

INVESTIGATING THE ASSOCIATION OF ORGANIZATIONAL JUSTICE TOWARDS EMPLOYEE COMMITMENT

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Abstract— The core purpose of this study is to explore the relationship between organizational justice and employee commitment. The result of this study is beneficial in order to find out employees' perceptions regarding organizational justice practices in the workplace which may consequently contribute to employees' commitment in providing services with their respective organization. This research was guided by two objectives which the first was to explore result as to which of three types of organizational justice is perceived as most important among employees. Secondly, the research also aimed to explore correlations between three types of organizational justice and employee commitment. Based on statistical analysis, distributive justice were perceived as most important among employees since it has the highest mean and standard deviation values of 3.75 and .667 respectively. However, interactional justice was found to be the most significantly related to employee commitment. This is due to the fact that interactional justice has the highest correlation (r) value which is 0.716**. Indeed, interactional justice may also be perceived as the most important type of justice in the workplace and consequently, it may contribute to employees' commitment towards their organization.

Index Terms—Organizational justice, employee commitment.

I. INTRODUCTION

Organizations are characterized as social systems in which individuals reside. According to [18], organizations are increasingly addressing employees as their most crucial asset and consequently seeking ways to craft employment brand that would catch the attention of both existing employees and potential new talents. [11] mentioned that, organizational justice has long been considered influential within an organizational context. Indeed, the concept of justice is an initial conception to various results of human behaviors. The increasing number of studies reveals that employees' perceptions of fairness predict their work attitudes and behaviors [4] For instance, justice perceptions in the workplace have been connected to outcomes such as organizational commitment, job satisfaction, Organizational Citizenship Behavior (OCB) and trust in management [13].

As businesses face increasing competition, a strategy that will develop commitment and loyal employees holds the promise of exceptional financial returns [8]; [20]. On the other hand, employee commitment is important because high level of commitment will subsequently lead to several favorable organizational outcomes. Organizational researchers and managers pay special attention to employees' organizational commitment based on the belief that organizations with committed employees achieve superior long-term performance [5]; [21]; [23]. [7] stated that the commitment of employees is an important issue because it may be used to predict employees' performance, absenteeism and other behaviors.

It is believed that, when employees are under the perception of justice, ironically, they will show strong organizational commitment and constructive behaviors, even when jobs were severely threatened by layoff procedures. Hence, employee commitment is a complex concept whereby employers need to continuously examine theories that influence it.

Indeed, very few organizations take the time to systematically review the state of their workforce in order to improve the employee-employer relationship [14]. Due to this concern, there is a desire to explore and establish the relationship between which of three types of organizational justice are perceived as most important among employees and consequently contribute to employees' commitment towards their organization.

II. LITERATURE REVIEW

Employee commitment that is also known as organizational commitment entails employees' faith in and identification with organizational goals and values, their willingness to work towards accomplishing the organization's goals and their strong desire to persist as an organizational member [27]. Commitment is a force that binds an individual to a course of action, which is significant to one or more targets [19]. [26] also stressed that commitment is a form of emotional attachment towards organizational goals and values. Thus, committed individuals stick to the objects of their commitment.

Organizational justice is generally considered to consist of three-dimensions: distributive justice, procedural justice and interactional justice. Distributive justice is concerned with the fairness of outcomes, such as pay, rewards and promotions [10]. Procedural justice refers to fairness matters concerning the methods, mechanisms and processes used to determine the outcomes [16]. Interactional justice deals with the fairness of interpersonal communication. People who are sensitive to the quality of interpersonal treatment they receive during the enactment of organizational procedures are associated with interactional justice [6].

III. RESEARCH METHODOLOGY

The type of research design selected for this study was a correlational research. This research design is suitable because it examined the relationship between two major variables, which are organizational justice and employee commitment. In fact, a cross-sectional quantitative research design was employed to answer research questions. This is because a cross-sectional quantitative method allows data to be gathered once within a limited period of time.

The unit of analysis that is being studied is an organization, Malaysia Airport Holdings Berhad (MAHB), Sepang. The

sampling unit in this study was obtained from a population of 114 staffs of Human Resource Department at the corporate office of MAHB, Sepang. A sample size (n) of 90 out of 114 was determined by referring to [22] table to ensure precision on accurate sample size for a given population. For this study, 90 surveys were distributed to staffs in the Human Resource Department at the corporate office of MAHB, Sepang. However, a total of 61 usable surveys were successfully obtained for this study. This is due to some of them were not present at the corporate office. Hence, surveys could only be distributed to those who were in their offices. According to [28], a sample size of above 30 is acceptable for normal research.

