

## The Relationship between Perceived Organizational Justice, Organizational Commitment and Job Satisfaction

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### Abstract

**Background and Objectives:** One of the latent and consequential factors of facilitation of organizational justice is staff members' level of organizational commitment. The present study aimed at surveying the relationships between various dimensions of organizational justice with organizational commitment and job satisfaction of staff of a Medical University.

**Methods:** 263 staff members were eligible and agreed to participate in the survey. Data related to demographic characteristics, perceived organizational justice (Rego and Kanha scale), and organizational commitment (Meyer and Allen questionnaire) and job satisfaction (Saneie scale) were collected. Validity and reliability of research methodology were measured through utilization of Content Validity Index and internal consistency procedure, respectively.

**Results:** Organizational justice, organization commitment, and job satisfaction were all positively correlated. There were positive and significant correlations between job satisfaction with organizational justice and organizational commitment with organizational justice. Furthermore, Multiple linear regression analysis showed that all three parts of organizational justice can explain only 26% of the changes in organizational satisfaction and only organizational procedural justice can explain only 3.3% of the changes in organizational Commitment.

**Conclusion:** Considering the research findings, it is proposed that in order to facilitate the level of organizational commitment, occupational circumstances such as educational facilities should be utilized. With such utilizations, functional and mental efficiency of staff will be improved and the sense of high level job efficiency is generated against any possible regret for choosing the particular organization.

**Keywords:** Job Satisfaction, Organizations, Organizational Commitment, Social Justice

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### Introduction

One of the most important determinants of functional quality and performance of organizations is their human resources (hence HR). Commitment and loyalty of HR can result in the performance of organizational duties with efficiency and precision. Organizational commitment facilitates organizational efficiency and operations. In an active environment, indifferent, irresponsible and passive employees will be considered organizational impediments who deteriorate quantitative and qualitative characteristics of employees' performance (1). Economic, social and national development of countries can be

accomplished through reliance on efficient HR. Today, scholars and researchers emphasize the importance of HR in national development of any country (2). For instance, the basis of health-care organizations consists of HR (3). Generally, health-care organizations cannot function efficiently without HR (4). Therefore, proper emphasis on motives and morale of the staff acquires supreme priority (5).

Today, with regard to the comprehensive and pervasive role of organizations in society, justice has become one of the key issues in organizational environments. Justice is an abstract concept with various interpretations.

When discussed in organizational environments, organizational justice is utilized (3). Organizational justice refers to staff members' understanding of justice and equality (4). Impartial developments play a key role in organizations and therefore, organizational interactions among staff members can affect their organizational beliefs, perspectives and behaviors. In recent decades, justice has become the key topic in management courses. Organizational justice is a variable, which acquires direct correlation with job positions. Organizational justice refers to behavioral strategies with which employees should be treated so that impartiality can be maintained in their occupational environments (6). Although, most organizational activities and management decisions are related to organizational justice and equitable treatments, fundamental decisions such as employment, performance evaluation, establishment, occupational promotions, salary levels, financial allocations and leadership are in direct correlation with organizational justice. In each of these areas, organizational justice can be measured and analyzed in relation to the level of occupational efficiency and the executed decisions. In the end, it is the finalized notifications and results, which make organizational justice an undeniable necessity for any organization (7). Organizational justice consists of three components including distributive justice, procedural justice and interactional justice.

With regard to the aforementioned issues, it becomes an axiomatic fact that organizational justice has been recognized as a scholarly issue in maintaining justice and impartial interactions in organizations (8). On the other hand, one of the latent and consequential factors of facilitation of organizational justice is staff members' level of organizational commitment. Organizational commitment represents staff members' loyalty towards an organization and its activities, which are generated through their level of involvement in organizational decisions, success and welfare (9). Organizational commitment represents staff members' organizational identity and affiliation. No organization can accomplish success without staff members' endeavor and

commitment. Employees with a consistent level of loyalty and commitment can portray high levels organizational discipline (3). According to William et. al., job satisfaction and organizational commitment are based upon distinct and relative infrastructures (5). Fred Luthans regards job satisfaction as a positive and pleasant emotional disposition, which refers to individuals' evaluation of occupational experiences and positions. He maintains that job satisfaction is the result of what employees regard as important in their occupational environments (1).

