

Analyzing the Relationship between the Perception of Organizational Justice and Organizational Commitment. Case Study: Neyshabur Medical Science College

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Abstract This study, in addition to identifying the different dimensions of organizational justice and discovering the relationship between these dimensions and organizational commitment and staff's job satisfaction, is closely related to the strength and weakness of justice components. In this descriptive-analytical study, all personnel of Medical Science School of Neyshabur and all its subordinate hospital have been participated consisting 263 subjects. The statistical sample has been gathered in span of two months from June 2014. Questionnaires based on demographic information, Rego and Cunha's organizational justice, Allen and Meyer's organizational commitment have been used to gather and deduce data. Finally, data have been analyzed by the advance SPSS software. The outcomes of this analysis reveal that there is a close and significant relationship between organizational justice and organizational commitment; hence, it is suggested that managers to establish organizational justice should encourage employees based on certain criteria of performance management through meritocracy, respecting individuals rights, avoiding discrimination, providing equal opportunities for staff development to create more intimacy and friendship atmosphere and reciprocal respect and relationship between staffs and managers.

Key words Organizational commitment, organizational justice, job satisfaction

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1. Introduction

One organization's feature to establish superiority over others is its staffs who their loyalty and commitment leading them to do their duties with high level of quality so long as increase organization's performance, productivity and effectiveness; whereas, indifferent or irresponsible people transmit this behavior (lack of interest to do duty) to others that includes a decline in the levels of people's performance in terms of quantity and quality (Nahrir, 2010).

It is merely false hope to expect the development of political and social parts of countries, particularly the national development, without corporation of efficient human forces. Today, experts and scholars emphasize on the importance and the role of human forces as a factor of country development (Ruhi, 2011). The basis of medicine system (medical-therapy system) is its workforce as well (Amirkhani, 2007) so that medical and Health Care organizations cannot achieve success without skillful and efficient human forces (Seyed Javadin, 2007). Therefore, the human spirit and motivation of staff is regarded as higher priority (Bozorgzade, 1998).

Nowadays, since organizations have multilateral and pervasive role in social life of human beings, the role of justice in organizations becomes more apparent. Justice, as an abstract concept, can be defined variously and the term organizational justice is applied when this concept is used in organizational

environment (Amirkhani, 2007). Organizational justice is characterized by emotion and employee's perceptions of fairness, equality in job attitudes and behaviors at workplace (Seyd Javadin, 2007). The processes of justice play a significant role in an organization and the quality of treatment toward others may influence employee's beliefs, emotion, attitudes and behavior in an organization. In recent decades, the concept of Justice is a subject of controversy in management scope. Organizational justice, a variable for describing justice, is directly related to Job Opportunities. An important consideration is that employees personify the organization and they distinguish between whether they feel the organization (or supervisor) have treated them fairly (Na'ami, 2004).

Although most of organizational activities and management decisions are subject to the principles of justice and fairly treatment, decisions related to staffs (including recruitment, employment, performance evaluation, promotion of employment, rights,...) allocating resources to departments, leadership and supervision are strongly associated with justice concepts so that organizational justice can be determined and analyzed based on the obtained results of departments and staff, and as a result the process and results would notify to individuals and departments; finally, all these mentioned issues illustrating organizational justice is not refused (Cheladervi, 2008). Three main distinctive components of organizational justice are distributive, procedural and interactional justice.

With regard to above statements, an interest in the concept of Justice in organizations for establishing it remarkably has increased in more researches (Moqimi, 2007). On the other hand, the factor behind many relevant behaviors is a worker's sense of organizational commitment. Organizational commitment is an attitude toward the organization and worker's loyalty to it, as a continuous, leading employee's participation in organization's decisions, employee's involvement in job, organization's success and welfare (Yaqubi, 2009). Organizational commitment can be defined "as organizational identification or an employee experiences a sense of oneness with their organization". Nor organization can achieve success without employee's commitment which positively correlated with job effort causing more discipline in their work (Amirkhani, 2008). According to Williams et al researches, job satisfaction and organizational commitment are constructed based on related foundation but distinct from each other. For Fred Luthans, job satisfaction is a positive and pleasant emotional state that resulted from individual's evaluating his/her job and job experiences. He continues to advocate a more push towards the individual's perception of their career and what is important for them (Nahrir, 2009).

Many researches have been illustrated that employees with higher job satisfaction have benefitted from better physical fitness and mental power (ability). In an organization, high levels of job satisfaction represent a desirable workplace atmosphere causing internalizing an employee's attitude towards stay with organization. The importance of organizational commitment analysis become apparent when those organization having high levels of organizational commitment usually have profited from appropriate performance, low absence and delay in participating, and in many cases organizations need those people who effort and strive more than their duties particularly in sensitive occupation such as health care and medical staffs who directly or indirectly deal with patients (Pazargadi, 2009).