The sampling technique used was a convenience sampling and this is because time and cost are of limitations. Since, the time frame to complete this study is within 5 months, non-probability sampling is the most appropriate sampling technique that can help complete this research. Moreover, time and cost are the main focus rather than achieving generalizability on the result. Hence, the findings of this study in fact cannot represent the population of human resource staffs at the corporate office of MAHB, Sepang but enough for completing this study on time. Moreover, convenience sampling is also known as easy and quick in gathering information.

In collecting the primary data, a survey method is employed and this method is also known as easy and quick to administer and analyze. The survey contains three sections: Section A measures demographics of respondents, section B measures organizational justice and section C will measure employee commitment. Questions are structured accordingly to match the context of the unit analysis. The questions are constructed on a Likert-scale in order to explore the relationship between two major variables.

Multi item scales were used to measure the independent variables being investigated in the study which fall under organizational justice. All the items were measured using a 5 Likert-scale ranging from 1 - 5 (strongly disagree - strongly agree). Organizational justice was measured using adopted items developed by [9]. The focus was on distributive, procedural and interactional justice.

Employee commitment was measured using [1] eight-item scales. The three scales (24-items) were used to measure organizational commitment, while each eight-item scale was used to measure one of its three dimensions that is affective, normative and continuance commitment. However, the items scales for normative commitment are reduced to six (6) to maintain validity and reliability. This is because the two deleted items were found not relevant and difficult to understand by respondents. Those questions are:

1. Things were better in the days when people stayed with one organization for most of their careers.
2. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.

Pilot Test (Cronbach's Coefficient Alpha Test)

The research instrument was tested its reliability by referring to Cronbach's Coefficient Alpha Test, [12] as to ensure that the research instrument used to collect data from the respondents was appropriate and could yield similar results at all time. A total of 30 respondents from a different department (Finance Department) are recruited to ensure every question in

the survey is understood and within their frame of reference. According to the result, both groups of independent variables and dependent variable achieved high reliability or indicate high values of Cronbach's alphas. As shown in the table of 3.5.1, Cronbach's alphas values for distributive justice, procedural justice, interactional justice and as well as employee commitment are 0.900, 0.894, 0.876 and 0.952 respectively. Hence, these alphas values are considered reliable and respondents understood all questions being asked in the survey. Nevertheless, Cronbach's coefficient alphas are deemed reliable if they are at least 0.6 and above.

Table 1 Pilot Test (Cronbach's Coefficient Alpha Test)

<i>Variables</i>	<i>Cronbach's Alphas</i>	<i>No of Items</i>
Distributive Justice	0.900	5
Procedural Justice	0.894	6
Interactional Justice	0.876	9
Employee Commitment	0.952	22

After collecting surveys from the respondents, the results were compiled, sorted, edited and coded to have the required quality, accuracy and completeness. The collected data was coded and analyzed using Statistical Package for Social Scientists (SPSS) version 20.0, a computer package used for analysis.

The data was analyzed using frequency table, reliability analysis, descriptive analysis, normality test and Spearman analysis. These findings are then incorporated into a written report and as well as presented verbally.

IV. RESEARCH FINDINGS

This quantitative study aims to examine the relationship between organizational justice and employee commitment towards their organization. Hence, this chapter represents findings from collected data through which surveys are distributed among staff in the Human Resource Department at Malaysia Airports Holdings Berhad (MAHB). The results are summarized in the form of statistical analysis to accomplish the research objectives and research questions.

A. Descriptive analysis

Descriptive analysis was conducted to examine distributions of data collected in this study. Mean and standard deviation values will determine the distribution of respondents' responses to questions on a 5 Likert-scale ranging from 1 - 5 (strongly disagree - strongly agree) in the survey. The distribution will convey information as to whether the responses are concentrated in the middle of the Likert-scale or unevenly scattered far from the scale. Moreover, this analysis will also provide information as to which of three types of organizational justice are most perceived as important among employees.

