

## IMPACT OF ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL COMMITMENT: EVIDENCES FROM KPK PRIVATE SECTOR UNIVERSITIES

Junaid Athar Khan<sup>1</sup> Muhammad Sheraz<sup>2</sup> and Mrs. Sourath Maher<sup>3</sup>

### ABSTRACT

*The purpose of the study to investigate the impact of organizational Justice Perception on commitment in Private sector universities in KPK. The study employed descriptive-co-relational research designs with a statistical sample of 250 employees. To measure Organizational Justice perceptions using Colquitt's model with distributive, procedural and informational justice while commitment was measured through adaptive Allen & Meyer's model. The reliability of the questionnaires estimated using Cronbach's a coefficient in different items of Organizational Justice and organizational commitment which was above 0.70 and hence accepted. After data gathering, they were analyzed based on the research hypothesis using Inferential statistics comprising of correlation, multiple regression models and ANOVA analysis were applied to establish the relationship between the independent and dependent variables. The study shows that organizational Justice with three dimensions has a significant relationship with organizational commitment in private sector universities of KPK. The study findings provide support to the argument that employees evaluate their employer/employee interactions from a justice perspective and interpret the experience as just or unjust treatment, furthermore equity theory also mentioned that the presence or absence of organizational justice has an impact on employees to reacts accordingly, that is if personnel feel that justice is not implemented in workplace, they will feel insecure, tense and ultimately reduce the commitment, on the other hand, if justice exists employees will be motivated eager to take responsibility which result increase level of commitment.*

**Key Words:** Organizational Justice, Organizational Commitment, Khyber Pakhtoon Khawa, Distributive Justice, Procedural Justice, Informational Justice

### INTRODUCTION

The study of organizational justice and commitment has a long tradition started from equity theory of Adams (1965) in respect of gains from the organization. For decades one of the most popular ideas in the literature is the idea of the Human resource as an asset. Recent development has revealed that the objectives of the organization as a whole could be considered hard for an individual to attain, hence a common strategy used to study a teamwork rather than isolation. As a result number of researchers focused on the components of the organization such as Task, people, Structure and technology. (Maryam et al., 2009). Admittedly, Truth-telling, promise to be fair and respect for the individuals along with the teamwork in the workplace constitutes a new area of behavioural studies in the academic studies. (Cropanzo & Greenberg, 2007).

This behavioural approach has been influential in the field of organizational Justice because injustice is a problem arises when individual explains his/her position in an organizational setting in

---

<sup>1</sup> Assistant Professor , Management Science S.R.H Campus Pabbi  
AWKUM Email: Junaid@awkum.edu.pk

<sup>2</sup> Demonstrator Department of Management Science S.R.H Campus Pabbi sherrykhan00@gmail.com

<sup>3</sup> PhD Scholar, IBL, Abdul Wali Khan University, Mardan

terms of fairness and other personal factors in their own domain of interest (Colquitt, 2001). As a matter of fact, the concept of OJ created in the domain of organizational behaviour. Hence organizational justice has behavioural consequences so the individual would always be a high level of behavioural variation in reaction to fair and unfair treatment thus if unfair treatment possessed by individual consequently cause negative behaviour which can cut down the growth of the organizations to achieve organizational objectives accordingly (Maryam et al, 2009).

Organizational justice is the field of study that has the potential to explain many outcome variables such as organizational behavioural, decision making and organizational commitment could be of notable ones. Reza and Mohsen, (2009) Since organizational commitment is increasingly recognized as an important outcome of OJ because OC is the subset of employee commitment and attitudinal emotive dimension of work motivation comprised of work commitment and career commitment. So OC can be defined as acceptance, involvement and dedication towards the achievement of goals Reza, Mehdi and Ghazale, (2008) the study of OC has gradually broadened by identifying the three components which are effective, continuance and normative commitment. Recent developments in OJ have heightened the vital role of OC with its relative strength of individual good quality performance in the workplace, therefore understanding the relationship in of both the variables become important, so it is felt by the researcher to conduct a study over the two important constructs in the context of KP private sector universities. (Amenah, 2010)

### ***1.1 Private Sector Universities***

Private Sector Universities contributions incredible in Higher Education of Pakistan. During the last two decades, its popularity is increased due to increase in population and awareness of higher education in KPK Province, especially in the context of efficiency and equity. It has been observed that these educational institutes are facing problems of turnover and lack of loyalty & commitment, which needs to be addressed properly with all factors (Khalid, 1998).

