

## **Study of the Relationship between Organizational Justice and Organizational Commitment of Staff in Executive Organizations in Guilan Province, Iran**

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### **ABSTRACT:**

The purpose of present study is to investigate the relationship between organizational justice and organizational commitment of staff in executive organizations in Guilan Province. The main variables are organizational and commitment justice. Organizational commitment referring to the degree of identifying a person's identity with certain organization, to the degree of his/her involvement, participation, and cooperation with that organization is investigated from three dimensions of emotional commitment, constant commitment, and normal commitment. Organizational justice refers to fair treatment of organization with the staff, and carrying out fair treatment, words, and deeds, distribution methods of resources. Regarding the objectives, the research follows an applied correlative and analytic method. The subject population includes all staff of executive organizations in Guilan province. To measure the variables, two questionnaires of organizational justice and organizational commitment were used, and to analyze data Pearson's correlation coefficient was utilized.

According to the results found from testing research hypotheses, there is a meaningful relationship between organizational justice and organizational commitment. Meanwhile, there is also a meaningful relationship between the dimensions of organizational justice and components of organizational commitment.

**KEYWORDS:** Organizational justice, Procedural justice, Interactional justice, Organizational commitment, Emotional commitment, Constant commitment, Normal commitment.

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### **1. INTRODUCTION**

Survival and durability of any social institution and system is geared to existence of strong link present among its components. This link is influenced by considering a type of equality and justice in that system. Cognitive science theoreticians believe that behavior is individuals' reactions and a part of their beliefs, expectations, values, and other mental intuitions (Rezaeian, 2005, p.56). Laver (1986) has argued that four influential processes over attitudes and professional behaviors are exchange of information, development of merit, reward, and empowerment. The theory of equity is one of the cognitive theories of work motivation and is based on this proposition that recognition of staff is the code of understanding their motivation. Some specialists know the theory of equity expansion of a phenomenon called justice because it focuses on the fair distribution of income among human beings for the purpose of achieving a high level of motivation (Ibid,p.58). Evaluation of individuals' reaction toward what they gain from their work in an organization compared to what they give to that organization is the subject matter of many social studies in the ground of justice (Afjeh, 2006, p.132).

Studies have indicated that justice processes play very important role in organizations and affect treatment of organization with staff, beliefs, feelings, attitudes, and behaviors of staff. Justice, albeit, has different parts and components. According to Greenberg (1987), the staff's understanding of fair treatment in work environment has led to the recognition of three different types of justice namely distributional justice, procedural justice, and interactional justice in an organization. Kohlmeyer and Parker (2005) argue that organization's fair treatment of staff is influential in creation of higher commitment in them toward organization and citizen behavior. Those who feel a kind of injustice are more likely to leave the organization or show a lower degree of organizational commitment and may even take some retaliatory measures (Pourezat, 2003, p.56). Therefore, recognizing how individuals judge justice in their organization and how they react to understood justice and injustice is the basic issues of understanding organizational behavior (Folger & Cropanzano, 1998, p. 925).

Another factor that is dealt with in the area of researches and studies regarding organizational behavior is organizational commitment. Porter et al (1974) know organizational commitment an important professional and organizational attitude that indicates the feeling of identity and dependency of a person to an organization and affects individuals' behavior. The positive effects of organizational commitment have been confirmed in many

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studies. Staff committed and liable is more organized and stay more in the organization. Allen and Meyer have studied organizational commitment from three emotional, constant, and normal facets.

Walton (1985) The importance of clear and obvious to make the commitment. He believed that if the traditional methods of control over its employees, will further their commitment to the organization and therefore its performance will improve (Armstrong, 2007).

Research has also shown a commitment to organizational outcomes such as job satisfaction, participation, organizational behavior, social learning and job performance positively and negatively associated with leaving a job. (Shewan *et al.*, 2003).

