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Studying the relationship between organizational justice and staff job commitment a case study of kerman state tax administration staff

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ABSTRACT

Organizational justice refers to the feelings and perception of staff in terms of behaviors and working relationships fairness. Several studies indicate that an increased sense of justice effects on different aspects of organizational behavior. Accordingly, this study sought to examine the relationship between organizational justice and job commitment of staff and tries to measure organizational justice aspects effects on (distributive justice, procedural justice, and interactional justice) staff job commitment. The statistical population of this study was 460 patients and 210 patients were selected as sample according to Morgan table and organizational justice and job commitment questionnaires were used to collect data after determining the validity and reliability. Organizational justice was examined in three aspects of distributive justice, procedural justice and interactional justice. Lisrel software was used for data analysis. The results of structural equations showed that path coefficient of distributive justice effect on job commitment is 0.23 and t-statistic is 2.29, and the interactional justice path coefficient effect on job commitment is 0.31 and t-statistic is 3.02 that is significant and positive in both relationships, but in the organizational procedural justice effect on job commitment, path coefficient is 0.10 and t-statistic is

0.99, it can be concluded that there is no significant relationship.

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1. Introduction

Organizations are not able to develop their effectiveness and efficiency without the employees' willingness to cooperation. The difference between spontaneous and compulsory collaboration is important because in compulsory mode one do his duties in line with the laws, regulations and organizational standards, while in spontaneous and deliberate cooperation, individual employs his effort, energy and insight in order to flourish personal abilities and even for organization benefit. Justice is human demands. All people in all times and places are in demand of justice and seek it in their own lives and hate inequality and discrimination (Ganji Nia, 2010).

Therefore, the main duty of the management is to maintain and expand the fair behaviors in managers and sense of justice in staff. Justice is important, particularly in some behaviors of management with staff (distribution of rewards, supervisory relations, promotion and appointment). Therefore, achieving a proper understanding of organizational justice effect on job commitment and its domains, managers can do appropriate measures in order to develop a sense of fairness in organizations. Mayer's comment on employees' job commitment is to increase the social capital of the organization. The purpose is that, public confidence to organization to be increased and their enthusiasm and willingness to cooperate with the organization becomes more. Chalpi refers to job commitment as "a positive emotional desire and behavior tendency to respect the rights of others in the form of adopted ethical codes in those job areas" and differentiates four aspects for it: "national consensus, professional consensus, organization and colleagues". If the person becomes responsible against these for aspects, the job commitment will be achieved.

Public commitment (commitment against people and their rights), the professional and job commitment (commitment and accountability against job type and career), organizational commitment of work (commitment against organization that belongs to that organization and loyalty to its values) and finally job relationship commitment (i.e., commitment and sense of responsibility against colleagues, etc). Latham and et.al. Focus on indices such as speed, accuracy in work, loyalty, perseverance, discipline, punctuality, effort for creative ideas; deep interest in the job, a sense of responsibility to the organization (Mostafa Nejad, 2012).

Perceived injustice has detrimental effects on work community morale; since it overwhelm human resources dedication and staff motivation. Injustice and unfair distribution of organization achievements and outcomes leads to a decline in employee morale and a decline in effort morale and their activity; so fairness is the key for survival and sustainable development and progress of organization and employees. Therefore, the main duty of management is to conserve and develop fair behaviors of managers and sense of justice of employees.

In the case of practices in the development of fair behaviors and more importantly forming the sense of fairness of staff, understanding the effects of behaviors based on justice on job commitment of employees is important. With a good understanding of organizational justice effects on job commitment, it is possible for managers to plan and manage appropriate measures in order to develop a sense of fairness in organization (Seyyed Javadin and et.al, 2008).

According to above, on the importance of this subject, the main issue in this study is that: Does the organizational justice effect on job commitment of Kerman State Tax Administration staff?

Justice is a social phenomenon that has attracted the attention of many social psychology experts and professors of organizational behavior. Firstly, scholars such as Adam and Humanz proposed social justice theory. They stated that social exchanges that people receive must be fair. Then, researchers considered perceived equity of decisions on resource allocation, such as the level of payment to person and funding for a section. Distributive justice was the result of equality theory. it includes the allocation or

distribution of resources. Later researchers showed that people accept a certain range of inequality, if the procedures that due to them distribution decisions have been made are fair, the procedural justice will describe this phenomenon.