### ***1.2 Scope of the Study***

Although a number of studies have been conducted to evaluate the relationship between organizational justice and level of commitment among employees in both private and public sector organizations, but this study is basically concerned about evaluation of the possible impacts of organizational justice over the level of commitments among employees of learning organizations, i.e. universities that are also objectively operating for sake of profit generation. This study will take into account the prevailing practices of organizational justice in private sector universities while taking a deep consideration of the impact of local cultural and ethnic norms over shaping the behaviour/attitudes of employees and how these factors influence the level of commitment among employees towards their jobs and organization in general. Expenditure on education is an investment rather than consumption or fruitless expenditure so keeping in view the importance of higher education, the author wants to tap out the level of commitment among employee in private sector universities in relation with organizational Justice. (Khalid 1998).

## **LITERATURE REVIEW**

Previous studies have reported that organizational justice has a positive relationship with organizational commitment established a cause of investigation in the western developed countries.

Hence numbers of researchers have shown increased interest to replicate the different dimension of the study in the prevailing level of different culture. Several attempts have made to determine the study such as Hossein, Akbar and Syed, (2010) that OJ is considerable fundamental variable to Commitment, whereas OCB, Job Satisfaction could be likewise important in the mentioned research. In the same way, Akram and Imran, (2009) suggests that the sub factors of the structural variable into three basic components of OJ: Distributive Justice, Procedural and Interactional Justice. Correspondingly Interactional Justice is further divided into interpersonal and informational Justice and all these dimensions are found highly correlated with the level of commitment. Similarly, Pateño, (2016) shows that descriptive justice in private sector corporate organizations has a considerable level of impact over the level of commitment among its employees because employees in such organizations usually measure their satisfaction and commitment on the basis of the monetary benefits associated with their jobs or association with their respective organizations.

### ***2.1 Distributive Justice***

This has also been explored in prior studies particularly Greenberg and Colquitt, (2005) as a matter of fact explained the term as achievement or gains on the basis of the distribution of resources has a considerable level of impact over individual attitude and overall response in the workplace. While Mohyeldin and Tahir, (2007) equally emphasized that OCB is the outcome criterion of the just and fair process in the workplace. Similarly, Ali, (2005) also suggests that the feelings of an individual in an organization have a strong relationship with distributive justice. Further research has been done by Alzayed, Jauhar and Mohaidin, (2017) concentrated that distributive justice has three components, first equity: which is the fairness of outcome same to all individuals in an institution or group second one is the Need: means the neediest person among the group will receive more and third is the Justice: based upon the input of an individual towards an action.

### ***2.2 Procedural Justice***

This section addresses the process to determine the amount of punishment or reward. If there is a punishment as decision outcome make individual agrees unhappily by observing the process to be fair (Karatepe, 2006). Allen and Meyer (1990) defined procedural justice as a judgment about the process of decision making, in addition to the definition low degree of procedural fairness or unfairness dissatisfied the individual to the outcome. Similarly, the latest study of Pakpahan, (2018) also confirm that procedural justice refers to the nature and extent of procedures adopted by an organization for performing their activities; therefore, it has a considerable level of implications over the level of normative commitment among employees of an organization. The study shows that there are standard rules of the procedural justice to be maintained by organizations that includes: (1) Consistency between the communications (2) Un-biasedness (3) Accuracy (4) Editable not fixed (5) must include the likeness of all stakeholders and (6) ethical standards(Kaur & Bedi, 2017).

### ***2.3 Informational Justice***

The results of the previous studies assessed that this type of justice is working as an agent to provide a base for procedural or distributive justice for possible outcomes Alexander & Ruderman(1987) furthermore identified strong emotional attachment of an employee towards the organization. It provides provision to organizations to show all account socially to employees related

to the happenings and actions. On the other hand, the author focused that informational justice is the category to communicate information in an understandable and polite manner. In recent addition in the research Lim (2017) provides in-depth analysis over the public sector organizations, where the author found that organizations, where there is a high perceived level of organizational justice and especially the informational justice, such organizations have a lower rate of employees turnover intentions and higher rate of overall commitment level among employees.