Generally, organizational commitment is an attitude about the staff's loyalty to organization and is a constant process thanks to individuals' participation in organizational decisions, attention to individuals in organization, and organization's success and welfare (Khnifer, 2009, p.3). So, it seems that one of the issues in existing organizations in governmental sector is the lack of feeling of commitment or low level of organizational commitment among the staff. In organizations, especially the executive ones under study, despite policy making and attempt to hire the most talented staff, factors like mismanagement can lead to a condition in which not only are not human resources in line with the objective of organization, but also they are against the objectives (Golparvar, 2009, p. 11). On the other hand, lack of commitment feeling and low level of organizational commitment will practically result in behaviors such as stopping work, making lots of absences, not being willing to stay in organization, reducing customers' confidence.... It is quite clear that in such organizations discussing issues such as self-management, self-control, cooperation, innovation, comprehensive management of quality is useless and attempts to enhance effectiveness will reach no end.

The issue of organizational justice is of prime importance in this regard. When individuals have an understanding of injustice in distribution of data in an organization, they show negative reactions. One of these reactions can be lack of feeling of commitment or low level of organizational commitment among the staff since individuals have presented input in terms of time, effort... to organization by being the members of the organization, and organization in turn present merits and output to individuals (Rezaeian, 2005, p. 123). Studies have revealed that the processes of justice play a very important role in an organization, and the way individuals are treated may affect the staff's beliefs, feelings, attitudes, and behaviors. Impartial behavior of organization toward staff generally enhances higher commitment to organization and citizenship behavior. On the other hand, those who feel a kind of injustice are more likely to leave the organization or show a lower degree of organizational commitment and may even take some retaliatory measures (Folger & Cropanzano, 1998, p. 925).

Regarding the fact that one of the methods of promoting organizational commitment among staff is enhancing organizational justice, the main question in the present study asks "Is there a relationship between the components of organizational justice and organizational commitment?" and "Can this relationship between the organizational justice and organizational commitment be desirably seen in executive organizations in Guilan Province?"

## 2. REVIEW OR LITERATURE

Since 1960 many studies have been conducted on organizational justice and organizational commitment abroad. In this part, some of the latest studies are mentioned very shortly.

2-1. Tsai and Wang (2004) have studied personal factors influencing professional and organizational commitment. They have first investigated the relationship between independent personal variables with organizational commitment, and then they measured this relationship with the moderate variable of "satisfaction about payments". The most important finding in their study was positive and meaningful relationship between professional and organizational commitment in such a way that the correlation coefficient reached between professional and organizational commitment equals to be 19.4 rejecting the claim of classic literature that the relationship between professional and organizational commitment is zero. Therefore, the relationship between professional and organizational commitment is not necessarily a mismatch. These two commitments, however, occur in one society and have meaningful relationship. Another finding of the study is the similar relationship between the personal variables such as sex, rate of income (positive relationship), level of education, job status, work background, and marital status (no effect) with both professional and organizational commitment. Meanwhile, the moderate variable of "satisfaction about payments" had mainly the same effects on relationship between the personal variables with professional and organizational commitment. These findings indicate that backgrounds and influential factors over professional and organizational commitment are the same to some extent and an interaction can be reached in the field of professional and organizational commitment (Parker, 2005).

2-2. In a study titled as "the recognition of relationships among commitment constructs", Hacket *et al.* (2008) heeded findings and results of other researchers about professional and organizational commitment and claimed that

job dependency is the prerequisite of professional and organizational commitment. In their model, job dependency was defined as a moderate variable among various attitudes such as work ethics, professional and organizational commitment emphasizing that job dependency can have direct effect on professional and organizational commitment. According to these researchers, the relationship between job dependency and organizational commitment is based on the theory of social exchange because individuals are willing to establish mutual relationship with those whom they can make benefit from. Positive work experience of staffs is also geared to the organization's efforts because staffs that have high job dependency, their organizational identity increases, and their commitment to organization goes up consequently ( Hesam et al, 2010, Pp.112-119).

