

# THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL COMMITMENT (CASE STUDY: MELLAT BANK BRANCH STAFFS IN A TEHRAN)

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## ABSTRACT

*This study aimed to investigate the relationship between organizational justice and organizational commitment in Tehran is a regional bank. This study is formed of an original hypothesis and nine sub-hypothesis. The hypothesis that organizational justice, is independent variable and organizational commitment is dependent variable. Each of the two concepts of justice and commitment is three-dimensional. To assess the relationship between organizational justice (procedural continuous distribution) and the dimensions of organizational commitment (normal, ongoing emotional) questionnaire was used as a tool. The questionnaire were distributed among 384 employees who are randomly selected, according to a formula Cochran. To achieve the objectives, after the library studies, then through field study and prepared a questionnaire to collect the required data and hypotheses were tested and using spss software. Research findings show that the assumptions are confirmed. Resulting in a positive and significant relationship between organizational justice and organizational commitment, and the dimensions of organizational justice in a more organized, consequently, the commitment of all sizes will also increase.*

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## 1. Introduction

Implementation of natural justice are basic needs of human being that throughout history it has provided a framework for the development of human societies. Some experts have called the theory of equality, as justice theory, because they focus on the fair distribution of income among humans to achieve a high level of motivation (James et al., 2009). Employees with at least two sources of justice or violation of the face, The most obvious source of one's direct supervisor or manager, This administrator has full authority to subordinate such important consequences he could pay rise or promotion opportunities subordinate influence. The second source is the justice or injustice employees may be attributed to its own organization, although this source is more subtle, but attention to is also important (Shekar kan and Namy, 2006). Research has shown that justice processes play an important role in the organization And how to deal with people in the organization may have beliefs, feelings, attitudes and behavior affect employees. Therefore, understanding how people make judgments about justice in their organizations And how it will respond to the justice or injustice of understanding of basic issues, particularly for understanding organizational behavior (Hosseini-Zadeh, 2007) On the other hand, human behavior in organizations is subject to a number of factors such as attitude or mentality as pointed out by any person, including the attitudes that can be considered in organizational behavior, job satisfaction, organizational commitment and job attachment point (Robbins, 1998). The comparison between these three approaches, the concept of organizational commitment to its newer and better behaviors such as absenteeism, turnover and performance predicted (Greenberg

and Baron, 1997). Defined as an organizational commitment is relevant to the degree that people are attracted to organizations and enjoy the stay in it (Allen & Meyer, 1996). Research has shown that one of the important factors for understanding organizational behavior, organizational commitment is the general attitude and good predictor of willingness to stay in business is now given. With a proper understanding of the relationship and the influence of organizational justice dimensions of organizational commitment, managers may find it appropriate measures for the development of justice in the planning and management, And the staff commitment and loyalty to the organization established The main problem of this study is that is there any relationship between organizational justice and organizational commitment? And also the relationship between procedural justice, distributive and interactional normative commitment, continuous and emotional issues and objectives of the present study is secondary.

### Theoretical principals

Historically one of the basic human desires is justice and achieve it in the society. In this regard, schools and a variety of human and divine thought to account for the settlement of different solutions have been proposed and some pundits have called the theory of equality, justice theory, because the equitable distribution of income among humans focus to achieve a high level of motivation. Equity theory asserts that people have in their context and evaluated in comparison with others, if people feel they have been treated unfairly, are motivated to establish justice among themselves (Rezayian, 2005) the theory is said to be equal, and staff members are comparing themselves to others. Employees of data to compare their performance. If they suspect the ratio is equal to the ratio of the same people then say equality will be respected if these ratios are unequal, then the organization is extortion. In

other words, equity does not comply with (Ghorbani, 2007). Expanding the role of equity theory in explaining attitudes and behaviors of employees in 1970 to the realm of research called "justice organization" (Rezayian, 2005). The word justice was first proposed in 1987 by Greenberg. According to Greenberg, organizational justice perceptions of fairness in the organization's work. In other words, this theory of how people feel about the fairness of treatment and describes classify themselves and others. Emotional satisfaction is necessary for the effective functioning of organizations and individuals in organizations. "Kropanzano" organizational justice is as well as a psychological inquiry considers that the perception of fairness in the workplace stresses (SM Jvady, Farahi and Taheri, 2008). Equity represents the perceptions of fair treatment at work is to identify the different components of the justice of distributive justice, procedural justice, and interactional justice (Rezayian, 2005). That the degree of perceived fairness of distributive justice the distribution and allocation of outcomes and outputs, and have compared the performance of the employee (Lambert, 2003). A lot of research on organizational justice are historically related to the distribution of payments or rewards do not focus Equality and social exchange theory is derived from Adams. Distributive justice to the perceived fairness of outcomes and consequences that people receive (Mac Dowall and Fleture, 2004). Procedural justice theory of proving lack of equality and distributive models in the description of the individual reaction to perceptions that were raised in the context of justice. Flager and Greenberg, the first scholars who have used procedural justice to the workplace (Flager and Korpanzanov, 1998). This kind of justice perceptions of the fairness of the procedures applicable in the decision not to distribute their services to compensate for the real deal with incomes (Rezayian, 2005). In other words, justice and procedural fairness of procedures and processes that are perceived by the allocated consequences (Mac Dowall and Fleture, 2004).

