



Organizational Justice and Professional Commitment

Mostafa Emami¹ and Kamran Nazari²

¹University of Applied Science, Industrial Management, Institute of Kermanshah, Iran.

²Department of Management, Payam Noor University, Iran.

ARTICLE INFO

Article history:

Received: 11 April 2013;

Received in revised form:

25 October 2013;

Accepted: 31 October 2013;

Keywords

Organizational justice,
Procedural justice,
Interactional justice,
Distributive justice,
Professional commitment.

ABSTRACT

The basic aim of this analysis is relationship between organizational justice and professional commitment in Kermanshah official organizations. Material and methods: This analysis is based on descriptive analysis and from survey branch. Information gathering means is questionnaire, and in order to organizational justice analysis Chester and Ted (2007) 20 scores questionnaire is used and for organizational justice Vallas . et al., (1999) 12 scores questionnaire is used. Organizational justice questionnaire stability was 0.81 and professional commitment stability was 0.89, so because of Cronbach $\alpha=0.7$ so two questionnaires have necessary stability. Statistically population volume is 660 subjects from official organization staffs. According to sampling ways we choose some rate between them so finally we collect 104 questionnaires. Findings: For determining acquired data Kolmogorov - Simonov test is used and results confirm data normality. Used test in this analysis are correlation spearman test, line regression test, T-test and Friedman test and with using related test confirmed research propositions; results shows that in the aim community with improving organizational justice and professional commitment in staffs is increased too, line-regression results between organizational justice and professional commitment shows that between inter organizational justice as a independent variable and professional commitment there is linearity relationship. From 3 dimension of organizational justice just interactional justice has potentiality in changes in dependent and independent variables, so this shows that interactional justice in organizations is very important. So according to ordering Friedman test between 3 dimension of justice organizational; interactional justice has higher mean and distributive justice has lower mean and procedural justice put in second order.

© 2013 Elixir All rights reserved

Introduction

Effective human labor is credit for every organization. Almost all of analyst state that human resources is very basic for organization and they believed that this resource should be improved and with using proper policies we can induce for work in staff, Caudron believes that having qualities human resources in one of competitive advantages not just as a asses, Technology or product with long life cycle. In fact, staffs are potential value of one company,(Ka Wai Chan & Thomas A. Wyatt) in contemporary world. Human labor is one the important factor to grow and reliability of organizations. But what kind of human resources? Consumptive human resources, and unpleasant or egar and responsible.

Until 1980s, most of the organizations concentrate on loyalty of staff and employer want loyalty from organization, after a while this trend tend to professional commitment. Researcher study loyalty and related it to many results. For effective factors Estires and Porter states that structural factors and structural experience of staffs are like incremental commitment in work, industry and payment in work and professional commitment.(Mitchell Fields, 2009)

In social interaction theory we can see that staff relationship with their leader in organizations in like a informal deal and is according to mental contract, when organizations answer to needs and expectation of employees, they answer to organizations need too. Fair behavior and loyalty is such behavior that leaders expect from their employee, so they

expected unbtas and fair behavior from their leader but this require fairness and more responsibility in work (Moorman, 1991).

Organizational justice has relationship with proper behavior of staff, so we can interfere it as a part of limited social justice; this concept with philosophers was challenged many years ago. Organizational justice it is a beneficial concept for board spectrum of organizational subjects test. Stated that justice is the first characteristic of social institutes.(mehdad, 2007; 333) According to above text importance of professional commitment and considering to fairness and justice, in this text we analysis relationship between organizational justice and professional commitment in official organization in Kermanshah.

Organizational justice

Organizational justice consider to staff understanding from industries in payment and business relationship in organization environment. Although challenges and study in justice at organization environment has long history and go back to Adamz theory in 1960s, researches in this field after 1990s increased, such that important findings captured related to organizational justice. (Charash & Spector, 2001, 279).

Primitive studies on distributive justice: related to the sense of justice between peoples. In organization research on distributive justice is based on Adam's theory and this study emphasize on distribution of justice like payments, job challenges, job security, and work environment even negative outcome like punishments and dismiss. (Ambrose, 2002)

Tele:

E-mail addresses: emamemostafa12@yahoo.com

© 2013 Elixir All rights reserved

In 1980s considering to researches on justice on trends with such outcomes Tibat and Walker(1975) and Lontal (1980) are important researcher in procedural justice domain, they show that in many cases, such procedures that we allocate outcomes has more important effect than outcome itself, and maybe a person can't receive good outcomes. But they believed that this procedures for allocating outcomes are according to justice and base on correct principles, and they have pleasant sense from outcomes (Charash, Spector, 2001).