2-3. Santos's (1998) main purpose was studying factors relating job commitment, organizational commitment, and professional commitment of instructors of development organization to organizational justice. Relationship among job commitment, organizational commitment, and professional commitment in his study reveals that improvement of justice has positive effects on other commitments. This means that any position in job, organization, and profession that reduces justice will reduce commitment. It also displayed that in order to understand job, organizational, and professional commitment of staff, managers must focus on their social, psychological, and working characteristics. Finally, improving and supporting these characteristics the level of staff's job commitment, organizational commitment, and professional commitment can be enhanced (Setners, 2007. Pp. 57-61).

2-4. Porter and Steers (2007) have studied the issue of commitment and job gratification in organizational behaviors. They showed how staff's feelings toward their job or toward different areas of their job can be studied. In their research, they studied job gratification in five areas: gratification from work, gratification from supervision, gratification from coworkers, gratification from payment, and gratification from promotion that all result in total job gratification. In fact, this study indicates that there is a strong relationship between understanding organizational justice, job gratification, and organizational commitment. As a result of justice and equity intuition, the rate of gratification and non-gratification will be determined, and job gratification affects individual's decision on staying or leaving the organization (Mahooni, 2010, Pp.116-123).

### 3. METHOD

The present study is applied correlative-descriptive. The subject population consists of all staffs, 27569, in executive organizations in Guilan Province. Each staff is a member of the subject population. To determine sample population, a list of all executive organizations was provided. Based on the latest annual statistic of Guilan, 51 executive organizations were active in 2009 in Guilan Province. Regarding the volume of subject population and subject of study, the sample volume was taken out through Morgan Table. With regard to 27569 personnel in Guilan's executive organizations, sample volume is 378 personnel. The researcher distributed 400 questionnaires and gathered 380. So, the sample population is 380. To collect data, field study has been used. In present study, to measure organizational commitment as dependent variable Allen and Meyer questionnaire of 15 questions is used, and organizational justice as independent variable is measured by 15 questions in 3 dimensions.

#### 4. Research findings

To investigate the degree of organizational commitment of staff and its component, a single t-test is used. In this test,

Regarding the data in table 1, t value and meaningful number measured (sig = /...) of the variable of organizational commitment and its component is to be less than the level of significance of 0.05/. Since t value is positive in all cases, null hypothesis is rejected, and it can be concluded that the degree of organizational commitment, emotional commitment, constant commitment, and normal commitment is higher than the average level.

**Table 1. Findings of single T-test of organizational commitment**

Variable	t-value	Degree of freedom	Sig.	Hypothesis
organizational commitment	26.837	28	0.000	Null was rejected
emotional commitment	23.172	28	0.000	Null was rejected
constant commitment	17.597	28	0.000	Null was rejected
normal commitment	17.247	28	0.000	Null was rejected

#### Study of the degree of executing organizational justice and its dimensions

To study the degree of organizational justice and its dimensions executed by managers a single t-test is used in this test.

Regarding the data in table 2, t value and meaningful number measured (sig = /...) of the variable of organizational commitment and its component is to be less than the level of significance of 0.05/. Since T value is positive in all cases, null hypothesis is rejected, and it can be concluded that the degree of executing organizational justice, distributinal justice, procedural justice, and interactional justice is higher than the average level.

**Table 2. Findings of single T-test of organizational justice**

Variable	t-value	Degree of freedom	Sig.	Hypothesis
organizational justice	22.574	28	0.000	Null was rejected
distributinal justice	22.021	28	0.000	Null was rejected
procedural justice	19.338	28	0.000	Null was rejected
interactional justice	17.247	28	0.000	Null was rejected

### Studying the effect of organizational justice on organizational commitment

In order to study the degree of simultaneous effect of organizational justice and its dimensions as independent variable on organizational commitment as dependent variable, the following linear model and multivariate regression method to measure coefficient were used. Regarding the results of correlation gained, there is a meaningful relationship between each dimension of organizational justice –distributinal, procedural, interactional- and organizational commitment. Thus, all three variables were used in multivariate regression method.

