely experience injustice or at least they will more likely experience injustice than employees who do not expect it [11]. Since at least part of the expectations of people comes from their past experience, the expected injustice is influenced by the former injustice. The following model shows the cause and effect relationship between the organizational effects of injustice and the former experienced injustice [12].

Graph 1: Relationship between the organizational effects of injustice and the former experienced injustice.

Organizational commitment has numerous definitions that have been proposed by researchers. Martyr Motahari (2010) says about the commitment that: commitment means to adhere to the principles and philosophy or contracts to which man believes and adheres. A committed person is one who is faithful to his vow and promise and who preserves the goals for which he has promised [13]. Organizational commitment means employees' emotional dependency to their working place [14]. According to Porter et al belief, organizational commitment is expressed in three major understandings: 1. Strong belief in the organization and acceptance of its goals and values 2. Tend to much effort 3. A definite wish to remain a member of the organization [15]. In organizational commitment the person has a strong sense of loyalty through which he attempts to identify the organization [16]. Several studies have shown that organizational commitment is positively related to procedural justice and distributive justice. In the researches it’s stated that employees respond to the fair and equitable behavior of organization with a sense of mutual commitment and loyalty. As the employees find the organization that protects the ethical and fair work environment, they will respond to it with a sense of commitment, therefore, it can be argued that procedural justice and distributive justice are directly related to organizational commitment. Sweeney and McFarlane (1993) found that distributive justice predicts individual-level outcomes (i.e. fulfillment of payment) while procedural justice predicts the consequences of organizational-level (i.e. organizational commitment) to predict. Thompson (2001) in a study has measured the relationship between justice and customer satisfaction [17].

This study has examined justice in three dimensions of distributive justice, procedural and interactional and concluded that distributive justice is the best predictor of satisfaction. Podsakoff et al (1990) have suggested that when employees are justly treated in the organizations and administrators have a good relationship with them.
interactional justice) the level of their organizational commitment will be increased [15]. Also in a research conducted by Andrew J. Lee in 2007, it is stated that all dimensions of organizational justice are positively related to organizational commitment.

The result is corresponded with Endeavour and Blair Stali in 1997 that has found perceived organizational justice effective on organizational commitment. Also Rashti (2007) in its thesis quoted by Campeb (1996) states that in the data analysis the result has been obtained that if manager treats its staff with equity, sincerity and interest, it will cause their high commitment to the organization and satisfaction with their jobs. Organizational justice plays a positive role in employees' organizational identity and their citizenship behavior in the organization [18]. Organizational justice indicates managers' attention to the employees and builds a bridge of trust, so the employees who feel their organization to justly treat them would be encouraged to trust the organization and stay loyal to it, which ultimately will increase their organizational commitment. In other words, it is less likely for employees to trust, belong and commit the organization that is not treating fairly [19]. New researches conducted in this field also indicate that employees who feel more inequality have less organizational commitment than other employees (Spector, 1997), such perception has a lowering effect on employees' performance (Hoffman, 2005). Liu and Rap (2005) pointed out that if employees see injustice in the organization, a kind of tension will be resulted and thus to reduce the stress they will try to reduce their rate of commitment and dependency to the organization, in such cases the organizational commitment may be reduced. In contrast, if employees feel the justice in their workplace, they will be excited to accept more duties, tasks and responsibilities in their job in order to express their religion to their profession and thus their normative organizational commitment will be increased [15]. Finally, if the good and bad aspects of social life are distributed in a fair way, the individuals will be more committed and they will more likely to sacrifice for the others (Scott Grinberg; 1996: 111). In contrast when events occur as unfair, people are less likely to show loyalty and effort and they may even decide to theft, invade, and riot too [11].

Conceptual model and hypotheses of the research:

According to the theoretical basics on the concepts of organizational justice and its dimensions and organizational commitment, a conceptual model was developed based on which the research hypotheses were presented.

Graph 2: Conceptual model of the research.

As it can be seen, this study aims to examine the relationship between organizational justice and organizational commitment that the relationship is shown as an arrow from organizational justice to organizational commitment. And since the organizational justice has also three different dimensions, the relationship of each of these dimensions has been considered with organizational commitment which is shown in the graph above.