Interactional justice focus on the perceptual quality of the interpersonal behavior during the execution procedure. The concept of employee reports about unfair treatment, which often focuses on interpersonal behavior to structural factors. Interactional justice, including the way in which justice is transmitted by supervisors to subordinates (Askandara, 1999). Interactional justice point to the fact that all the connections and interactions of individuals on the path to achieve fair results, must be fair; This means that individuals have no right to a fair goals, have unfair interaction between themselves and others strive (Pourezat and Qolipur, 2009). Researchers know organizational commitment as an important variable in understanding the behavior of their employees. Organizational commitment has been defined in different ways. commitment to the emotional and psychological attachment to the organization consider that the person who is strongly committed, Organizational commitment can be as simple belief in the values and goals of the organization, a sense of loyalty to the organization, moral obligation, heart's desire and need to stay in the organization. According to Allen and Meyer's model of organizational commitment is three-dimensional: affective commitment, continuance commitment and normative commitment. The affective commitment refer to the organization and the employee's emotional attachment, identification, and involvement in the activities of the organization. In fact, a person who has high emotional commitment, remain in the organization, its objectives are achieved and to achieve that goal, trying to limit or even sacrifice their own (Haj Karimi, Tabarsa and Rahimi, 2008). Continuing obligation shaped base on the costs of leaving an organization that enters to person (Matbola, 2004). This view of the obligation is derived of the side bet theory of Becker (1960). This theory claims that long as people remain in the employ of an organization for a long time, they accumulate capital to prolong the period of loss reserves would be more costly. These investments include time, labor, corporate and special skills include high costs

in the event that they leave other jobs, friendships and work is discouraged according to policy issues (Cheng and Astakdal, 2003) Due to the ongoing nature of the transaction commitment, the commitment of the exchange obligation or commitment can be called an arithmetic (Matbola, 2004). Since this kind of commitment and dedication of many antecedents and consequences of these two types is common, As a result, some authors focus on the normative commitment as a separate component has been questioned. Randle and Cut Man, raili and Chatman and Allen and Meyer are few people who have tried to distinguish between normative commitment and organizational commitment (Cheng and Aslkdal, 2003), they know that a commitment to a moral obligation.

#### Review of Literature

Amirkhni and Pourezat (2005), the research examines the factors that influence the relationship between organizational justice and social capital. The results showed that the perception of the fairness of the organization and their level of social capital at the 99% confidence level and there is a significant positive relationship. Seyed jvady, Farah and Attar (2008), in a study examine how organizational justice and job satisfaction have paid staff the results showed that all of the justice on organizational commitment, job satisfaction and overall satisfaction with the supervisors have had significant impact. Charash and Spector (2001), the present study was to test the relationship between the three components of organizational justice and organizational outcomes examined the relationship between organizational justices. The results of this study is that the components of organizational justice and organizational commitment, there is a significant relationship. Zapata and others (2008), in a study to examine the role of intrinsic motivation as a mediator in the relationship between organizational justice and job performance were tested. The results showed that procedural justice predictor of job performance and the relationship with intrinsic motivation moderated.

In contrast, interactional justice, significant relationship with job performance and intrinsic motivation or not. It also states that the existence of procedural fairness in decision-making as a potential instrument, intrinsic motivation among employees improves. Qolipur and Pirannejad (2007) The Effect of justice in other research organizations in the creation and promotion of confidence in institutions was determined that the correlation between the four dimensions of justice and self-esteem, a significant positive the So much so distributive justice, procedural and interactional more confidence in higher education institutions do not make sense, since it leads to higher self-esteem will increase organizational justice To create and promote self-esteem is essential that educational institutions to undertake greater efforts to establish justice. Klindaver and Deller (2009) research on the relationship between organizational justice is done and managerial commitment, the findings of this study indicate that there is a significant relationship between organizational justice and organizational commitment. The dimensions of organizational justice and organizational commitment, there is a significant relationship. Klindaver concluded that although the managers' commitment to all aspects of organizational justice and interactional justice, effects is more than all.