Justice is the highest human value and a precious jewel in attaining human rights. The main goal of humans is to achieve justice. Plato says that justice means taking everything in its place. Aristotle has divided justice into two categories: public and specific. Public justice includes all virtues and special justice means that everyone's right is given suitably. In addition, organizational justice can be defined as: Equality in work (Cropanzo, 2001).

Organizational justice has become more important because of its connection with organization vital processes, such as job commitment, citizen orientation, job satisfaction and performance (Colequite, 2002).

2. Dimensions and components of organizational justice

2.1. Distributive justice

Distributive justice refers to the fair judgment of distribution such as the payment level or promotion opportunities in an organization context. The origin of this theory is Adams' equity theory. Adams in this work focuses on perceived fairness of outcomes that is distributive justice. This theory states that people consider a relative equilibrium as an appropriate result, comparing their input- output with their colleagues input- output (Charas-cohen, 2001).

Distributive justice has three basic principles, including: the fairness principle, this principle states that resources and rewards should be distributed based on the contribution of individuals or units. The equity principle: this principle states that the resources and rewards should be distributed equally among individuals and units. The need principle: the third important principle is distributive justice that briefly describes that resources and rewards should be distributed according to the needs of different individuals or units and this principle does not have secondary rules (Vadadi, 2010).

In the case of distributive justice, it is said that the main focus is on results that individuals or groups receive compared with other individuals and groups.

2.2. Procedural justice

It is effective on attitudes and the quality of work life. Procedural justice may effect on performance through effect on attitudes. Procedural justice is prominent when the target is group order (coordination); while distributive justice is prominent when productivity and efficiency are focused (Vadadi, 2010).

Procedural justice theory suggests that people can look beyond the short-term decision making results. Thus, undesirable results seem plausible, when it seems that the process is fair (Greenberg, 1993).

Justice requires a fair procedure to be adopted. That is, regardless of the fact that the basis and content of the law must be fair, the process that will result in justice must be fair; Justice and procedural fairness must provide equal opportunity for all. Hence we can say that justice requires clear rules and law enforcement procedure is fair when the opportunity to benefit from the facilities is available to everyone. Baron and Greenberg argue that scientists have considered two aspects of procedural justice:

Structural aspects of procedural justice: this aspect of procedural justice checks that how decisions must be made to seem fair. It is important to note that this aspect does not examine what a decision must be, but examine the way of decision making.

Social aspects of procedural justice: Greenberg believes that if the structural aspect of procedural justice is important but does not include all the arguments in case of procedural justice, in other words, in the case of making judgments about the degree of fairness in organizational procedures, quality of interpersonal behavior of decision makers with the organization staff is considered as a key factor (Crow et al, 2012).

From this perspective, justice must be defined using fair procedures i.e. fair decisions are decisions that are resulted from fair procedures. In the case of stating principles of procedural fairness; impartiality, the right of commenting or opportunity to be heard and participation in decisions. Justice requires a fair procedure to be adopted. This means that regardless of whether the content of the law must be fair, the

process that has resulted to justice must be fair, fairness and justice in implementation procedure must provide equal opportunity for all. Therefore we can say that justice requires clear rules and law enforcement procedure is fair when benefiting from law is available to everyone. Researchers have considered two aspects for procedural justice: 1- Structural aspect: checks that how decisions must be made to seem fair. It is important to note that this aspect does not examine what a decision must be, but examine the way of decision making. 2) Social aspect: in the case of making judgments about the degree of fairness in organizational procedures, quality of interpersonal behavior of decision makers with the organization staff is considered as a key factor.

Procedural justice refers to the methods used in the distribution of organizational resources and output that returns to the formal decision making and based on norms (conventions) to manage resource allocation, in other words, staff want to ensure that in organizational decision making procedure, their needs and fairness are well placed, i.e. right, ethical decisions are made with the presence of employees representatives in the organization (Ghafoor & Renosefadrani, 2009).

2.3. Interactional justice

Interactional justice term was used for the first time by two researchers named Bays and Mog in 1986. They believed that interactional justice is another type of justice that is conceptually distinct from distributive and procedural justice and refers to the social action of procedure. People are sensitive to the quality of dealing with them in interpersonal interactions as well as structural aspects of decision-making process (Rezaian, 2005).

Interactional justice can have two aspects: interpersonal aspect that suggests that the behavior must be courteous and respectful. Managers when dealing with their staff must demonstrate respectful and trustful behavior. The second aspect is expectations and social responsibility. If individuals are enough justified, their tolerance for unfair result will become more.