In 90s studies on social aspect of justice began. Baiz and Movag (1986) introduce interactional justice that show relationship and interaction quality between decision makers in organizations with staff in conducting organizational procedures. Like distributive justice and procedural justice there are some documents related to interactional justice on view and behavior of staff. There are many challenges on interactional justices and some people know it as a procedural justice and other know it as a independent part of procedural justice, so we summary outcome in table 1. (Chester & Todd, 2007, 724-751)

<i>Distributional justice :suitable outcome</i>
<ul style="list-style-type: none"> • Equality: distribution bases of people's cooperation • Equity: equal distribution between people • Need: distribution need people
<i>-Procedural justice: suitable distributional procedures</i>
<ul style="list-style-type: none"> • Consistency: the function of similar procedures for all people • lack of bias : not considering exceptions in exerting procedures for some people or groups • accuracy: deciding based on accurate information • representation of all concerns: considering benefits of all indorse groups in exerting procedures • correctionability: correctionability of procedurs, if they are wrong ethics: based on ethics and accepted norms
<i>- interactional justice: suitable interactions</i>
<ul style="list-style-type: none"> • interpersonal justice: polite behavior, respectful and based on people's status • informational justice: giving enough information and explanations to people

Table 1. Dimensions and the basis organizational justice (Chester & Todd,2007:724-751)

Greenburg (1993) introduce some grouping for kind of justice he believed that each of them have determinants on structures and society. Structural determinant consider to interactions between people and consider to people behaviors with social justice.

So interactive relation determine as a dominant in justice so, treat with other peoples is based on open and trust social justice.

Table 2. Classification Greenburg in organizational justice (Kotraba,2003:45)

distributional	procedural	The major determiner
Seeming justice	Systematic justice	structural
Interpersonal justice	Informational justice	social

1-Systematic justice: consider to structural aspect of procedures. According to this and one decision making procedure in organization, structures are justice if 1)are in according with people and time 2)lack of bias. 3)decisions make an correct information's. 4)there is a chance for change and correctness in decisions and 5)decisions shows benefits of all beneficial groups.

2-Configural justice: configural justice is one aspect of distributive justice and consider to distribution pattern and

outcomes and understanding of that in different conditions. Distribution of bonus is according to needs, industry and equality that contain in this kind of justice.

3-Informational justice: consider to social aspect of organization and means giving knowledge and information to people and prove this subject that concerns and tendencies have been considered.

4-Interpersonal justice: consider to interpersonal justice and social aspects of distributive justice. Interpersonal justice can receive to some results with considering to people. Polite configure behavior and respect to rights of citizens, understanding of people and justice behavior like police and judicial force will increase. (Kotraba, 2003, 45-47).

With disagreement upon justice structure and division of it, researcher agree upoun, it effects and people's views. When peoples in an organization feels that they receive unfair behavior; so they answer to this situations. (Ambrose 2002)

Research shows that organizational justice has relationship with important factors such as job satisfaction and organizational commitment. (Mcfarlin & Sweeny 1992, Naami & Shekarshekan, 1382, Javadin, Farakhi and Taheri Atar 1387), organizational citizen behaviour (Moorman 1991, Williams, Pitre & Zainub 2002, Naami and Shekarshekan 1385). Organizational trust (Sounders and thornhill 204, Hoy and Tarter 2004), social asset (Amirkhani and Pourezad 1387), giving up job and transformation (Parker and Kohlmeyer) stree and security of staff (Tepper 2001, Judge and Colquitt 2004, Greenberg 2006) and aggressive behaviors (Jawahar 2000).

Professional commitment

Term of professional commitment is taken from psychology and is most common from organization loyalty but direction of its study is same as H (Herr 2005), definition for professional commitment is differ from rate of doing jub by person to doing some special responsibilities in work environment and importance of job in personal life (Somech & Bogler 2002).

Professional commitment is one of most important determinant and is a subject that get consideration of many managers and persons is training environments (Kannan & Pillai 2008).

Professional commitment theory shows that more investment on things so rejection of it to be difficult. Then, if we encourage a person in entering one job more, this person has more responsibility to his job (Tayler 1988). Professional persons, see themselves as a person who has a full time job which need best work, because they be line that this job is valuable (Favelq & Fuzessery 1974).