Various studies depict that staff members with higher level of job satisfaction are in a healthier physical and mental health. Therefore, a high level of job satisfaction in organizational environments represents a facilitative organizational atmosphere, which results in consistent loyalty of staff members (1). One reason which explicates the significance of a scholarly study of organizational commitment is the fact that organizations with high levels of organizational commitment achieve more efficient performance levels and at the same time experience few absences and delay levels on the part of the employees. Organizations have a tendency to require employees to function more than their organizational duties. Such meta-functional expectations are necessary for staff members of health organizations who are in direct and indirect correspondence with patients in need of constant assistance (10).

Today, organizations require efficient employees who can actuate them towards comprehensive development and success. Generally, organizational efficiency is dependent on the level of performance efficiency of HR. Therefore, facilitation of organizational justice and commitment and job satisfaction of HR should be of utmost importance for the organizations (11).

The present study aims to investigate the relationships between organizational justice, organizational commitment, and job satisfaction among employees of a University of Medical Sciences in Iran. Such a survey is hoped to give us appropriate prerogatives in improvement of objectives of health-care organizations. Due to

the importance of services of these organizations, integration of science, proficiency and commitment will facilitate the level of satisfaction of employees and patients. The present study believes that recognition of the relationship between organizational justice, commitment and job satisfaction among staff members of an organization will provide some information that will help with enhancement of the management and efficient decision-making for improvement of the organization success. Understanding the effect of organizational justice on issues such as employees' level of absences, job performance and displacements can accomplish deeper understanding of organizational justice.

## Methods

This descriptive-analytic study surveys all the eligible staff (tenured, contractual, yearly and obligation employees) of Neyshabur University of Medical Sciences (including staff of 22 Bahman Hospital, Hakim Hospital, health network and headquarters of the university) 263 staff members were considered eligible for participating in the research. For data collection, the following questionnaires were utilized:

Rego and Kanha questionnaire of organizational and demographic justice including 17 questions. Questions 1 to 5 cover relative issues of promotional distribution. Questions 6 to 8 represent relative issues of functional distribution. Questions 9 to 11 cover procedural justice. Questions 12 to 14 query interactional justice and questions 15 to 17 cover informational justice.

Meter and Allen questionnaire including 24 questions. Questions 1 to 8 cover emotional commitment. Questions 9 to 16 discuss consistent commitment and questions 17 to 24 assess normative commitment.

Saneie's questionnaire of job satisfaction comprises 40 questions, all of which are focused on the issue of job satisfaction. Validity and

reliability of research tools were measured through utilization of Content Validity Index (CVI) and internal consistency procedure, respectively. For data analysis, descriptive statistics such as frequency distribution, means index, standard deviation and inferential statistics such as correlation coefficients of Pearson and Shapiro-Wilk tests were utilized.

## Result

78.1% of participants were female and 47.5% were younger than 29 years old. 77.6% of participants were married and 98.5% were Shiite Muslims. 63.1% of participants had a bachelor's degree and 37.6% had 1 to 4 years of job experience. 30% of participants worked on a yearly employment basis.