Most researchers have defined interactional justice as a behavior that would be experienced during the formal procedure. But Balder and Tyler have stated that range of behaviors that are under the topic of interactional justice is not limited to the behaviors manifested during exercising procedures and official rules. Others have also identified that the range of topics under interactional justice behaviors needs change and expand (Staley, 2003).

Two resources that are deemed by employees as organizational justice resources include: 1-the employee's supervisor or direct manager 2- organization, if he receives the justice and fair, he will become more loyal and engaged to both resources, otherwise on the part of one of the resources, supervisor or manager, and he will become untrusted and non-engaged to both of them.

3. Job commitment

Commitment and conscience are those items that they have had many definitions. Williamson & Anderson (1991) defined job commitment as the severity and extent of individual participation in the organization, the sense of belonging to the job, organization and identity. The presence of these feelings in one person will result in increased dependency in a group and cooperation (citizenship). Salansik (1977) defines commitment as linking one person to individual's factors and actions.

Latham and et.al. (2008) in an attempt to provide a comprehensive definition of job commitment, focused on indicators such as speed and accuracy in work, loyalty, perseverance, respect to discipline, punctuality, effort to offer creative ideas in doing works, a deep interest in job and responsibility against organization.

Other studies have been done on measuring indicators for job commitment show that factors such as professional commitment, organizational commitment, and commitment to work values and participation in a work (involvement) before other factors are involved in determining the level of job commitment (Blau et al, 1993, p 321, quoted by Vahedi).

In order to increase employee commitment, it is better to identify and reinforce staff strengths so that we can use employee's forces daily. Greater use of employee participation and presenting them the feedback of discussions between staff and managers and focus on professional life capital and rely on the leverage of employees strengths and self-management of staff achievements by themselves, check the

alignment of staff values and workplace values and in the case of employees outweigh values, their tendency to leave their job is high and will see the lack of job commitment. Bringing energy and daily innovation in work is the sign of job commitment and shows that effective and special management is one of the effective factors on job commitment, paying attention to work details makes a commitment to job culture such as punctuality, respect for administrative rules like uniform, not using personal mobile, self-devotion and services in the extra hours show the professional maturity (everydaylife.globalpost.com).

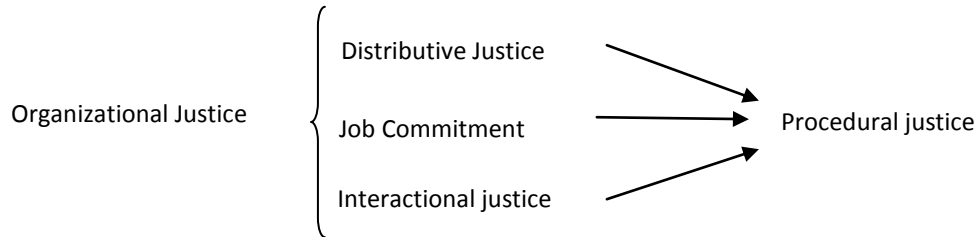


Fig. 1. Conceptual model.

Hypotheses

1. There is positive and significant relationship between distributive justice and job commitment of staff.
2. There is positive and significant relationship between procedural justice and job commitment of staff.
3. There is positive and significant relationship between interactional justice and job commitment of staff.

4. Materials and methods

If we consider the research classification according to the research aim, this research is applied and if we consider the research classification according to the nature and method, this research is descriptive and survey and is correlation research in terms of method.

Table 1
Cronbach's alpha coefficient of all questions.

Variable	Number of items	Cronbach's alpha coefficient
Job Commitment	7	0.82
Distributive Justice	5	0.89
Procedural justice	6	0.91
Interactional justice	9	0.97

The statistical population includes 460 patients that according to Morgan table, a sample of 210 people was selected randomly. The used tools; organizational justice questionnaire (Niehoff & Moorman, 1993) that questions 1-5 measure distributive justice, 5 - 11 measure procedural justice and 12-20 measure interactional justice and Blau job commitment measure (1988), this questionnaire is one-dimensional and has been developed by Blau (1988) to measure job commitment. After averaging responses, individual's job commitment can be estimated and scores are collected on Likert scale.

The way of responding to the questions and the relationship between questions and measuring factor, organizational justice variable and job commitment variable have been considered in that content validity according to fluency and the ability of terms' set in measuring related variables. 25 questionnaires were distributed among the employees to determine the internal consistency of questionnaire, after collecting them and analysis, it was determined that results are in the acceptable range so that the Cronbach's alpha coefficient was above 0.8 for both questionnaires.