Professional commitment define as a person view to his work (Fjorlof & Lee 1994) and professional commitment is related to person skills. In fact this contain faith to aims and norms and believes, so they must have more work to show this (Elius 2006).

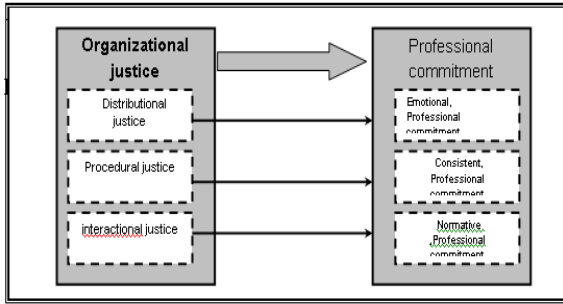
Professional commitment is to some extant allocation to job standards (Jones 2000).

Arniya, Poulkand Armanik substitute award for professional commitment in accounting sector so in definition of we have:

1. Faith to aims and norms and values and acceptance of them
2. Tendency to doing more work
3. Tendency to continue and preservation of membership in job

So, peoples who has more responsibility in their work and do all of their work lead to inner success and job defect as a success and defect of themselves.

According to summarize literatures in this article according to chester and ted model (2007) from organizational justice and Vallass, et al., (1999) organizational commitment from like bellow.



In this analysis for testing hypothesis first we must determined that if distributed data are normal or not, normality of data can be shown by statistical test Komolove -Smirneof that their result is according to tables 3, amount of statistic is about 0.05 from crisis amount, so zero hypothesis means normality of data and this hypothesis show abnormality of data, so rejected. Then with regard to data normality we use spireman correlation coefficient.

Finding and conclusion

Industrial life traditionally emphasize on improvement of technology and utilizing so human explicitly or episode introduce as a one of production factors new idea in literatures is related to changing management and is very important view, with this means that human have effects to a basic role in organization change related in this scope. (Salmani, 2006, 54)

Today human power is one of most valuable asset for each organization, so having creative and loyal human resource is one of important competitive advantages for each organization and valuable source for utilizing organizations, meanwhile fair behavior with staff in organization is one of most important effective factors on motivation, organizational commitment, job satisfaction and citizen behavior and stress and other emotional variables. Different research shows that low understanding of unfairness in organization can cause reduction in job satisfaction and citizenship behavior and cause increasing stress and living up bad and destructive behavior in work environment. So informing manager from understanding of staff and their analysis is one of valuable key factors.

Professional commitment recently enter to human and organization challenges, is very important because analysis shows that it has direct relationship with utilizing and effect on job environment. Loyal staff always likes their jobs so use it to improving their jobs.

According to article and importance of organizational justice, researcher in this analysis study public organization in Kermanshah and its relationship with professional commitment of staff.

Therefore analysis of understanding organizational justice and analysis of professional commitment are aims of this research so with regard to aim of research one main hypothesis and three sub hypothesis gad been tested so H finding is as below.

Finding of first analysis on main hypothesis there is a meaningful relationship between organizational justice and professional commitment in public organization of Kermanshah. With superman correlation coefficient rate of understanding of staff from organizational justice and professional commitment is 0.482 and this correlation is meaningful variable and this amount shows that understanding of staff from organizational justice can improve professional commitment and if understanding of staff increase can increase loyalty of staff.

Finding of first sub-branch of hypothesis:

There is meaningful relationship between distributive justice and professional commitment in Kermanshah. Findings from spearman correlation coefficient is that understanding of distributive justice has meaningful level in1% and its correlation coefficient is 308, so has direct and meaningful relationship with professional commitment. Therefore we can conclude that if understanding of staff increase staff must show more loyalty.

Finding of second sub-branch of hypothesis:

There is a meaningful relationship between procedural justice and professional commitment in official organization of Kermanshah.

Results from Spearman correlation coefficient is 1% meaning fullness for procedural justice and correlation coefficient is 0.39. and there is a direct and meaningful with professional commitment of staff.

So we can conclude that if procedural justice is increase, loyalty of staff must be increase.

Finding of third sub-branch of hypothesis:

There is a meaningful relationship between interactional justice and professional commitment of staff in official organization in Kermanshah.

Result from Spearman correlation coefficient is that understanding of interactional justice is 1% meaningful and correlation coefficient is 0.431, so has direct and meaningful with professional commitment.