Table 2 Descriptive Statistics of Organizational Justice and Employee Commitment

<i>Variables</i>	<i>Mean</i>	<i>Standard Deviation</i>	<i>N</i>
Distributive Justice	3.75	.667	61
Procedural Justice	3.52	.654	61
Interactional Justice	3.71	.641	61
Employee Commitment	3.69	.771	61

Table 2 represents descriptive statistics for each independent variable of organizational justice and employee commitment as dependent variable. As depicted in the table, mean values range from 3.52 to 3.75 and standard deviation values range from .641 to .771. Distributive justice constituted the highest mean score, which is 3.75 with a standard deviation of .667. Followed by was interactional justice with a mean score of 3.71 and a standard deviation of .641. Employee commitment took the third place with a mean score of 3.69 and a standard deviation of .771. Lastly, procedural justice constituted a mean score of 3.52 with a standard deviation of .654. All in all, distributive justice is perceived as most important among employees by referring to its mean value and standard deviation. Based on standard deviation values, data distribution of each variable constituted almost an average result whereby most of respondents answered towards 3 to 5 point on the Likert-scale.

B. Normality Test

Normality test was conducted to identify as to whether the data distribution for each variable is normal. Skewness and kurtosis values will determine which types of correlation analysis are suitable in analysing the correlation between variables. A rule of thumb says that, a variable is reasonably close to normal if its skewness and kurtosis have values between -1.0 and +1.0. A positive skewness value indicates an asymmetrical distribution towards the right and vice versa. A positive or negative kurtosis value indicates the degree of flatness or peaks in data distributions.

Table 3 Skewness and Kurtosis Statistics of Organizational Justice and Employee Commitment

<i>Variables</i>	<i>Skewness</i>	<i>Kurtosis</i>
Distributive Justice	-.736	1.628
Procedural Justice	-.419	-.197
Interactional Justice	-.762	1.259
Employee Commitment	-1.123	3.259

Table 3 represents Skewness and Kurtosis statistics for each independent variable of organizational justice and employee commitment as dependent variable. As depicted in the table, skewness values for each independent variable are normal since they were ranged from -.419 to -.762. However, skewness value for employee commitment is not normal since it was ranged around -1.123. By referring to kurtosis values, only interactional justice is normal with a kurtosis value of -.197. Distributive and procedural justice was ranged 1.628 and 1.259 respectively and last but not least, employee commitment was ranged around 3.259. Based on tabulated figures, it is advisable to adopt spearman’s correlation analysis in order to examine the relationship between each type of organizational justice and employee commitment.

C. Correlation analysis

When data are not normally distributed, it is advisable to adopt spearman’s correlation analysis. This analysis was intended to prove if there was a significant relationship between each independent variable and dependent variable. Moreover, this analysis could also support information such as which of three types of organizational justice are perceived as most important among employees and consequently contribute to employees’ commitment. The data are summarized into numerical and tabulated form as follows.

Table 4 Spearman’s Correlation between Organizational Justice and Employee Commitment

<i>Variables</i>	<i>DJ</i>	<i>PJ</i>	<i>IJ</i>
Distributive Justice	1.00		
Procedural Justice	.511**	1.00	
Interactional Justice	.731**	.691**	1.00
Employee Commitment	.681**	.384**	.716**

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

Table 4 represents the Spearman’s correlation between organizational justice variables which consist of distributive justice, procedural justice and interactional justice and as well as employee commitment. As exemplified in the table, there is a significant relationship between interactional justice and employee commitment. Indeed, interactional justice and employee commitment indicates the highest correlation (r) value of .716**. There is also a significant relationship between distributive justice and employee commitment with r=.681**. Lastly, there is also a significant relationship between procedural justice and employee commitment with r=.384**.

V. DISCUSSION

This section provides further discussions on findings regarding organizational justice and employee commitment. In order to accomplish research objectives and research questions, descriptive and correlation analysis are appropriate methods to be employed in this study. As stated in chapter 4, descriptive analysis was conducted to examine distributions of data collected in this study. The distribution will convey information regarding employees’ perception towards organizational justice and employee commitment. Correlation analysis was also intended to prove if there was a significant relationship between each independent variables and dependent variable. Moreover, this correlation analysis could support information such as which of three types of organizational justice are perceived as most important among employees and consequently contribute to employees’ commitment.

As shown in the descriptive analysis, distributive justice is perceived as most important among employees since it has the highest mean and standard deviation values of 3.75 and .667 respectively. However, the correlation analysis shows that interactional justice was found to be the most significantly related to employee commitment. This is due to the fact that interactional justice has the highest correlation (r) value which .716** than the other two types of organizational justice. Followed by is distributive justice which was found to be significantly related to employee commitment by r=.681**. Lastly, procedural justice was found to be significantly related to employee commitment by only r=.384**. Nevertheless, these (r) values indicate that all three types of organizational justice have significant relationships with employee commitment.