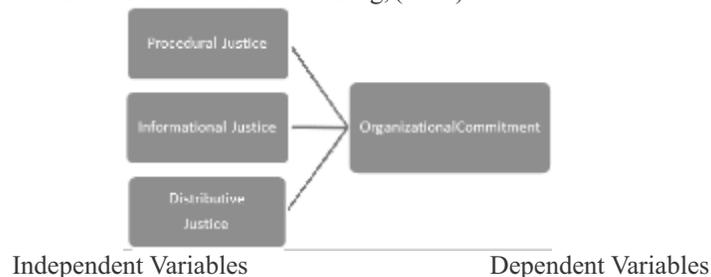
#### **2.4 Organizational Commitment**

The concept has grown up in the field of industrial psychology where prior studies viewed the organizational commitment as single dimension but later on, numerous researchers investigated such as Johns, (2005) described the concept into tridimensional characterized by effective, continuance, normative commitment. Similarly, the common of the three dimensions could be characterized as the relationship of the members to the organization to continue or discontinue the bond of relationship. The most comprehensive and descriptive definition of the concept as whole summarized by Ambrose, (2002) as a sense of loyalty, belief and job involvement where the author established the relation characterized by acceptance of willingness to do every effort for the attainment of organizational goals.

A large number of considerable existing studies in the broader literature have examined commitment as behaviour by describing it as the belief of morally right rather than personally beneficial. However, Vanhala, Heilmann and Salminen, (2016) was of the opinion that organizational commitment as behaviour could be seen when their actions and belief were accorded to align with organizational beliefs. The writer further mentioned the relationship of organizational Justice with the level of commitment among employees in the workplace.

### **THEORETICAL FRAMEWORK**

A more systematic and theoretical analysis is required to form a specific relationship between the variables of the study OJ & OC, similarly theories have already explained the relationship, which have been carried out such as Greenberg, (1990) and |Akanbi and foegbu, (2013) that there was strong relationship between perception and behavior of individual in the workplace but the ultimate importance to study whose relationship has more or less significant in private sector universities of Khyber Pakhtoon Khawa. The reason of selection private sector universities as target population as they are still in the growth or infancy established after 2004. The second objective of the study as these universities are not supported by government and more competitive base environment exist between them, so it was decided to measure the perception of employees to determine the relationship in the more result oriented environment. Bies&Moag, (1986)



### 3.1 Hypothesis

- H1:** Procedural Justice causes a positive impact on organizational commitment  
**H2:** Informational Justice causes a positive impact on organizational commitment  
**H3:** Distributive Justice causes a positive impact on organizational commitment

Based on the above hypotheses, regression analysis was calculated using the following regression models:

1.  $Y = \beta_0 + \beta_1 X_1 + e$ .....model for hypothesis 1
2.  $Y = \beta_0 + \beta_2 X_2 + e$ .....model for hypothesis 2
3.  $Y = \beta_0 + \beta_3 X_3 + e$ .....model for hypothesis 3

Whereas,

Y= is Employee Commitment with a single dimension.

X1= is the Distributive justice

X2= is the Procedural justice

X3 = is Interpersonal justice

$B_0$  is a constant, which is the value of a dependent variable when all the independent variables are 0, while  $e$  is the error term.

### RELIABILITY SCALE FOR THE STUDY VARIABLES

Sekaran and Bougie, (2010) suggested that reliability shows the stability and consistency of the instrument to check the goodness of measure. The study uses the Cronbach Alpha technique to measure the reliability. There is no specific yardstick to define the exact level of reliability, however, researchers widely use 0.70 level of acceptance.

As shown in the table all the variables have Cronbach Alpha value of above 0.7 and were thus accepted. Furthermore, the result of Cronbach Alpha exceeds 70%, which indicates that the mentioned sample is reliable and respondents answered accurately.

**Table 1:** Item-Total Statistics

	<b>Scale Mean if Item Deleted</b>	<b>Scale Variance if Item Deleted</b>	<b>Corrected Item-Total Correlation</b>	<b>Cronbach's Alpha if Item Deleted</b>
OC	9.1031	1.686	.811	.805
DJ	9.3146	2.550	.491	.917
PJ	9.0146	1.648	.906	.760
IJ	8.7675	1.861	.751	.829

## ANALYSIS AND DISCUSSION

Private universities of KPK are taken as the population for the given study. A Structured Questionnaire having close-ended questions was used as an instrument in research. The questionnaire has two main parts, which are further divided into a number of questions on the basis of the specific nature of the topic and the target respondents of the study. The first part consists of Demographic profile male/female with its frequencies in the table. Questionnaire for organizational justice (independent variable) with three dimensions was adopted from the study of Colquitt's (2001), while for organizational commitment (dependent variable) was adapted from the study of Meyer and Allen's (1990).