Today, organizations may require efficient and effective employees to achieve their targets, comprehensive development and growth. Generally, the efficiency and effectiveness of organizations hinge upon to workforce's efficiency. It is essential for organizations to keep pace with justice, commitment and satisfaction among the workforces increasingly (Qafuri, Reno Safa Derani, 2009).

This study not only is intended to determine different dimensions of organizational justice in Neyshabur Medical faculty and to discover the relationship between dimensions and organizational commitment, but also it is involved in presenting advantages and disadvantages of these three mentioned components to promote the objectives of the Ministry of Health and Medical Education through suggesting appropriate solutions and providing essential proceedings; with regard the importance of Health employee's services, integrating knowledge, expertise and commitment which naturally provide patients and staff's consent, the levels of organizational commitment and satisfaction of personnel would cull appropriate information for manager's decision making. The mission of this paper is to analyze the relationship between organizational justice and organizational commitment and job satisfaction of Neyshabur Medical Science College. The outcomes of this analysis reveal and provide a better understanding of the dimensions of organizational justice and the quality of their impact and their

improvement in Neyshabur School. By determining the effects of different dimensions of organizational justice on types of organizational behavior such as absenteeism, dynamism, and performance of staffs in the medical scopes, a deep comprehension of the process of organizational justice can be attained.

2. Research approach

This study was conducted upon all personnel (official, fix term employment or contract,

Note 3, employment coefficient working in the faculty of Medical Science in Neyshabur (consisting 22Bahman Hospital, Hakim Hospital, Health care system's personnel and workforces in the faculty of Medical Science) who have a tendency to participate in this research by applying descriptive-analytical approach. Questionnaires based on factors of a sample model with 263 subjects have been used for gathering data and deducing results as follows:

1. The demographic questionnaire and Rego and Cunha's the questionnaire of organizational justice have been used consisting 17 questions that questions 1-5,6-8, 9-11, 12-14, and 15-17 analyzed justice in the distribution of rewards, justice in the distribution of duties, procedural justice, interpersonal Justice, justice of information respectively.

2. The organizational commitment questionnaire of Meyer and Allen's model consist of 24 questions. Emotional commitment, continuous of commitment and normative commitment have been analyzed by 1-8, 9-16, 17-24 questions respectively.

The validity of research with content validity and their reliability with internal consistency up to 0.8 was measured. To analyze data, the descriptive-statistical approaches such as the distribution of frequency, Mean, Standard deviation have been used. Pearson's correlation coefficient and Shapiro-Wilk test applied in deducing statistics.

3. Findings

78.1 percentages of participants were female that 47.5 percent of them were less than 29 years old. Married participants showed 77.6 percent and most of them were Shiite (98.5%). Workers with bachelor degree devoted 63.1 percentages to themselves and 37.6 percent of participants have one to four employment background. Most candidates were apprenticeships about 30%. The average (mean) of each organizational justice's component including distributive justice, procedural justice and interactional justice have reported 20.57, 7.82, 19.87 percentages respectively. Moreover, the total average of organizational justice is 48.27 in its average level. The average of each organizational commitment components comprising emotional commitment, continuous commitment, and normative commitment is 25.75, 26.4, and 24.95 respectively. The total average of organizational commitment is equal to 77.10 at average range. (see table 1). Shapiro-Wik Test illustrates that Justice and commitment variables are in normal range. Data analysis for demographic variables illustrates no correlation between other demographic variables. The average of organizational justice for male (**50.70 ± 11.928**) is significantly more than female average (**47.42 ± 11.593**) that is = **0.047 > 0.05**)p ·t (261)=1.996). The proportion of individuals less than 29 years old (**27.28±130.43**) is significantly less than over 40 years old members (**28.20± 143.24**)that satisfy F(2,260)=3.383, p=0.035<0.05. Bachelor degree individuals allocated the more proportion of commitment significantly more (**79.6 ±7.47**) than members with others degrees (F(2,260)=7.851, p=0.000<0.05). (see table3)

Table 1. Average of each organizational component

Variables	Mean	Standard deviation	Sample size
Distributive Justice	20.57	6.231	263
Procedural Justice	7.82	2.608	263
Interactional Justice	19.87	5.161	263
Total Justice	48.27	11.746	263
Emotional Commitment	25.75	3.058	263
Continuous Commitment	26.40	4.541	263
Normative Commitment	24.95	3.844	263
Organizational Commitment	77.10	7.615	263