The means of each variable of organizational justice (distributive justice, procedural justice and interactional justice) were found to be  $20.57 \pm 6.23$ ,  $7.82 \pm 2.6$  and  $19.87 \pm 5.16$ , respectively. Furthermore, the means of justice in this particular organization ( $48.27 \pm 11.74$ ) is considered normal. The Means of each variable of organizational commitment (emotional commitment, consistent commitment and normative commitment) are  $25.75 \pm 3.05$ ,  $26.4 \pm 4.54$  and  $24.95 \pm 3.84$  respectively. Moreover, the means of commitment in this particular organization ( $77.10 \pm 7.61$ ) is considered normal. The means of each variable of job satisfaction (job satisfaction, employees' satisfaction, promotional satisfaction and employers' satisfaction) are  $52.93 \pm 11.69$ ,  $34.41 \pm 9.69$ ,  $21.93 \pm 5.17$  and  $24.31 \pm 5.99$ , respectively. Furthermore, the means of satisfaction in this organization ( $133.58 \pm 26.85$ ) is considered normal too. Shapiro-Wilk test depicts that in this particular organization, justice, job satisfaction and commitment variable are normal. Pearson correlation coefficient shows that there is a positive correlation between job satisfaction, organizational justice and their sub-scales

Table 1. Correlation between Job Satisfaction, Organizational Commitment and Organizational Justice

	Pearson Correlation Coefficient	Distributive	Procedural	Interactional	Justice Level
Job Satisfaction	Correlation Coefficient	0.40	0.41	0.44	0.50
	Statistical Significance	0.00	0.00	0.00	0.00
Organizational Commitment	Correlation Coefficient	0.17	0.18	0.12	0.18
	Statistical Significance	0.00	0.00	0.04	0.00

Table 2. Correlation between Job Satisfaction, Organizational Commitment and Demographic Variables

Demographic Variables		Job Satisfaction		Organizational Commitment	
		Pearson Correlation Coefficient	Means±SD	Pearson Correlation Coefficient	Means±SD
Sex	Male	0.54	136.86±23.99	0.09	78.45±7.57
	Female	0.48	132.44±27.75	0.20	76.63±7.59
Marital Status	Single	0.59	132.69±29.05	0.22	76.08±7.75
	Married	0.47	133.84±26.26	0.17	77.39±7.56
Age (years)	<29	0.48	130.43±27.28	0.17	76.34±8.01
	30-39	0.61	133.85±25.11	0.19	77.32±7.22
	>40	0.16	143.24±28.20	0.14	79±7.05
Education	Associate Degree	0.49	117.24±17.87	0.13	79.68±7.47
	Bachelor Degree	0.50	3.13±4.17	0.24	76.48±7.62
	Higher than Bachelor Degree	0.35	117.9±9.92	0.02	73.48±5.61
Job Experience (Years)	<1	0.47	120.14±17.45	0.20	81.84±17.50
	1-4	0.43	5.39±5.47	0.15	80.81±19.47
	5-8	0.73	120.17±19.62	0.36	76.60±19.79
	9-12	0.49	124.63±28.40	0.27	72±21.28
	>13	0.42	115.50±20.99	0.05	66.3±28.69
Types of Employment	Tenured	0.62	142.73±27.08	0.22	82.47±24.69
	Contractual	0.62	125.55±25.89	0.22	71.26±23.06
	Clausal	0.47	133.1±25.06	0.27	79.83±19.05
	Projectional	0.44	130.6±27.71	0.07	79.24±16.91

( $p < 0.001$ ,  $r > 0.4$ ) and less positive correlation between organizational commitment and organizational justice ( $p < 0.05$ ,  $r < 0.2$ ) (Table 1). In the case of demographic variable, it can be deduced that there exist positive and significant correlations between the level of job satisfaction, organizational justice and those employees who are more than 40 years old, have Associate or Bachelor's degrees, have 5 to 8 years of job experience and are employed on the yearly basis. There is no other correlation between organizational variables and other demographic factors. The means of organizational justice of male employees ( $50.70 \pm 11.92$ ) are statistically higher than the those of organizational justice of female employees ( $47.42 \pm 11.59$ ) ( $p = 0.047$ ). The level of job satisfaction of those employees, who are younger than 29 years, is statistically lower than the ones who are older than 40 ( $130.43 \pm 27.28$  in comparison with  $143.24 \pm 28.20$ ) ( $p = 0.035$ ). The level of commitment of those employees with Associate's degree (means rate of  $79.68 \pm 7.47$ ) is higher than the ones with other degrees ( $p = 0.000$ ) (Table 2).