Moreover, this correlation analysis was also intended to support that interactional justice may be perceived as most important type of justice in the workplace and consequently, it may contribute to employees’ commitment towards their organization. Indeed, hypothesized relationships between two main variables in chapter 2 were deemed acceptable and proved to be significantly related with each other. Hypothesized relationships can be concluded as follows:

H₁: There is a significant relationship between distributive justice and employee commitment.

H₂: There is a significant relationship between procedural justice and employee commitment.

H₃: There is a significant relationship between interactional justice and employee commitment.

Nevertheless, the findings of this study are almost in agreement with many scholars from previous studies. For example, [9] mentioned that all three constructs of organizational justice (distributive, procedural and interactional justice) are associated between moderately to highly in influencing organizational commitment. [26] also agreed that distributive justice and procedural justice produced significant relationship with employee commitment. [29] also found out that all three constructs of organizational justice showed high correlations with employee commitment and this is due to the fact that each construct induce a sense of fairness which leads to employee commitment.

Organizational justice is a fundamental concept and should be vested in the workplace setting. Based on research findings, each type of organizational justice theories plays an important role in shaping positive attitudes among employees in a particular organization. One example of positive attitude is employees' commitment towards their organization. The findings also imply that the perception towards organizational justice is crucial in determining employees' commitment. According to [3], employees hold perceptions of fairness in the organization's practices, fair outcomes resulting from fair practices and social interaction between various levels of people. These perceptions of fairness will consequently influence employees' attitudes and behaviors in a negative or positive way.

Indeed, employees are more likely to be committed as long as they sense that the organization is being fair and just in meeting their needs and wants [30] & [32]. All in all, employees' workability attitudes and behaviors are always mirrored the organization's human resource management practices that are perceived as being fair and just [17]; [25]; [31].

A. Limitation

Nevertheless, no study is without limitations and this study is no exception. Although, this study provides useful information, there are some limitations that should be acknowledged in order to improve findings for future research.

Firstly, the findings from this study cannot be confidently generalized to the population. This is because the usable surveys obtained were not representing the true population due to some situational constraints. Not only that, this study employed a cross-sectional method in which data are gathered just once in order to answer research questions.

Secondly, due to time and cost constraints, this study is limited within a small range of sample size (n=90) and only focused on one type of population. Moreover, the convenience sampling is also known for not providing generalizability. Hence, the findings cannot be confidently generalized to greater population or other types of population in different conditions.

Last but not least, the findings from this study wholly depend on the employees' understanding on organizational justice and employee commitment concepts and as well as, their honesty and true feelings when answering the questions

without being contaminated by other factors such as noise, bias, scale factors and many more.

B. Recommendation for future research

In order to improve findings for future research, several approaches can be employed by other researchers. Firstly, the present findings are focused among one type of population only and the sample size is quite small to provide generalization to even greater and other types of population in different conditions. Hence, it is recommended to extend this research to those with different backgrounds such as in engineering, finance or accounting, commercial and events, information and technology and many more. Since, the present findings dealt with employees in a private sector, it is interesting to examine the perceptions of public sector employees regarding organizational justice and employee commitment concepts.

Secondly, it is recommended that for future research, a longitudinal study should be employed in order to achieve a cause-and-effect result after a change in the top management. Hence, data are gathered at two or more points in time in order to answer research questions. For example, a knowledge sharing session (KSS) among staff with top management was introduced as one of reinforcement methods to instill awareness about organizational justice in the workplace..

Thirdly, the organizational justice and employee commitment concepts should be explored in a broader context with other variables that may influence both independent variable and dependent variable either directly or indirectly. Other variables that may be employed to enhance future research consist of moderating and mediating variables. However, the variables should be determined carefully by considering the purpose of the study, setting of a given situation, types of population, sample size and many more.

Lastly, other methods for gathering data such as observation and interview can be employed to get a more well-rounded result for a particular purpose of study. Not only that, the number of items being asked in the survey method can also be altered accordingly according to the purpose of the study and nature of respondents. It is also recommended that, future researchers may as well develop their own set of questions in order to accomplish research objectives and research questions.

C. Conclusion

All in all, the findings from this study are intended to give a glimpse of the importance of organizational justice concepts in the work setting. In fact, all three types of organizational justice play crucial roles in determining employees' commitment towards organizations. Hence, top managements that put just and fairness above of all in dealing with human resources at workplace could ensure long-term sustainability of the business regardless of economic downturns. Employees will consequently develop loyalty and respect for the organization they work in. Hence, organizations should develop a climate that upholds justice in the first place in order to earn positive outcomes from their human resources.

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