**Table 2:** Demographic Profile

Measures	Items	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>	Male	146	58.4	58.4	58.4
	Female	104	41.6	41.6	100.0
<b>BPS</b>	16	24	9.6	9.6	9.6
	17	72	28.8	28.8	38.4
	18	91	36.4	36.4	74.8
	19	41	16.4	16.4	91.2
	Other	22	8.8	8.8	100.0
	<b>Faculty</b>	Teaching	221	88.4	88.4
	Administration	29	11.6	11.6	100.0

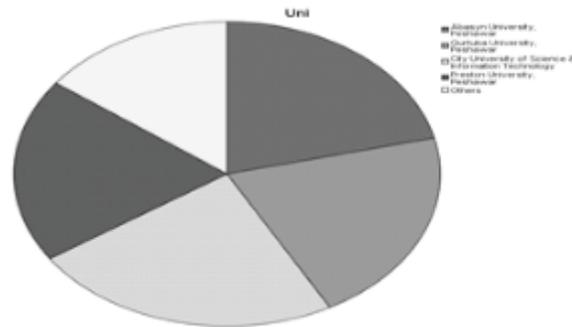
The genders of the respondents are presented in Table 2. Out of 250 valid responses, 58.4 per cent of the respondents were male while 41.6 per cent were female. This information shows the balance gender responses, furthermore the responses are supported by Kothari, (2008), which shows that the ratio 1:2 in the responses are good enough.

The study is categorized on the basis of Basic Pay Scale (BPS) equivalent salaries in Private sector Universities of KPK, which were 9.6% of BPS-16 equivalent, 28.8% of BPS-17 equivalent, 36.4% of BPS-18 and 16.4% of BPS-19 equivalent.

Table-3 shows the percentage of the private sector universities of Khyber Pakhtunkhwa.

**Table 3:** Privates Universities of KPK

Universities	Frequency	Percent	Valid Percent	Cumulative Percent
Abasyn University	53	21.2	21.2	21.2
Qurtuba University	52	20.8	20.8	42.0
City University	59	23.6	23.6	65.6
Preston University	49	19.6	19.6	85.2
Others	37	14.8	14.8	100.0
Total	250	100.0	100.0	



Above the table and graph is showing the percentage of respondents with respect to their Universities. The study shows that 21.2% respondents of the study are from Abasyn University and 20.8% of the respondents are from Qurtuba University, likewise 23.6% from City University, 19.6 % are from Preston University and 14.8 % from others.

Table 4 indicates the descriptive analysis of the defined variables.

**Table 4:** Descriptive Statistics

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Sum</b>	<b>Mean</b>	<b>Std. Deviation</b>
DJ	250	2.20	3.40	688.00	2.7520	.38519
PJ	250	2.50	4.50	763.00	3.0520	.57110
IJ	250	2.22	4.44	824.78	3.2991	.55423
OC	250	2.25	4.13	740.88	2.9635	.59805
Valid N (list wise)	250					

In Table 5 adjusted R square shows that the dependent variable (Organization commitment) is influenced by a percentage of 67.5% by defined independent variables. In addition, the R Square is close to 1, which indicates that the mention independent variables have an impact on three dimensions of OC.

**Table 5:** Model Summary

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. The e rror of the Estimate</b>
1	.824 <sup>a</sup>	.679	.675	.34112

Predictors: (Constant), IJ, DJ, PJ

The ANOVA table explains that the overall model is significant because the significant value is less than 5%, hence it is clear that DJ, PJ and IJ are strongly connected to the OC.

**Table 6:** ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	60.432	3	20.144	173.115	.000 <sup>b</sup>
	Residual	28.625	246	.116		
	Total	89.058	249			

a. Dependent Variable: OC

b. Predictors: (Constant), IJ, DJ, PJ

**Table 7:** Coefficients

Model		Unstandardized Coefficients		Stand. Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.005	.188		.029	.977
	DJ	.115	.072	.074	1.600	.001
	PJ	.661	.081	.631	8.122	.000
	IJ	.189	.073	.175	2.589	.010

a. Dependent Variable: OC

The regression equation of this study is  $OC = 0.05 + 0.115DJ + 0.661PJ + 0.189IJ$ .

