

Organisational Commitment: Investigating the Stimulus of Organisational Justice

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ABSTRACT--Employees play an imperative role in organisational sustainability. Therefore, an organisation must understand employees' emotions, attitudes, and behavior. Organisational Commitment empowers employees to perform the task with full passion inline with organisational goals. That is why organisational justice is considered one of the key determinants of organisational commitment. Because justice perception of employees creates a positive or negative attitude. Employee perception of justice and commitment plays a decisive role in organisational development. Considering all facts present study aims to investigate the influences of organisational justice and its dimensions (distributive, procedural, and interactional justice) on organisational commitment. A total of 325 responses were analysed, and our obtained results suggested that organisational justice and its dimension have a significant positive impact on organisational commitment. The present study is cross-sectional. The author also provides the future direction of the research as well.

Keywords-- Organisational Commitment, Organisational Justice, Procedural Justice, Distributive Justice, Descriptive, Regression

I. INTRODUCTION

Employees are considered as the soul for any organisation and attracting and retaining competent and committed employees for an extended duration remains a challenge for organisations. For creating organisational commitment within employees particular attention has to be paid in establishing just organisational practices. Employee commitment is extremely vital to ensure quality work and service (Labrague et.al; 2018), performance, and productivity (Lee, Y., Lee, M., & Bernstein, K. 2013) and organisational efficiency (Hayes et al.; 2012). As discussed by Ponnu, & Chuah, (2010), if employees leave the organisation, then the organisation has to bear the additional cost in terms of financial, human capital, and experience. Therefore, the employee's job attitudes are the leading factors that contribute to organisational success.

Job attitudes of the employees confirm the fairness of the processes adopted by the organisation (Iqbal & Ahmad, 2016). Furthermore, the perception of fairness in the organisation also plays a determinative role in the employee's trust for the organisation (Silva & Caetano; 2014). In this context organisational justice plays an imperative part to gain commitment of the employees by ensuring fairness. There are 3 established components of organisational justice namely interactional, procedural, and distributive (Karkoulis, S., Assaker, G., & Hallak, R.; 2016). With this regard fairness perception of the employees about the organisation is likely to ensure the long tenure with the organisation. So, as a result of continued growth and sustainability, organisations need a committed

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and competent workforce this can be gained through the constant effort of an organisation to maintain organisational justice (Espinilla, Andres, Martinez, & Martinez, 2013).

II. ORGANISATIONAL COMMITMENT

Organizational commitment is commonly defined as the loyalty of individual employees' towards the organisation. The term Organisational Commitment was coined by Howard Becker in 1960. During the introduction of side-bet theory by Becker in 1960 he introduced the term commitment and stated "commitments come into being when a person, by making a side bet, links extraneous interests with a consistent line of activity" (Becker, 1960; p. 32). After the basic foundation of organisational commitment by Becker, a large number of social sciences researchers empirically tested the organisational commitment into a different context and provided meaningful exposure to the organisational Commitment. Salancik (1977) defines organizational commitment as a "state of being in which a person becomes bound by his deeds to beliefs that sustain the actions and his involvement.". Subsequently Steers (1977) projected organizational commitment as a tendency of employees to stay with the organisation for an elongated tenure. Mathieu and Zajac (1990, p. 171) designated organizational commitment "as a liaison between employee and organization." Meyer and Allen (1997) provided a well-accepted definition as "Organizational commitment is a multidimensional construct. Commitment can take different forms and can be directed at distinctive constituencies in the organization." And multidimensionality of concept is surrounded by three dimensions (1) affective (2) continuance and (3) normative commitment, Over the last 3 decades, the multidimensionality of organisational commitment has been empirically tested, and the researcher has identified a strong association between organisational commitment and organisational productivity (Riketta & Landerer; 2002). The large size of social science researcher's fraternity acknowledged the three basic platforms namely; affective, continuance, and normative commitment (Allen & Meyer; 1990), which are determinants of overall organisational commitment (Meyer and Allen; 1997). Affective commitment is the perception of the psychological/emotional attachment of the employees (Meyer & Allen; 1991). When an employee is opting to stay with the organisation due to the cost comparison between staying and leaving and identifies leaving cost is higher than staying. In this situation employees would like to stay with the organisation due to continuance commitment (Meyer et. al.; 2012). When employees favour the stay with organisational due to feeling of obligation and norms, it is called as normative commitment (Allen & Meyer; 1990). In a nutshell affective commitment is all about the desire of long term and continued employment, continuance commitment is all about a need of hours to continue employment and normative commitment is all about the norms and obligation to continue employment in the organization (Meyer & Allen; 1991).