Research hypotheses:
The main hypothesis:
There is a significant relationship between employees' "organizational justice" and "organizational commitment".

Sub-hypotheses:
1. There is a significant relationship between "procedural justice" and employees' "organizational commitment".
2. There is a significant relationship between "interactional justice" and employees' "organizational commitment".
3. There is a significant relationship between "distributive justice" and employees' "organizational commitment".

Methods:
The present study is applied in terms of the objective, descriptive in terms of the data collection, and it's a type of two-variable correlation analysis. The statistical population size was 1,200 people, including all staff
working at one of the public universities. The sample size using Cochran formula that the rate of error estimated was \(d = 0.05\) and \(Z = 1/96\), was calculated 360 persons, that a random sampling was used to distribute the questionnaire. In order to collect the required data, in addition to the library study, two field methods were used too. During the survey a questionnaire with 35 questions was used whose 20 questions were related to organizational justice and 15 questions to organizational commitment. Porter's standard questionnaire and Nihof and Morman’s questionnaire were used to design the questionnaires of organizational commitment and organizational justice, respectively. These questionnaires have been already conducted by researchers and their validity was calculated by them. To determine the validity of the present research, the content validity method has been applied too. Cronbach's alpha test was used to measure the reliability of the questionnaires. This test deals with studying and calculating the internal consistency of the designed questionnaire. Three Cronbach's alphas were calculated and obtained according to the following table. The alpha coefficient obtained for the questionnaires of organizational justice, organizational commitment, and total questionnaire and variables of organizational justice indicating high validity of the questionnaires.

**Table 1:** Cronbach's alpha of organizational justice and organizational commitment.

<table>
<thead>
<tr>
<th>Number of questions</th>
<th>Cronbach's alpha</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>0.83</td>
<td>Organizational justice</td>
</tr>
<tr>
<td>15</td>
<td>0.82</td>
<td>Organizational commitment</td>
</tr>
<tr>
<td>35</td>
<td>0.90</td>
<td>Total questionnaire</td>
</tr>
</tbody>
</table>

**Table 2:** Cronbach's alpha of organizational justice variables.

<table>
<thead>
<tr>
<th>Number of questions</th>
<th>Cronbach's alpha</th>
<th>Variables of organizational justice</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5</td>
<td>0.72</td>
<td>Distributive justice</td>
</tr>
<tr>
<td>6-11</td>
<td>0.82</td>
<td>Procedural justice</td>
</tr>
<tr>
<td>12-20</td>
<td>0.64</td>
<td>Interactional justice</td>
</tr>
</tbody>
</table>

**Findings: The main findings:**

The main hypothesis of research indicates that there is a significant relationship between employees' "organizational justice" and "organizational commitment". In this regard, the statistical hypotheses were examined as the following:

\[ H_0: \ R^2 = 0 \quad H_1: \ R^2 > 0 \quad R^2 = 0.68 \]

**Table 3:** Regression analysis of variance.

<table>
<thead>
<tr>
<th>Source of changes</th>
<th>value P</th>
<th>(R^2_{adj})</th>
<th>(R^2)</th>
<th>Degree of freedom</th>
<th>The sum of squares</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>0.001</td>
<td>0.63</td>
<td>0.68</td>
<td>5</td>
<td>15262.85</td>
</tr>
<tr>
<td>Error</td>
<td></td>
<td></td>
<td></td>
<td>275</td>
<td>58181.35</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>280</td>
<td>73443.93</td>
</tr>
</tbody>
</table>

The data obtained (Table 3) suggests that, given the size of R and especially \(R^2_{adj}\) (adjusted R2) because calculated P in test is less than the significance level of a =0.05, H0 is rejected is the level; i.e. the linear regression model is significant and as a result there is a significant relationship between organizational justice and organizational commitment.

**Table 4:** Statistics of correlation test between organizational justice and organizational commitment.

<table>
<thead>
<tr>
<th>Test Variable</th>
<th>Spearman</th>
<th>Pearson</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>value p</td>
<td>r</td>
</tr>
<tr>
<td>Procedural justice and organizational commitment</td>
<td>0.003</td>
<td>0.62</td>
</tr>
<tr>
<td>Distributive justice and organizational commitment</td>
<td>0.008</td>
<td>0.69</td>
</tr>
<tr>
<td>Interactional justice and organizational commitment</td>
<td>0.000</td>
<td>0.85</td>
</tr>
</tbody>
</table>

**The first sub-hypothesis:** there is a significant relationship between "procedural justice" and employees' "organizational commitment".