This coefficient result is used for finding the best predictor for change and improvement. So, according to the coefficient value, it is analyzed that Procedural Justice (PJ) is considered as the best predictor having the value 0.661, which shows that hypothesis H1 is supported, showing a highly significant relationship with the level of job commitment. Similarly, the second predictor is the Informational Justice (IJ) having the value 0.189, which also supported the hypothesis H2 and confirms that interactional justice has a significant relationship with organizational commitment and finally results associated with the third predictor, i.e. Distributive Justice (DJ) shows a value 0.145, which confirms that it has also a significant relationship with organizational commitment, hence supported the hypothesis H3. Furthermore, the table indicates that the defined variables are positively significant at 5% level of significance.

The study findings of the study highlighted that universities must take all approaches of justice into consideration to eliminate potential injustices to promote fairness, for example, standardized salary scale and development programs to support the unforeseen situations. The results of the study are consistent with other studies discussed in the literature, it is particularly similar to the results of Kumar et al (2009) and Maryam et al (2009). In these studies, organizational Justice is regarded as an important variable, because when employees noticed that their salary and job is fair by providing full detail information in relation to the decision making then personnel shows commitment, trust and respect by not leaving the organization, considers the problem of the organization as their own problems.

## CONCLUSION

The objective of this study is to check the influence of Organizational Justice on organizational commitment in private sector Universities of KPK. The study shows there is a positive significant

relationship between the three main dimensions of Organizational Justice, i.e. distributive, procedural and interactional justice with the level of Commitment among employees of the private sector universities of Pakistan.

The overall findings of the study revealed that justice perception makes the process of building commitment in private sector universities; hence confirm the applicability of the study in the mentioned sector. In addition employees/employer interaction are supported by justice perceptions to interpret the experience as just or unjust treatment, the study further demonstrated that importance of treating employees fairly, because fair treatment of employees makes sound bases of ethics, good communication with a strong business sense of understandings.

### REFERENCE

- Adams, J. S. (1965) *Inequity in social exchange*. New York: Academic Press.
- Alexander, S. & Ruderman, M. (1987) The role of procedural and distributive justice in organizational behaviour. *Social Justice Research*, 1, 177-198.
- Ali, R (2005) *Expectation of equity and justice in the organization*. Tehran: SAMT publications
- Allen, N. J., & Meyer, J. P. (1990) The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1–18.
- Alzayed, M., Jauhar, J., & Mohaidin, Z. (2017). The Mediating Effect of Affective Organizational Commitment in the Relationship between Organizational Justice and Organizational Citizenship Behavior: A Conceptual Model. *Asian Social Science*, 13(5), 165. doi: 10.5539/ass.v13n5p165
- Ambrose, M. (2002) Contemporary justice research: A new look at familiar questions. *Organizational Behavior and Human Decision Processes*, 89, 803- 812.
- Ameneh, A., (2010) *Studies on Organizational Justice and work commitment and job dependency among the personnel of the Isfahan Education department*. M.A thesis, University of Isfahan
- Bies, R. J., & Moag, J. S. (1986). Interactional justice: Communication criteria of fairness.
- Lim. C. (2017). The Impact of Police Officers' Perceived Organizational Reputation on Organizational Effectiveness: Organizational Commitment, Organizational Citizen Behavior, Job Satisfaction. *Journal Of Korean Public Police And Security Studies*, 14(2), 123-148. doi: 10.25023/kapsa.14.2.201708.123
- Colquitt, J.A (2001) on the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86,386-400
- Cropanzano, R. & Greenberg, J. (1997). Progress in Organizational justice: Tunneling through the Maze. In Cooper, C.L. & Robertson, I.T. (Eds.), *International Review of Industrial and Organizational Psychology*, N.Y: Wiley Research on negotiation in organizations, 1(1), 43-55.
- Greenberg, J., Colquitt, J,A. (Eds). (2005) *Are procedural justice and distributive justice conceptually distinct? Handbook of Organizational Justice*. Florida: Publishers Lawrence Erlbaum Associates
- Hamid, R.M., Akram, H .M., Imran, A., (2009) *Examining the relationship between perceptions of organizational justice and organizational citizenship behaviour (A case study: Oil*