III. ORGANISATIONAL JUSTICE

The introduction of organisation justice was given equity theory by Adams during 1960. The basic concept of the equity theory was a perception of fairness in all dealing with the employees in the organisation. Over the last three decades, extensive researches have been conducted related to organizational justice and these studies also identified various variables which have been influenced by organisational justice, namely trust in the supervisor (Tyler & Lind, 1992), employee theft (Greenberg, 1993), organizational commitment (Martin & Bennett,

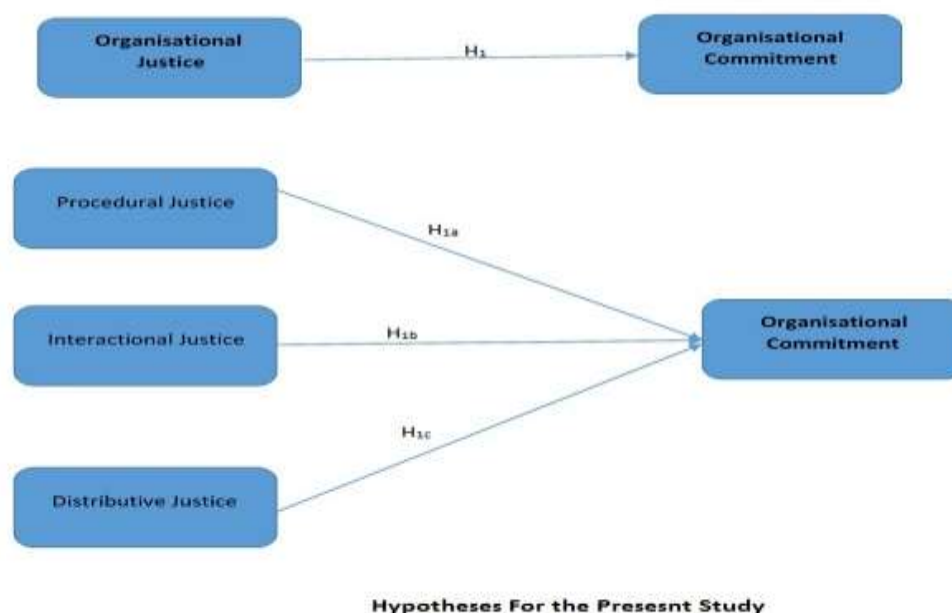
1996), turnover intention (Aquino & Hom, 1997), absenteeism (DeBoer et al., 2002), job satisfaction (Warner et al., 2005), and organizational citizenship behavior (Gürbüz, 2007). Organisational Justice is a term commonly used to express “honesty” or “impartiality” (Colquitt, et al. 2001).

Organizational justice incorporates three sub-dimensions such as; distributive justice, procedural justice, and interactional justice. Cohen (1987) defines distributive justice as “the allocation of resources among individuals, whose proportional shares are determined as to the specific functional rules and provisions under certain standards”. Distributive justice covers various aspects of the organisation like; reward, wage, promotion, tasks, goods, wages, promotions, opportunities, and punishment. Procedural justice discusses the various procedures adopted by the manager for outcome distribution and employee’s perception of fairness to those specified procedures ((Tyler, 1987). In simple words, it is the perception of fairness in the methods, policies, and processes used to make decisions. Interactional justice talks about internal communication and organizational procedures (Bies & Moag, Cohen & Spector (2001). 1986; Gelens, et.al; 2013). Interactional justice refers to the employer’s means of elucidation and executing their procedures. Bies (2001: 93) explains interactional justice as “the quality of interpersonal treatment employees experience when procedures are enacted”. To simply interactional justice is the clarification provided to employees related to procedural and distributive justice (Barling and Michelle; 1993).