So we can say that if understanding of interactional justice increase, staff has more responsibility to their jobs.

Finding of liner regression test:

Finding of liner regression between variable of organization justice and professional commitment shows that between organizational justice an independence variable and professional commitment there is a liner relationship, from 3 dimension of organization justice just interactional justice can analysis and anticipate. Dependent variable, means professional commitment and this shows that interactional justice in organization is considered so results shows that interactional justice can show 31% changes.

Ordering results for Friedman confirm our understanding and between 3 dimension of justice, interactional justice has 3.41 mean and high rate is for distributive with 2.95 and procedural score is 3.09 is in second row so, ordering results for Freidman shows that mean score for professional commitment is 3.60 and mean score for all of dimension are emotional professional commitment (3.64), continuous professional commitment (3.60) and normal professional commitment is (3.56) that allocate higher and lower rate to themselves, so all of them are above mean level.

In distributive justice indexes, lower rat related to bonus and fairness of payments and wages, so this shows that staff get payable and receivable bonus from staff that they do not have enough satisfaction and they believe that according to their ability, experience and their work they don't work in organization, so we must consider that this distributive justice index in all of indexes receive worst score and lowest score in Friedman test. In procedural justice index, decision making of managers with regarding satisfaction of beneficial groups allocate lowest scores to themselves, this shows that managers in organization may consider to their benefit only and don't behavior fairly. In interactional justice dimension, two indexes of polite behavior with manager and kind behavior allocate higher scores to themselves. These two index between 18 index of organizational justice have highest scores, so all of them are above 3, so in this situation has best status so we can conclude

that manager behavior with staff is better than and in their interaction they consider to justice.

Results of fitness of justice in organization

For determining fitness of justice in organization for staff we use t-test. And amount of P-value is 0.34 and lower than 5% , our hypothesis base on unfitness of organizational justice score has been rejected and we conclude that understanding of justice in organizations in good and acceptable P-value. for organizational justice and fitness shows that just interactional justice has P-value little than 5% and zero hypothesis base on unfitness less of understanding distributive justice and procedural justice because of P-value for distributive justice is 0.568 and for procedural justice is 0.284 , and both of them are more than 5% , so we can say that zero hypothesis base on unfitness less of distributive and procedural in organization doesn't rejected, there for we can say that understanding of distributive and procedural justice in organization has not good level.

Distribution observes following from Normal distribution.		$H_0 : \rho = 0$		
Distribution observes don't following from Normal distribution.		$H_1 : \rho \neq 0$		
Test result	Sig percentage	آماره آزمون	Sample number	Variable
Normal distribution	0.278	0.993	104	professional commitment
Normal distribution	0.809	0.639	104	organizational justice
Normal distribution	0.280	0.991	104	distributive justice
Normal distribution	0.491	0.833	104	procedural justice
Normal distribution	0.308	0.966	104	interactional justice

Result of fitness of professional commitment level

For determining professional commitment level between staff we use t-test. Results shows that P-value for professional commitment and P-value for each of its dimension is less than 5%, so zero hypothesis shows unfitness of professional commitment for staff and so it's dimension is rejected, there for we can say that professional commitment score for staff is in acceptable level.

With regard to aim of research and conclusions and researcher observations we pose some proposal as below:

1. We offer to organization manager that revised payment and wages of staff. Manager must consider to payment and advantage must be according to least staff needs, so more than this pay according to ability of staff, and they must emphasize on growing and improvement results and emphasize on it.
2. Procedures must be for a way of personal bias in management level and they act according to defined rules that are accepted for all. Manager does not to activity according their attitudes.
3. Maybe there is a problem in a organizational procedure so manager must give a chance to staff for show their disagreements and correct them. Offering systems is proper means for collecting view and offers and doing them.
4. One of procedure for improving commitment in organization for decision making. Procedural justice in work environment can give a chance to staff paly their roles in organization. Directions, patterns and explicit procedures, freedom of speech and giving view can improve procedural justice in organization. So we propose to managers that with regard to management basic improve organizational procedures.
5. One of the ways for improving interactional justice is direct and close relationship and friendly between managers and staffs. Such a relationships can hold out of office too such as

entertainment activity and exercise. When manager with regard to rules act in work environment understanding of interactional justice had been increased. So many of organizations hold up exercise events in and out of organization so managers and staffs play in one group, this improve interactional understanding between members.