Table 2. Correlation between satisfaction and commitment and establishing justice

Pearson's correlation coefficient	Distributive	Procedural	Interactional	Justice
Correlation coefficient	0.176	0.181	0.123	0.188
Organizational commitment	0.004	0.003	0.046	0.002
Significant sig. (Sample size)	263	263	263	263

Table 3. The correlation between the level of satisfaction and commitment and justice in each level of demographic variables

	Demographic variables name	Organizational commitment	
		Pearson's correlation coefficient	Average of standard deviation±
Gender	Male	0.090	78.45±7.572
	female	*0.208	76.63±7.592
Marriage	single	0.223	76.08±7.751
	married	0.173	77.39±7.569
Age	Less than 29 years old	0.170	76.34±8.017
	Between 30-39 y	0.194	77.32±7.221
	More than 40 y	0.144	79±7.059
Educational degree	Bachelor	0.137	79.68±7.470
	graduated	0.240	76.48±7.621
	Post graduated	0.028	73.48±5.613
Employment record	Less than 1 year	0.205	81.84±17.500
	Between 1-4y	0.154	80.813±19.478
	Between 5-8y	0.362	76.60±19.794
	Between 9-12y	0.270	72±21.281
	Over 13y	0.056	66.3±28.693
Employment type	Official	0.244	82.472±24.699
	Contract	0.244	71.260±23.063
	Note3	0.276	79.837±19.052
	Apprenticeships	0.072	79.246±16.910

4. Discussions

In this present research, an individual's perception of organizational justice and distributive justice with mean of 20.57 is more than perception of the two other components which have similarity with the researchers conducted by Qafuri, Reno Safarderani, Gol Parvar (2009) and Mcfarlin and Sweeny (1992). However, interactional justice achieve the highest mean in the researchers by Adimi Naqani (2008), Whisenant and Jordan (2008), Whisenant and Smucker (2009), Strod and Bravo and Turner (2009). And procedural justice have the highest mean in the research of Yaqubi (*et al.* 2009) which have devoted the highest average of organizational commitment, continuous commitment dimensions (26.4) to itself having no connection with this study. Taleb Pur and Emami (2007) research focused on the dimensions of commitments to the organization's targets and values which having no correspondence to this paper.

In this present study, organizational commitment, organizational justice and all its subscales show a weak and positive correlation, but statistically significant. It can be concluded that this weakness in correlation refers to individuals with organizational position or with low job background which have an influence on the relationship between perception of organizational justice and organizational commitment. What is more, the outcomes of findings reveal that there is a positive correlation between organizational justice and organizational commitment. According to proving the correlation between organizational justice and organizational commitment, it can be claimed that an increase or decrease in organizational justice would influence staff's organizational commitment so long as including descending or ascending drafts.

Based on the theory of organizational justice, if fairness is not often of central concern to organizations causing tension in employees; and as a result, to reduce this feeling they would decrease their sense of belonging to organizational commitment. Whereas, the perceptions of justice can be

fostered when outcomes are perceived to equally applied that resulting accepting more duties and responsibilities to fulfill the mission of organization and their organizational commitment is enhanced consequently (Qafuri and Reno Safaderani, 2009).

As it is understood, the main objective of distributive justice is conceptualized as the fairness associated with the distribution of resources among individuals and groups which considered based on three principles including fairness, equality, needs and its subsidiary rules. The low perception of distributive justice will ultimately lead to low level of commitment, a lack of job satisfaction, reduction in motivation, and a decrease in trust causing negative consequences for organizations. It is recommended that managers and experts should upgrade their knowledge about the more and accurate perception of distributive justice and its three mentioned principles to refrain themselves from the feeling of being confused to understand and allocate resources and to make decision in distribution of resources in order to brought down the perception of justice for their subordinates in organization.

It is important that individuals know which principles of distributive justice have been used in distributing resources and why? Thus, the reasons of making decisions on the distributed rewards among members should be essentially clarified. When it comes to salaries, rewards, and other benefits based on performance, all you need to know in advance is that what levels of performance deserve what level of salary and rewards (Yadegari, 2009) to avoid the negative perceptions which rooted from the perception of injustice in the organization. The results of this study in field of management are consistent with the research results conducted by Yadegari (2009), Ranaie (2009), Moradi Chaleshtari (*et al.*, 2009), Adimi Naqani (2008).

Moreover, this paper found a similarity with researches (by Barhari far and Javaheri Kamel (2010), Seyed Javadin (*et al.* 2008), Yaqubi *et al.* (2009) illustrating the relationship between distributive justice and organizational commitment and a positive relationship between distributive justice and total job satisfaction and its various areas. A positive relationship between distributive justice and total job satisfaction and different aspects of it was discovered in the researches by Na'ami and Shokr Kon (2004). This dimension of justice (distributive justice) stand on the highest level in this study than others justice dimensions that representing a shared and accurate interpretation of the organization's purposes by staffs can improve the quality of management and customer satisfaction.