#### Methods

The study was a descriptive, cross-sectional view of the purpose of the application is as done in 2014. The population of this study consisted of a Mellat bank branch staff in Tehran. Among these 384 Cochran formula using a simple random sample was selected. Likert scale is a measurement tool that was designed in this form. The reliability using Cronbach's alpha of 0.7 was obtained for all variables and to ensure the validity, the initial questionnaire survey was distributed among a group of experts. In order to analyze the data collected and the relationship between variables, SPSS software and Pearson correlation analysis was used.

Analysis of findings

Main hypothesis: There is relationship between organizational justice and organizational commitment of Mellat bank.

TABLE 1: PEARSON'S CORRELATION TEST.

		Organizational commitment	Organizational justice
Organizational commitment	Pearson correlation	1	.846**
	Significant level		.000
	number	384	384
Organizational justice	Pearson correlation	.846**	1
	Significant level	.000	
	number	384	384

To examine the relationship between organizational justice and organizational commitment of Pearson test was used. Since the significance level of the test is equal to 0 and less than 1% as a result of the relationship between these two variables there is a significant probability of 99%. Since the correlation value equal to (0.846), indicating a direct and positive relationship between the two variables in this case the level of organizational justice, organizational commitment increases. Consequently, the hypothesis is confirmed.

Sub-hypothesis

First hypothesis: there is a significant relationship between the distribution and normative commitment of a Mellat bank employee.

TABLE 2: PEARSON'S CORRELATION TEST.

		Norms commitment	Distributive justice
Norms commitment	Pearson correlation	1	.718**
	Significant level		.000
	number	384	384
Distributive justice	Pearson correlation	.718**	1
	Significant level	.000	
	number	384	384

To examine the relationship between distributive justice and normative commitment Pearson test was used. Since the significance level of the test is equal to 0 and less than 1% as a result of the relationship between these two variables there is a significant probability of 99%. Since the correlation value equal to (0.718), indicating a direct and positive relationship between the two variables in this case the level of distributive justice, normative commitment increases. As a result, the secondary hypothesis was confirmed.

The second hypothesis: there is significant relationship between procedural justice and normative commitment of a Mellat bank employee.

TABLE (3): PEARSON'S CORRELATION TEST.

		Norms commitment	Procedural justice
Norms commitment	Pearson correlation	1	.794**
	Significant level		.000
	number	384	384
Procedural justice	Pearson correlation	.794**	1
	Significant level	.000	
	number	384	384

To examine the relationship between procedural justice and normative commitment Pearson test was used. Since the significance level of the test is equal to 0 and less than 1% as a result of the relationship between these two variables there is a significant probability of 99%. Since the correlation value equal to (0.794), indicating a direct and positive relationship between the two variables in this case the level of procedural justice, normative commitment increases. As a result, the second sub-hypothesis was confirmed.

The third hypothesis: There is significant relationship between interactional justice and normative commitment of Mellat bank employee.

TABLE 4: PEARSON CORRELATION TEST

		Norms commitment	Interactional justice
Norms commitment	Pearson correlation	1	.670**
	Significant level		.000
	number	384	384
Interactional justice	Pearson correlation	.670**	1
	Significant level	.000	
	number	384	384

To examine the relationship between interactional justice and normative commitment Pearson test was used. Since the significance level of the test is equal to 0 and less than 1% as a result of the relationship between these two variables there is a significant probability of 99%. Since the correlation value equal to (0.675), indicating a direct and positive relationship between the two variables in this case, the increase of interactional justice, normative commitment increases. As a result, the third sub-hypothesis was confirmed.

The fourth hypothesis: there is significant relationship between the distribution and continuous commitment of Mellat bank employee.

TABLE (5): PEARSON'S CORRELATION TEST.

		Continuous commitment	Distributive justice
Continuous commitment	Pearson correlation	1	.817**
	Significant level		.000
	number	384	384
Distributive justice	Pearson correlation	.817**	1
	Significant level	.000	
	number	384	384

To examine the relationship between distributive justice and the continued commitment of the Pearson test was used. Since the significance level of the test is equal to 0 and less than 1% as a result of the relationship between these two variables there is a significant probability of 99%. Since the correlation value equal to (0.817), indicating a direct and positive relationship between the two variables in this case the level of distributive justice, commitment to continuous increases. As a result, the fourth sub-hypothesis was confirmed.