- Handlon, R.L. (2009) The Departure of the Insurance Agent: The Impact Organizational Commitment Organizational Justice and job satisfaction have Intent to leave in the Insurance Industry PhD Dissertation Capalla University
- Homburg, C., Furst, A. & Koschate, N. (2010) On the importance of complaint handling design. Level analysis of the impact in specific complaint situation. *Journal of Academic Mark Science*.38, 265-286.refining and Distribution Company) 2, 65-89
- Hossein, Z., Akbar, A., S.F., Sryed, M.A., (2010) Relationship between organizational justice and job satisfaction among teachers in Bandar Abbas middle school. *Procedia social and behavioural sciences*, 5, 86-96
- Johns, R. (2005) Determinants of organizational commitment among U.S. workers. Masters Abstracts International, 43(6), 20-39.
- Karatepe, O.M. (2006) Customers complaints and organizational responses: the effect of complaints perceptions of justice on satisfaction and loyalty. *International Journal of Hospitality Management*.25, 69-90
- Kaur, S., & Bedi, A. (2017). Role of Perceived Organizational Support in the Relationship of Procedural Justice with Organizational Commitment. Prabandhan: *Indian Journal Of Management*, 10(9), 28. doi: 10.17010/pijom/2017/v10i9/118240
- Khalid, T. (1998) "Education, An Introduction to Educational Philosophy and History" National Book Foundation, Islamabad.
- Kothari, C, R. (2008). Research methodology, methods and techniques. (2nc ed.). *New Delhi: New Age International*.
- Kumar, K, Bakhshi. A & Rani. E (2009) Organizational justice perceptions as a predictor of job satisfaction and organizational commitment *IUPJ Manage Res* 8:24-37
- Makanjee, C.R, Hartzer, Y.F, (2006) the effect of perceived organizational support on organizational commitment of diagnostic imaging radiographers. *Radiography*, 12,118-126.
- Maryam, Y., Sakineh, S.N., Abolghasem, k., Hassan, G., Mohsen, N., Fatemeh, R., (2009)The relationship between organizational justice and organizational commitment among the personnel of the selected hospitals by Isfahan University of Medical Sciences.Science Research *Journal of Health Management*, 12, 25-32
- Meyer, J.P & Allen, N.J. (1991) A three Component conceptualization of organizational commitment. *Human Resource Management Review*, 1:61-89
- Mohyeldin, A., Tahir, S.(2007) links between justice satisfaction and performance in the workplace. *Journal of Management*.26, 294-311.
- Pakpahan, B. (2018). The Impact of Organizational Culture, Conflict Management, and Procedural Justice towards Normative Commitment of Human Resource at Stakpn Tarutung. *International Journal Of English Literature And Social Sciences*, 3(2), 174-180. doi: 10.22161/ijels.3.2.8
- Pateño, D. (2016). Organizational justice, Psychological contract and Organizational commitment of bank employees in Region XI. *UIC Research Journal*, 19(2). doi: 10.17158/523
- Porter, L. W., Steers, R. M., & Mowday, R. T. (2005). Do employee attitudes towards organizations matter? The study of employee commitment to organizations. In K. G. Smith & M.A. Hill (Eds.), *Great minds in management* (171-189). New York: Oxford.
- Reihaneh, S., Reza, M. Z, Masood, A., Farzaneh, M. (2011) The consequences of organizational commitment in education. *Procedia Social Behavior Science*, 15, 246-50.

- Reza, G.M., & Mohsen, G. (2009) Examining the relationship between the components of organizational justice and organizational commitment among the personnel of Isfahan Municipality. *Journal of Psychological Studies*, 5, 48-129
- Reza, S.J., Mehdi, F, M., Ghazale, T, A. (2008) Identification of how organizational justice dimensions affect the various aspects of the job and organizational satisfaction. *Journal of Management Science*, 70, 27-57.
- Sekaran, U. & Bougie, R. (2010) *Research Methods for Business: A Skill Building Approach*, (5th ed.). N.J: John Wiley and Sons, Hoboken
- She, Y. Y. (2007). A Research on organizational commitment and organizational justice of teachers in general universities and colleges in Hunan province and the relationship among them. Master's thesis, Hunan Normal University, Changsha, China.
- Vanhala, M., Heilmann, P., & Salminen, H. (2016). Organizational Trust Dimensions as Antecedents of Organizational Commitment. *Knowledge And Process Management*, 23(1), 46-61. doi: 10.1002/kpm.1497