Table 2

KMO and Bartlett's Test.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.754
Bartlett's Test of Sphericity	Approx. Chi-Square	16217.549
	df	580
	Sig.	0.000

Given the KMO number (greater than 0.7) and Bartlett test significant number (sig <0.05) it can be said that the data is suitable for factor analysis and has needed requirements.

4.1. The correlation of variables

Due to the significance level of (sig <0.01) and (sig <0.05) the correlation between latent variables (hidden) is shown in the below table.

Table 3

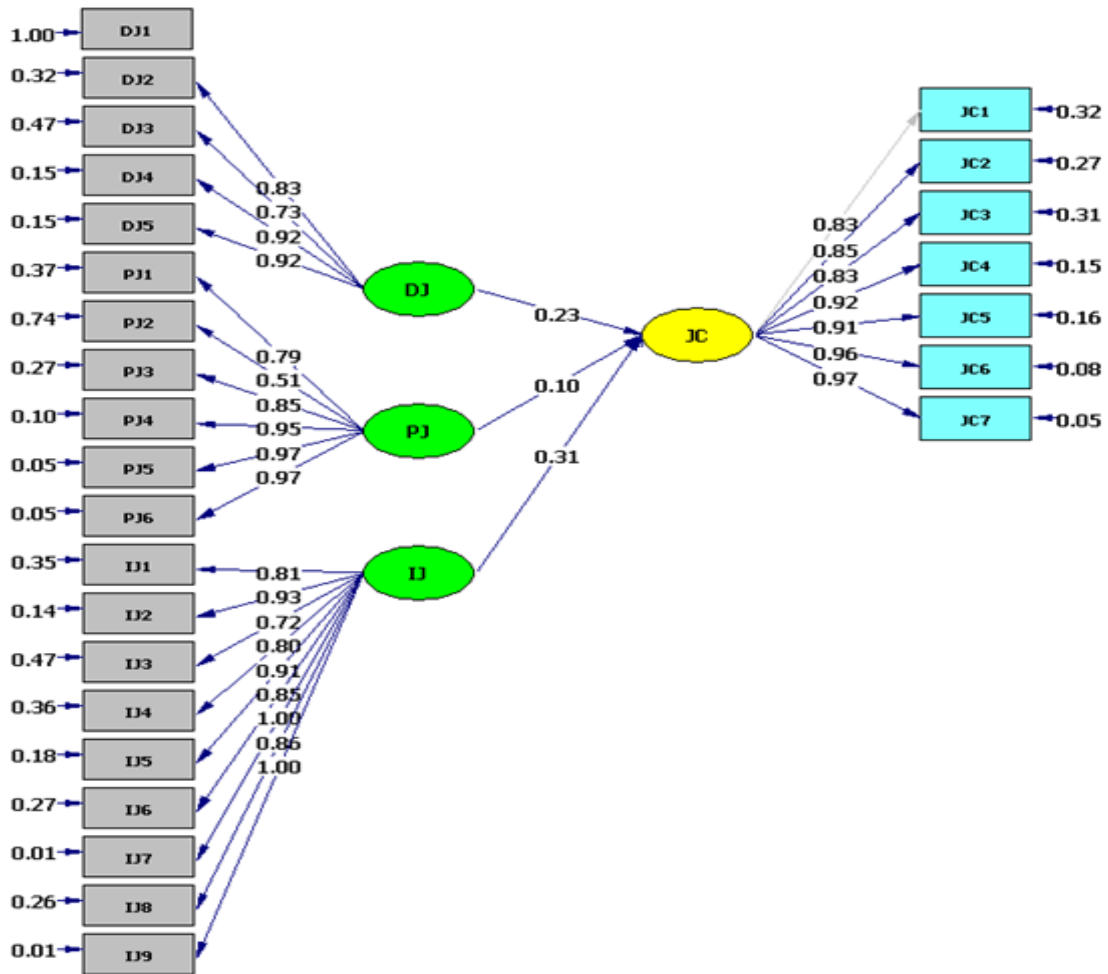
Correlation matrix among variables.