The results in table 4 show that there is a relative strong relationship between procedural justice and organizational commitment. The correlation coefficient obtained is equal to 0.64 and the significance level of a=0.05 implies the existence of a strong positive relationship; also Spearman’s correlation coefficient is 0.62. Thus, the first hypothesis of research is not rejected.

**The second hypothesis:** there is a significant relationship between "interactional justice" and employees' "organizational commitment" relationship there.
According to the results in table 4 of this research, Spearman and Pearson's correlation coefficients are 0.67 and 0.73, respectively and because of this in the significance level of α=0.05 the second hypothesis is also approval, indicating that there is a strong positive relationship between distributive justice and employees' organizational commitment.

The third hypothesis: There is a significant relationship between "distributive justice" and employees' "organizational commitment" relationship there. According to the statistical results obtained (table 4) there is a positive relationship between interactional justice and organizational commitment. As according to Spearman and Pearson's correlation coefficients that are 0.85 and 0.88, respectively, at the significance level of α=0.05, it can be said that interactional justice will cause a dramatic increase of employees' commitment.

Discussion and Conclusion:
As it has been seen, the first hypothesis (H1) was approved and it was determined that there is a significant relationship between procedural justice and organizational commitment which is similar with the results of researches conducted by Baharifar and Javaheri Kamel. Also reviews by Greenberg, 1987; Kim and Mauborgne 1993 has shown that employees' perceptions of the rate of observing procedural justice has a positive impact on their commitment, it means that when the employees know the current procedures are justly, they will do their best to perform the work. The second hypothesis suggested that there is a significant relationship between interactional justice and employees' commitment, a research conducted by Podsakoff et al. shows that when employees are treated fairly in the organizations and administrators have a good relationship with them (interactional justice) their organizational commitment will be increased. Ranjbarian has also achieved the positive correlation between these two variables. The third hypothesis states there is a relationship between distributive justice and employees' organizational commitment and during a research by Andrew G. Lee in 2007 he also reached the similar result. Also the conclusion is consistent with Blair Stall's idea. The main hypothesis was also examined that the result suggests the hypothesis approval. Rashii in its thesis quoted by Campeb states that the result of data analysis indicates that if manager treats its staff with equity, sincerity and interest, it will cause their high commitment to the organization and satisfaction with their jobs. Andrew G. Lee also stated that organizational justice is positively related to the organizational commitment. Organizational commitment, organizational identity and self-respect that come from belonging to a valuable group, trust colleagues and administrators and the person's perception of the legitimacy of organizational hierarchy are all attitudes which are influenced by people's judgment of justice and equity in the organization. Therefore, managers can reduce the control costs through fair treatment. They can reduce the administrative levels and develop specific goals for a unit or organization at the same time [11]. In researcher's opinion, since the human resources are considered as a strategic factor in success and failure of an organization, so they have to be encouraged to accept the values, norms and organizational culture, as well as the acceptance and commitment to the organization itself as a legal character which can be a representative of a person in various aspects of life, and it is not possible unless with the efforts of managers and administrators to implement the framework of justice within the organization. And if the person feels injustice and unfairness in the organization, it will begin to hostile behavior, and in the extreme case it will hurt the unjust person.

It's recommended that:
1. Implement training programs by senior officials of the organization for administrators to properly treat staff.
2. Assess the employees' performance and give its feedback as an encouragement to employees in the case of proper functioning.
3. Govern an appropriate control system and strong supervision on various units of the organization to perform units' activities within the legal framework in line with organizational objectives.
4. The organization management tries to arrange friendly meetings and present speech for members of the organization to internalize the acceptance of justice and justice-oriented culture for them.
5. Let staff and administrators to participate in decisions making and plans of the organization to make them feel worthy for the organization contribution which causes their belonging and commitment to the context of the organization and trust the authorities doing fair and justly affairs.

REFERENCES