Multiple linear regression analysis in a stepwise method showed that all three parts of organizational justice can predict organizational satisfaction ( $p = 0.000$ ). These three factors can explain only 26% of the changes in

organizational satisfaction ( $R^2 = 0.26$ ). Furthermore, multiple linear regression analysis in a stepwise method showed that only organizational procedural justice can predict organizational commitment ( $p = 0.003$ ). This factor can explain only 3.3% of the changes in organizational commitment ( $R^2 = 0.03$ ).

### Discussion

In the present study, distributive justice with the mean of 20.57 has a higher level of organizational realization. This observation is in direct accordance with the finding of the studies by Ghafari, and McFarlane, (11, 12). However, in the studies by Adimi Naghani, Whisenant and Jordan, Smacker and Whisenant and Bravo and Turner, it is the interactional justice, which has the highest mean of justice in organizational realizations. In Yaghubi's research, it is the procedural justice, which has the highest mean of justice in organizational realizations. These findings are not in tandem with the observations of the present study (9, 13-16). In the present study, consistent commitment and organizational commitment have the highest means. In the study by Talebpour and Emami commitment towards organizational objectives had the highest mean. The finding of their study is not in agreement with the findings of the present study (17).

In the present study, there is a weak positive correlation between organizational commitment, justice and their concomitant variables; however, they are statistically significant. The reason for the weak correlation between these variables is the fact that most employees of the organizations have not passed management courses and due to their low job experience (which is less than 5 years), the relationship between organizational justice and commitment is affected negatively. Furthermore, the research findings depict that there exists positive correlation between organizational justice and commitment. By verifying this correlation, it can be understood that with positive or negative development of organizational justice, organizational commitment will be affected in turn.

According to the theories explicated on organizational justice, it becomes apparent that in case of low level of organizational justice, employees start generating tensions and in order to mitigate negative effects of these chaotic affinities, they decrease the level of their affiliation to the particular organization. In such cases, it is probable that their level of organizational commitment will deteriorate. At the same time, if employees start realizing true vestiges of organizational justice, they will be actuated towards fulfilling their occupational duties efficiently so that their debt to their relative organizations can be reciprocated. In such a case, the level of organizational commitment will be facilitated (11). Therefore, it becomes deducible that if managers of organizations require committed and loyal employees for accomplishing their values and objectives, the level of various modalities of organizational justice (distributive, procedural and interactional) should be maintained efficiently. The findings of the studies by Ghafuri, Nosafaderani and Gol Parvar, Yaghubi, Sayyar's study, Khatibi and Yadgari direct accord directly with the observations of the present study (9,11,18-20).

The main objective of distributive justice is the way of distributing justice, equality and lawful regulations among staff members. The low-level realization of this type of organizational justice will result in deteriorated level of

organizational commitment, job satisfaction, motivation and trust. All the afore-mentioned instances of deteriorations will eventually generate negative consequences for the organization. It is incumbent that there exist close correlations between academic scholars and executive administrators so that a true understanding of distributive justice can be realized. Furthermore, distributive chaos and confusions can be avoided in organizational allocations.

The most important issue in distributive justice is the accurate recognition of key factors in organizational allocations. It is necessary that promotional decisions are executed with precision and transparency. It is incumbent to adjust allocation of salaries, promotions and other organizational bonus in accordance with employees' level of performance efficiency so that each prerogative and promotional measure can be defined in relation with a particular level of performance efficiency (21). Unfortunately, the most prevalent reason behind weak implementation of organizational justice is the unclear relationship between promotional measures and performance efficiency. The findings of the present study are in accordance with the results of studies by Yadegari, Ranaei, Moradi, Baharifar and Javaheri Kamel, Seyd Javadein, Noami Shekar Kan and Ghani (13, 20-23). All of these researchers believe that there is a positive correlation between distributive justice, organizational commitment and job satisfaction (4,6,9,24).