$$Y=C+B1X1+B2X2+B3X3$$

Y= Independent variable, organizational commitment of staff

X1= Dependent variable, degree of managers' execution of distributinal justice

X2= Dependent variable, degree of managers' execution of procedural justice

X3= Dependent variable, degree of managers' execution of interactional justice

The estimated model:  $Y=28/395+0.18X1+0.189X2+0.176X3$  (13/2) (3/4) (2/8) (2/6)

$R^2= 456$   $\bar{R}^2=0.208$   $F=989/32$

According to the estimated model:

1. Regarding the estimated  $\bar{R}^2$ , only 21 per cent of changes in dependent variable, organizational commitment, can be accounted for by organizational justice.
2. Since the coefficients of independent variables of study were positive to some extent, there is a direct relationship between changes in the degree of managers' execution of dimensions of organizational justice and organizational commitment of staff (matched with the results of hypotheses testing).
3. Regarding the t-value of the coefficients of independent variables, it is 99 per cent probable that there is a meaningful relationship between distributinal, procedural, and interactional dimensions and independent variables of study.
4. Regarding the estimated coefficients, the degree of execution of procedural, distributinal, and interactional justice respectively has had the most effects in enhancing organizational commitment of staff.

## 5. DISCUSSION AND CONCLUSION

Findings of the present study correspond to some scientific researches in related literature. According to the results of the linear model of studying the degree of effect of organizational justice and its dimensions as independent variable on organizational commitment, it can be concluded that only 21 per cent of changes in dependent variable, organizational commitment, can be accounted for by organizational justice. This makes more extensive study on effective factors on organizational commitment necessary. Similarly, the degree of understanding procedural, distributinal, and interactional justice respectively has had the most effects in enhancing organizational commitment of staff.

Regarding the results, and since the most valuable and important capital of an organization is human capital, and the more valuable it gets, the higher chance it will have to reach success, it is observed that the managers' efforts to establish organizational justice can lead to creation of commitment in staff. Therefore,

1. Regarding the meaningful relationship between distributinal justice and dimensions of organizational commitment it is suggested that managers be cautious in paying rewards and benefits in such a way that payment corresponds to the degree of individuals' efforts not based on the relationship with manger, and promotion is done on the basis of merit and ability so that the degree of commitment can be enhanced.
2. Regarding the meaningful relationship between procedural justice and dimensions of organizational commitment, it is suggested that organization provide the staff with the opportunity to discuss and consult issues and methods of

work with manager, distribution of rewards be fair and just, and exist a special standard for the promotion of personnel in their career.

3. Regarding the meaningful relationship between interactional justice and dimensions of organizational commitment, it is suggested that managers' behavior with staff be courteous and respectful. The rights of all staff must be important to manager. The staff must recognize this, and their promotion is announced in public session so that others can be aware of that. This can enhance staff's loyalty to organization.

4. It is suggested that objectives and strategies be formed fairly and commitment to justice be the most basic axis of management principle. In this case, the probability of respecting justice enhances in the organization, and the execution of organizational justice can be increased.

5. Taking necessary measures to reduce difference in skill level, expertise variations, ability distance, behavioral and cultural differences will increase the probability of respecting justice. In other words, execution of organizational justice will face fewer obstacles.

6. Better distribution of power structure and control will remove some obstacles of justice materialization facilitating an increase of justice in different dimensions.

7. The more prevailing culture and language embrace fair behavior, and consequently unfair words and terms reduce, the more probable the organizational justice increases.

8. Executive managers should show more attention to the effects of the staff's intuition of organizational justice and try to determine the present situation of staff's intuition of organizational justice so that they can diagnose the weak and strong points. Then, based on the organization's objectives and landscapes, a comprehensive plan can be provided to improve human resource development and more exploitation of human force.

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