		DJ	PJ	IJ	JC
DJ	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	92			
PJ	Pearson Correlation	0.010	1		
	Sig. (2-tailed)	0.924			
	N	92	92		
IJ	Pearson Correlation	0.097	0.227*	1	
	Sig. (2-tailed)	0.375	0.030		
	N	92	90	92	
JC	Pearson Correlation	0.253*	0.138	0.380**	1
	Sig. (2-tailed)	0.015	0.191	0	
	N	92	92	92	92

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

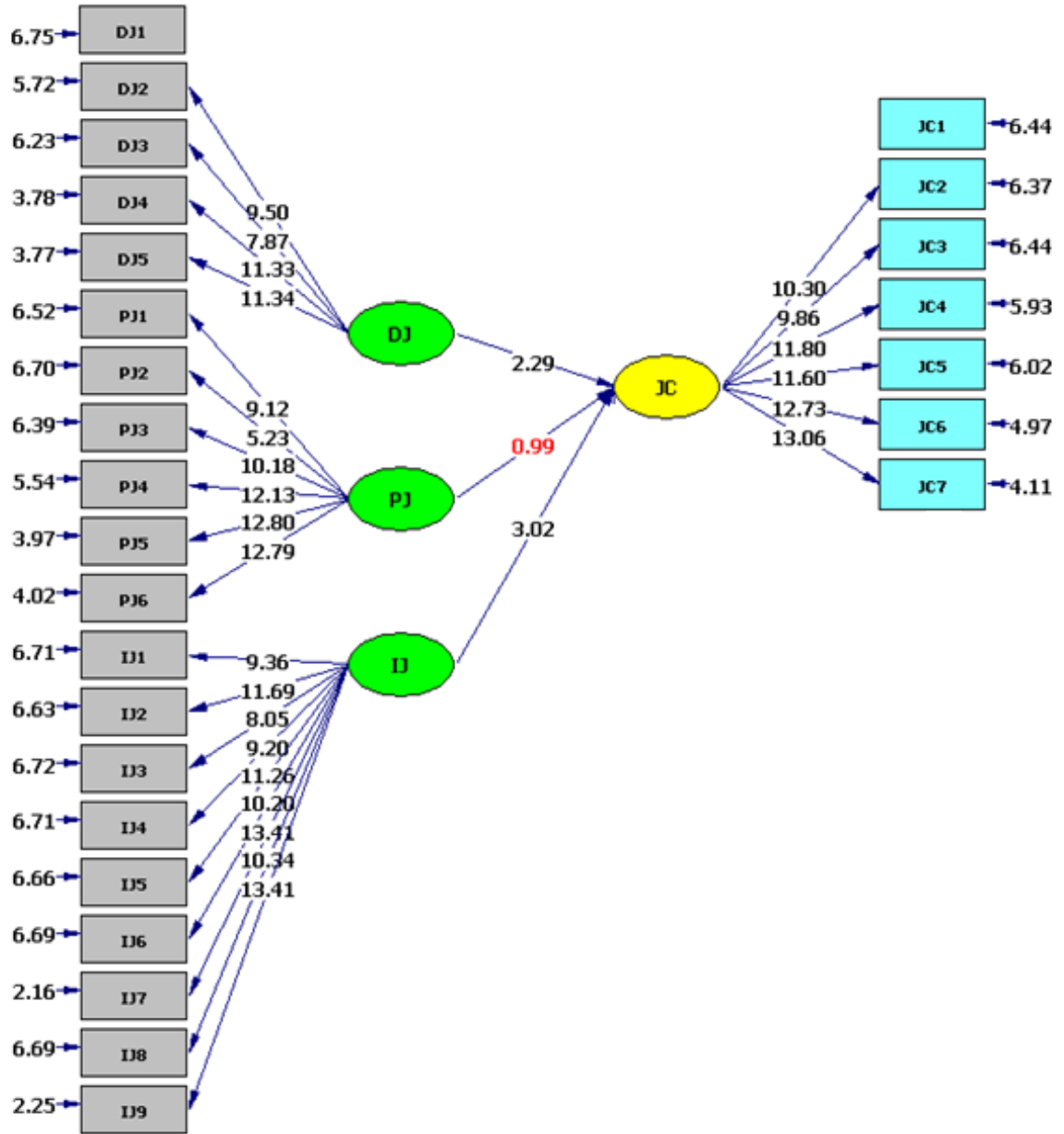
**.Correlation is significant at the 0.01 level (2-tailed).

In this section, we will review test hypotheses using Lisrel software.



Chi-Square=1541.71, df=554, P-value=0.00000, RMSEA=0.048

Fig. 2. Structural model of research in standard mode.