Since organizations focus on distributive and procedural modalities of organizational justice, their realization will be defined within the domain of organizational cognition. At the same time, since organizational employers emphasize interactional justice, their realization will be defined with the domain of cognition of particular business units (25). The findings of the present study show that employers and executive administrators do not acquire a thorough understanding of procedural justice (with a mean of 7.28). This observation represents a low-level realization of organizational cognition.

According to the theory of procedural justice, when staff members are aware of decision making protocols of distributive justice, they

will depict a higher level of performance motivation, for they are confident that their performance will be monitored accurately (26). Furthermore, procedural justice and organizational commitment are in close relationship with overall job satisfaction level. Therefore, if decision-making procedures are executed impartially, staff members will maintain their positive attitude towards their relative organizations. Generally, realization of distributive justice refers to job satisfaction and realization of procedural justice refers to organizational commitment (27). In the present study, there is a positive correlation between job satisfaction, organizational justice and their concomitant variables ( $p < 0.001$ ,  $r > 0.4$ ). Due to the lack of direct correlation between procedural justice and performance variables, its relationship with occupational environments should be further studied. Such analysis will indicate the lack of correlation between occupational environments and procedural justice will deteriorate the efficiency of procedural justice upon organizational attitudes, their executive administrations and performance level of employees (28). If organizations involve employees in decision-making procedures, employees start realizing that their interest will be efficiently preserved in the long run and hence, will regard the decision-making procedures of their particular organization to be impartial (29). Jordan, Galantine and Hunt propose that organizations must involve their employees in decision-making procedures so that their level of realization can be facilitated (30). Previous research are in direct accordance with the findings of the present study (22,28,30,31,32).

The findings of the present study show that among the demographic variables only age, sex, academic degree and the type of employment are directly correlated with organizational justice and job satisfaction. In relation with age and job experience, the findings of the present study are not in agreement with the findings of the study by Adimni Naghani (13). At the same time, regarding academic degree, job experience, type of employment and sex, the findings of the present study agree with the observations of Naghani, Yaghubi's, Khatibi

and Jordan (9,13,19,30). However, there is no realized correlation between organizational commitment and demographic variables.

The present researcher believes that the reason behind the lack of correlation between organizational commitment and demographic variables is the fact that organizational commitment refers to variables other than employees' demographic characteristics and is realized in organizational features. For instance, in some studies, the reported correlation between organizational dimensions and commitment is representative of a strong organizational atmosphere, which is in close correlation with organizational commitment. In large organizations, the possibility of promotions is considerably higher hence resulting in higher levels of organizational commitment. Matthew et al. also confirm the very fact that enriched job positions in large corporations facilitate the level of organizational commitment.

Some researchers believe that leadership variable is of key importance in facilitation of organizational commitment. Therefore, making use of efficient administration can facilitate the level of organizational communication and commitment (33). Religious or moral commitments can affect organizational as well. The findings of Parnian, Taleb Pour and Emami and Yadgari are in accordance with the observation of the present study. However, the findings of the present study does not agree with those of Khatibi's study in terms of educational level.

## Conclusion

Since there is a significant correlation between organizational justice and job satisfaction, it is proposed that managers establish organizational justice on the basis of non-discriminatory attitude, meritocracy, lawful observations, equal utilization of organizational opportunities and inspiration of staff members on the basis of transparent promotional criteria so that respectable and friendly environment can be created for organizational employees and employers. Due to the recognition of weak correlation between organizational commitment and justice, it is suggested that occupational

situations such as educational facilities should be provided. As such, functional and mental efficiency of staff members will be improved and the sense of high-level job efficiency is generated against any possible regret for choosing the particular organization. Finally, it is suggested that further research should be carried out with much more comprehensive statistical populations and samples on relationship between organizational commitment and justice.

### Conflict of interest

The authors declare no conflict of interest.

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