Reference:

1. Salmani, Davod. (2004), "The Quality of Work Life and Improvement of Organizational Behavior". Tehran, the management college of Tehran university. Vol 1.
2. Mehdad, Ali (2005), Industrial and Organizational Psychology," Esfahan, jangal pub. Vol. 5.
3. Armstrong, Deborah. J. Riemenschneider, Cynthia. K. Allen, Myria. W(2007),"Advancement, Voluntary Turn Over and Woman in IT: a Cognitive Study of Work-Family Conflict", Information and Management. Vol 44.
4. Ambrose, Maureen L. (2002) " Contemporary justice research: A new look at familiar questions" Organizational Behavior and Human Decision Processes .
5. Bakker Arnold B. Demerouti Evangelia (2008)"Towards a model of work engagement "Career Development International .Vol. 13 No. 3, 2008, pp. 209-223.
6. Chan, w. K & Wayatt A. T(2007),"Quality of work life: A study of employees in shanghai, china", Asia pacific Business Review, Vol. 13, No. 4, 501-517.
7. Charash, V.C & Spector, P.E (2001). "The Role of Justice in Organizations.a Meta- Analysis ", Organizational Behavior and Human Decision Processes, Vol 80, 278.
8. Chester S. Spell, Tood J. Arnold (2007). "A multi – level analysis of organizational justice climate, structure and employ mental health", Journal of Management , Vol.33, No.5, pp.724-751.
9. Elias, R.Z. (2006); The impact of professional commitment and anticipatory socialization on accounting students ethical orientation; Journal of Business Ethics, pp. 83-90.
10. Filipo, Edwin. B(1987),"personnel management", sixth edition, Mcgrow-hill, international edition.
11. Fields, Mitchell W & Thacker, James W(2009):" Influence of Quality of Work Life on Company and Union Commitment" Academy of Management Journal.
12. Greenberg, J. 2006. Losing sleep over organizational injustice: Attenuating insomniac reactions to underpayment inequity with supervisory training in interactional justice. Journal of Applied Psychology, 91(1): 58-69.
13. Giffords, E.D(2003); An examination of organizational and professional commitment among public; not profit and proprietary social service employees; Administration in Social Work, Vol. 27, No.3, pp.5-23.
14. Hall, M. , Smith, D. and Smith, K.(2005) ; Accountants commitment to their profession: multiple dimensions of professional commitment and opportunities for future research ; Behavioral Research in Accounting, Vol. 17, pp89-109.
15. Hian, C. C, and Enstein, W.O(1990): " Quality of Work Life: What can Unions Do?" Advanced Management Journal, Vol 55, No 2.
16. Harter, J.K., Schmidt, F.L., Hayes, T.L., 2002. Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. Journal of Applied Psychology 87 (2), 268–279.
17. Kanan, R. and pillai, S.M.(2008); An examination on the professional commitment of engineering college teacher; International Business Management , Vol. 2, No. 6, pp.218-224.
18. Kottraba, carin (2003) "the relationship between organizational justice, employee absenteeism, and rele stress", A

dissertation presented in partial fulfillment of the requirements for the degree doctor of philosophy of faculty of the California.

19. Moorman, R.H., (1991). "Relationship between organizational justice and workplace mediation: a six-factor model " *International Journal of Conflict Management* Vol. 18 No. 2, pp. 148-174.

20. Osinsky , P. and W.mueller, C.(2004); Professional commitment of Russian provincial sp Paul .

21. Poon.J.M ,(2004) ,"Career commitment & career success : moderating rol of emotion perception", *career development international* , vol 9,no 4,pp 374-390.

22. Parry, J.(2006);The effect of workplace exposure on professional commitment : a longitudinal study of nursing professionals; Central Queensland University. ecialist; *Journal of Work and Occupations*, Vol. 31, No.2, pp.193-224.

23. Parker, Robert J. Kohlmeyer, James. M (2005) Organizational justice and turnover in public accounting firms: a research note , *Accounting, Organizations and Society* 30 (2005) 357-369.

24. Rraju, P. M and shriavastava, R.C.(1994); Factors contributing to commitment to the teaching profession; *International Journal of Educational Management* , Vol.8, No.5, pp.713.

25.Ting, C. and Chun Hua, S(2000); Understanding the professional Career commitment of medical laboratory professionals ; *The Journal of Health Science*, Vol.2, No.4,pp. 369-380.