As researchers have shown, organizations are focused on distributive justice and procedural justice that positively relevant to organizational identification; whereas, administrators emphasize on interactional justice which positively related to the recognition of the workplace unit (Olkkonen, 2005). The outcomes of the study reveal that experts do not have the higher and more perception of procedural justice (Mean=7.28), which may be related to their lower organizational identification towards managers.

According to the theory of procedural justice, the employee's expectations of fairness of decision making in distributive scope creates extra motivation for better performance because they know their performance would be analyzed carefully (Rezaiyan, 2005). In addition, the procedural justice is closely associated with system (organization) satisfaction and organizational commitment is resulted from organization-level outcomes; therefore, if organization uses fair procedures of decision making, these decisions as fair or unfair cannot influence the individual's subsequent attitudes and behaviors, even if leads to undesirable outcomes. More narrowly, the perceptions of distributive justice is associated with job satisfaction while yet the perception of procedural justice is more interrelated to organizational commitment (Fischer, 2005). In this present research, there is a positive and significant correlation between the levels of organizational satisfaction and the levels of organizational justice ($r > 0.4$, $p < 0.001$). since the procedural justice is hinge upon attitude and quality of life than employee's performance explicitly and directly, it should be noted that procedural justice initially have an impact on attitudes on organization and the organization and the official authorities which followed by a decline in the level of employee's performance (Golparvar, 2007).

If organization makes an opportunity for its workforces to express their attitudes and suggest some information about the compiled decision, individuals become ensure that their benefits would be saved in long-term and consider the process of decision making fairly (Allen, 1998). Jordan, Gillentine and Hunt recommended that organizations should concern with participating people in the process of decision making to enhance the perceptions of procedural justice. This study is analogous to researches conducted

by Bahari far and Javaheri Kamel (2010), Seyed Javadin *et al.* (2008), Golparvar *et al.* (2007), Ranaie (2009) in fields of experts and managers and also is similar to studies of Ari, Tsur, and Even (2006), Jordan *et al.* (2004), Strod, Bravo, and Tuner (2009) and Dustin (2010) in terms of managers. This paper is not parallel to researches by Yaqubi *et al.* (2009) due to presenting insignificant relationship between procedural and organizational commitment.

Findings illustrates that there is a significant relationship between demographic data (such as gender, age, educational degree, type of employment) and perception of organizational justice. This present research has not similarity with the study of Adimi Naqani (2008) in factors of age and employment record. Moreover, this paper is in concordance with researches by Adimi Naqani (2008), Yaqubi *et al.* (2009) and Khatibi (2009), Jordan *et al.* relating to factors of academic background, employment types, job background and gender respectively, while there is no relationship between organizational commitment and demographic information.

For authors, it is noticeable to say that the individual's organizational commitment can result from other factors than demographic characteristics. It may be rooted from organizational features because a significant correlation between the organization size and levels of organizational commitment is understood in many studies. Large organizations makes it possible to upgrade employee's degree leading organizational commitment which not proved by Meta-analysis. Or it may be associated with job characteristics so long as Matthew and Xajak also confirm the enriched jobs that causing the more organizational commitment or it may be influenced by leader's communications that provide timely and accurate communication leading enhancing staff's commitment and workplace (Esmaili, 2001). However, it is possible for organizational commitment to demonstrate the considerable effect of religious commitment, moral and divine commitment on itself which having an impact on personal characteristics. The similarity between research results of Parniyan (1999), Taleb Pur and Emami (2007), Yadegari (2009) and the results of Khatibi's research (2009) is obvious in academic record feature.

5. Conclusions

Since a significant and close relationship between organizational justice and job satisfaction is observed, it is recommended that managers to establish organizational justice should encourage employees based on certain criteria of performance management through meritocracy, respecting individuals rights, avoiding discrimination, providing equal opportunities for staff development to create more intimacy and friendship atmosphere and reciprocal respect and relationship between staffs and managers. What is more, with regard to data results, there is not a close relationship between organizational commitment and organizational justice. To increase organizational commitment, it is suggested that providing appropriate employment conditions such as educational places, educational facilities and so on would inspire a particular emotion in individuals to enhance their performance and to not regret choosing the organization as workplace. According to the results of this paper and many other studies in all over the world, it is recommended that further studies in relation to other influential factors in justice and organizational commitment with a larger sample size is needed.

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