The fifth hypothesis: There is a significant relationship between the continuous commitments of procedural fairness of Mellat bank employee.

TABLE (6): PEARSON'S CORRELATION TEST.

		Continuous commitment	Procedural justice
Continuous commitment	Pearson correlation	1	.474**
	Significant level		.000
	number	384	384
Procedural justice	Pearson correlation	.474**	1
	Significant level	.000	
	number	384	384

To examine the relationship between procedural justice and the continuing commitment of the Pearson test was used. Since the significance level of the test is equal to 0 and less than 1% as a result of the relationship between these two variables there is a significant probability of 99%. Since the correlation value equal to (0.474), indicating a direct and positive relationship between the two variables in this case the level of procedural fairness, commitment to continuous increases. Consequently, the hypothesis was confirmed.

The sixth hypothesis: there is a significant relationship between interactional justice and an ongoing commitment of Mellat bank personnel.

TABLE (7): PEARSON'S CORRELATION TEST.

		Continuous commitment	Interactional justice
Continuous commitment	Pearson correlation	1	.725**
	Significant level		.000
	number	384	384
Interactional justice	Pearson correlation	.725**	1
	Significant level	.000	
	number	384	384

To examine the relationship between interactional justice and commitment to continuous variables and Pearson's test was used. Since the significance level of the test is equal to 0 and less than 1% as a result of the relationship between these two variables there is a significant probability of 99%. Because of the correlation (0.725) and a positive indication of the relationship between these two variables is positive in this case the level of interactional justice, commitment to continuous increases. Consequently, the hypothesis was confirmed.

The seventh hypothesis: there is a significant relationship between the distribution and emotional commitment of Mellat bank employee.

TABLE (8): PEARSON'S CORRELATION TEST.

		Emotional commitment	Distributive justice
Emotional commitment	Pearson correlation	1	.654**
	Significant level		.000
	number	384	384
Distributive justice	Pearson correlation	.654**	1
	Significant level	.000	
	number	384	384

To examine the relationship between distributive justice and affective commitment Pearson test was used. Since the

significance level of the test is equal to 0 and less than 1% as a result of the relationship between these two variables there is a significant probability of 99%. Since the correlation value equal to (0.654), indicating a direct and positive relationship between the two variables in this case, the increase of distributive justice, emotional commitment increases. As a result, minor seventh hypothesis was confirmed.

Eighth hypothesis: There is a significant relationship between procedural justice and affective commitment of Mellat bank employee.

TABLE (9): PEARSON'S CORRELATION TEST.

		Emotional commitment	Procedural justice
Emotional commitment	Pearson correlation	1	.623**
	Significant level		.000
	number	384	384
Procedural justice	Pearson correlation	.623**	1
	Significant level	.000	
	number	384	384

To examine the relationship between procedural justice and affective commitment Pearson test was used to test the significance level equal to 0, and since it is less than 1%As a result, the relationship between these two variables there is a significant probability of 99%. Since the correlation value equal to (0.623), indicating a direct and positive relationship between the two variables in this case the level of procedural fairness, emotional commitment increases. As a result, the eighth hypothesis is confirmed.

Nine hypotheses: There is a significant relationship between interactional justice and affective commitment of Mellat bank employee.

TABLE 10: PEARSON CORRELATION TEST

		Emotional commitment	Interactional justice
Emotional commitment	Pearson correlation	1	.826**
	Significant level		.000
	number	384	384
Interactional justice	Pearson correlation	.826**	1
	Significant level	.000	
	number	384	384

To examine the relationship between interactional justice and affective commitment Pearson test was used. Since the significance level of the test is equal to 0 and less than 1% as a result of the relationship between these two variables there is a significant probability of 99%. Since the correlation value equal to (0.826), indicating a direct and positive relationship between the two variables in this case the level of interactional justice, emotional commitment increases.

Conclusions

Investigation and research on identifying the relationship between organizational justice and organizational commitment is a relatively new topic in this research were also discussed. The results indicate that there is a significant relationship between organizational justice and organizational commitment Bank. Also there is a significant relationship between distributive justices,

procedural, interactional and normative commitment, continuous communication of Mellat bank employee. Based on the theory of organizational justice can be predicted that the presence or absence of organizational justice in the workplace for employees to react. If Leo and Wrap (2005) have pointed to the rise of belonging and attachment to the organization of this reaction is in such cases it may reduce organizational commitment. Therefore, it will increase the normative organizational commitment that this is clearly specified.

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