Chi-Square=1541.71, df=554, P-value=0.00000, RMSEA=0.048

Fig. 3. Structural model of research in a meaningful mode.

We used the maximum likelihood method for model estimation and in order to determine the model fitness we used the index of chi-square on degrees of freedom ($\frac{\chi^2}{df}$), comparative fit index (CFI), Goodness of fit index (GFI), adjusted goodness of fit index (AGFI), the normed fit index (NFI), non-normed fit index (NNFI), root mean square error of approximation (RMSEA).

Table 4

Results of the direct relationship and the significance coefficients of model hypotheses.

Path	Test results	Significance	Path coefficient	Sign
Distributive justice --- Job Commitment	Accept	2.29	0.23	JC --- DJ
A procedural justice---Job Commitment	Reject	0.99	0.10	JC --- PJ
An interactional justice --- Job Commitment	Accept	3.02	0.31	JC --- IJ

Table 5

the relationship among all variables in the research main model.

The total relationship	Direct relationship	Type of Relationship
0.23	0.23	DJ on JC
-----	-----	PJ on JC
0.31	0.31	IJ on JC

5. Results

Hypothesis 1: There is significant relationship between distributive Justice and job commitment of Kerman State Tax Administration staff. As indicated in Table 4, the path coefficient between distributive justice and job commitment is 0.23. T-statistic is 2.29 for this relationship and its value is higher than significance threshold, ie 1.96. Given the above, we can conclude that there is positive and significant relationship between distributive justice and job commitment. Therefore, the first hypothesis of this study is confirmed.

Hypothesis 2: There is significant relationship between Procedural Justice and job commitment of Kerman State Tax Administration staff. The fitted model shows that the path coefficient between procedural justice and job commitment is 0.10. As T value is 0.99 for this coefficient we can conclude that the coefficient is not significant. Therefore, the second hypothesis of this study is not confirmed. In other words, there is no significant relationship between procedural justice and job commitment

Hypothesis 3: There is significant relationship between Interactional Justice and job commitment of Kerman State Tax Administration staff. As indicated in Table 4, the path coefficient between interactional justice and job commitment is 0.31. T-statistic is 3.02 for this relationship. Therefore, the third hypothesis of this study is confirmed. In other words, there is positive and significant relationship between interactional justice and job commitment.

According to the results we found that there is positive and significant relationship between distributive justice and interactional justice and job commitment in statistical society and only procedural justice does not effect on job commitment that due to the fact that the relationship between procedural Justice and organizational citizenship behavior is not significant, we examine factors that constitute procedural justice and two general reasons for employees' understanding from procedural justice and its implementation are: 1) management encountering and relations between staff human resources in relation to decision-making processes, and 2) explaining the decisions taken for the employees and we can say that employees are not affected more by this aspect or with respect to performance of managers in organization or lack of employee participation in decision-making, it does not effect.

6. Discussion and conclusion

According to the results, we found that there is significant positive relationship between distributive justice and interactional justice and job commitment in statistical population then due to the fact that employees' perceptions of justice influence on job commitment, increasing organizational justice and its aspects we can prevent staff distrust towards the organization and enhance the job commitment of employees. In order to establish and maintain employee motivation through creating the space and perception of justice in organization in subset staff and considering it in all aspects of administrative and

behavioral background we can provide job commitment, because employees who have a positive perception of fairness in the workplace, they will develop constructive and effective behaviors and lack of attention to this important issue will create destructive behaviors and achieving organizational objectives will face several difficulties.

In order to increase the sense of distributive justice among personnel, we can perform the following actions:

1. Try to fair rewards of members
2. Try to develop performance-based service compensation system
3. Try to redesign jobs so that the tasks and responsibilities of individuals fit the payment
4. Try to communicate between training courses and individual salary.

It is suggested that the managers step in the research organizational society, in line with maintaining and promoting good behaviors with staff in a way that does not interfere with work regulations and focus on fair, honest and ethical encountering with staff, since the lack of a attention to these behaviors or using them as tools will reduce perceptions of interactional justice and job commitment accordingly. It is proposed that in order to increase job commitment of employees, managers enter job commitment aims into the real world. For a better understanding of the job commitment, in the scheduled meetings, employees are feedback about their aims. Encouraging employees to participate in decision-making and appreciation for their high performance is an incentive that is very effective in maintaining employee commitment. Using financial incentives such as salary increase and benefits, case reward payments and etc. for exceptional performance and high efficiency is important in terms of maintaining employee commitment.

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