Organisational commitment considered one of the major job attitudes of the employees which decides the duration of employment, which is influenced by the perception of justice (Ponnu, & Chuah, 2010). Employees do not work for free. They always want something in return for the contribution they make for the organisation. At this phase organisational justice plays a crucial role in building a positive attitude of the employees, which would ensure long term retention and loyalty (Gabčanová; 2011). When employees trust that they have been treated equally and organisation have transparency in most of the dealings, then may expect themselves as they part of the organisation. Also, employees’ perception about the rewards, procedures, transparency in communication, and co-worker, affect their choice to stay or not to stay (Suliman & Al Kathairi; 2012).

IV. HYPOTHESES DEVELOPMENT

Organisational Commitment is considered as the one of major and imperious job attitudes of employees. And most of the researches in the field of OC has investigated the antecedents. Many studies revealed that OJ (Martin - Bennett, 1996), along with its dimensions distributive justice and procedural justice (Cohen et.al., 2001) and interactional justice (Colquitt et al., 2001) considered as the significant predictors of OC. Sweeney & McFarlin (1993) have also investigated the effect of organisational justice perception on organisational commitment. Justice perception consists of three major perceptions of the employee related to process adopted, equal distribution of reward, and interpersonal communication, all these influences the OC (Cropanzano et al., 1997; Masterson et al., 2000; Randall et al., 1999). A cross-sectional study by Folger & Konovsky (1989) has also claimed a positive influence of distributive justice and procedural justice on OC. Thereafter the same relationship was also established by Taylor et al. (1995) and Korsgaard et al. (1996). At last based on the above discussion I can say when workers of the organisation have a perception of fairness they repay the firm in terms of loyalty to the organisation. Subsequently based on the above discussion I can deduce the following hypotheses for the present study.



V. RESEARCH METHODOLOGY

- Objective: The main objective of the study is to investigate the predictive function of organisational justice toward organisational commitment.
- Hypotheses: H₁: Organisational justice have a significant impact on OC
H_{1a}: Procedural Justice has a positive significant impact on OC
H_{1b}: Organisational justice has a positive significant impact on OC
H_{1c}: Organisational justice has a positive significant impact on OC
- Research Design and sample characteristics: Descriptive cum exploratory research designed was used to obtain the study outcome. The present study is cross-sectional.
- Sampling: For the data collection, 700 questionnaires were distributed out the distributed questionnaire 373 were received and at 325 were found suitable for the final analysis. Convenient Sampling was used to obtain the response for the study.
- Target Population: Senior and Middle-level executives from the organisation which is having an annual turnover of 100 crores.
- Instruments: to collect responses for Organisational Commitment scale developed by Allen&Meyer (1996) and for Organisation Justice developed by Niehoff, B. P., & Moorman, R. H. (1993) was used.
- Data Analysis: Descriptive statistics, correlation, and regression were performed on collected data to obtain results.

VI. RESULT AND ANALYSIS

Table No.1

Demographic Details of Respondents				
Variables	Group	Number	%	Cumulative %
Age in Years	<30	130	40.0	40.0
	30-40	91	28.0	68.0
	40>	104	32.0	100.0
Gender	Female	52	16.0	16.0
	Male	273	84.0	100.0
Education	UG	170	52.3	52.3
	PG	155	47.7	100.0
Marital Status	Unmarried	84	25.8	25.8
	Married	241	74.2	100.0
Experience	<8	142	43.7	43.7
	8-16	92	28.3	72.0
	16>	91	28.0	100.0
Total	N	325		

As, shown in Table No. 1: Out of 325 respondents who have participated in the present study as usual present study is dominated by males 273(84%) against females 52 (16%), within the age brackets of <30; 130 (140%), 30-40; 91(28) and 40> (32%) with the education qualification Under Graduate (UG); 170(52.3%) and Post Graduate (PG); 155(47.7%).The majority of the respondents were married with a number 241(74.2%) and 84 (25.8) were unmarried. And 142 (43.7%) were having 8 or fewer years of experience.

Table No.2 represents the correlations coefficient of the different variables used in the present study using the Pearson correlation coefficient. Initial investigations were performed to confirm that there is no issue of linearity, homoscedasticity, and normality. As it can be seen in Table No.2 that there is a strong association between distributive (.788**) procedural (.555**) and Interactional justice (.761**) with organisational commitment. Organisational Justice (.929**) is also very highly correlated with Organisational Commitment.

Correlations													
	Age	Gender	Marital Status	Education	Experience	Distributive	Procedural	Interactional	Affective	Continuance	Normative	Commitment	Justice
Age	1	.292**	.604**	.087	.804**	.035	-.013	-.102	-.143**	.039	.038	-.019	-.042
Gender		1	.279**	.081	.331**	-.046	.021	-.072	-.064	-.039	-.058	-.070	-.044
Marital Status			1	.015	.531**	-.011	-.077	-.080	-.093	-.045	-.039	-.074	-.077
Education				1	-.020	.101	.155**	.035	-.025	.123*	.163**	.324*	.126*
Experience					1	.038	-.013	-.051	-.045	.011	.032	.004	-.016
Distributive						1	.537**	.275**	.229**	.642**	.858**	.788**	.768**
Procedural							1	.261**	.209**	.396**	.616**	.555**	.784**
Interactional								1	.899**	.732**	.225**	.761**	.712**
Affective									1	.477**	.183**	.672**	.622**
Continuance										1	.487**	.844**	.786**
Normative											1	.777**	.723**
Commitment												1	.929**
Justice													1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

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Table No.2

Table No.3 represents the data analysis for multiple regression. Multiple regression was employed to access the influence of organisational justice and its dimension (procedural, distributive, and interactional justice) on organisational commitment. Before applying multiple regression on available data linearity, multicollinearity, and homoscedasticity were checked to ensure the normality of the data. As can be seen from the table, adjusted R^2 .639 which means organisational justice explains a 63.9% variance for organisational commitment with beta value (.809, $p < .001$). This means employee fairness perception influences loyalty of the individual in a positive significant manner. From the further output it can be seen that distributive (beta .579; $p < .001$), procedural (beta .094; $p < .001$) interactional justice (beta .577; $p < .001$) significantly predict organisational commitment. Based on the output of the present study it can be proposed that organisational commitment is very much influenced by organisational justice and its dimension.

Table No.3: Multiple Regression

Independent Variable	Dependent Variable	R^2	Adjusted R^2	Beta	t- value	Sig.	VIF
Organisational Justice	Organisational Commitment (OC)	.643	.639	.809	41.754	.000	
Distributive	OC			.579	37.611	.000	1.444
Procedural	OC			.094	6.111	.000	1.432
Interactional	OC			.577	37.931	.000	1.103

VII. DISCUSSION AND CONCLUSION

The purpose of this study is to investigate the impact of organisational justice along with its factors on organisational commitment. This study contributes to the existing pool of literature by providing a detailed understanding of the analysed relationship. Results of the study designated a strong relationship between organisational justice and organisational commitment, which is in line with previous studies (Gomes et al., 2013; Ponnu & Chuah, 2010; Rahman et al., 2016). Malik and Naeem (2011) have also supported the finding of the present study by their results which are indicating the influences of procedural and distributive have a significant positive impact on organisational commitment. Mohamed (2014) has also concluded in his study that when an employee feels fairness in the contract fulfillment by the employer, he tends to be loyal to the organisation, Fatt, Khin & Heng (2010) also supported the same notion.

The present study uncovered the concept that the increase in organisational justice will lead to more satisfied and more loyal employees to the organisation. The present study clearly indicating that the strong association between the researched variable. The study also indicates that higher the organisational justice lesser the loyalty and satisfaction issue. The overall situation will craft a conducive work environment in the organisational setup. Organisational justice performance as an antidote to the negativity, low motivation, and low morale.

The present study is cross-sectional in nature so we can not draw the longitudinal conclusion. Therefore a longitudinal study can be conducted, which can provide deeper insights for the present relationship. The study is

dominated by male participants, more involvement of female participants can provide uncover the unexplored angles of the present relation. The study is conducted on the senior and middle level executive, the same study can be explored while adding lower-level employees. Respondents of the present study are mainly from North India. It may be possible if the same study conducted in other regions or cities may provide different results. The self-serving biases of the respondents can not be ignored, which is having a significant impact on the rational outcome of the study. The present study does not have any mediating and moderating variables, thereafter adding more demographic variables and other attitudinal variables same can be explored in the future.

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