Studying the role of organizational justice on employees' retention

Reza Fathi

Rezafathi5@yahoo.com

Abstract: Organizational commitment and job satisfaction have been an increasingly fields of study since past research shown it important to the organization as a whole. Despite the increase in attention given to the study of workplace commitments and job satisfaction, there still appears to be considerable confusion and disagreement about what these teo variables are where they are directed and how they develop. This study investigates the role of organizational justice on employees' retention in 'Behnoosh' Company- different kinds of soft drinks producers. The results -which are obtained through the Pierson correlation and regression – represent the positive effects and meaningful aspects of organizational justice include distributive justice, procedural justice and interactional justice on organizational commitment and job satisfaction. In continue and with the Friedman test applied, organizational justice dimensions were ranked that distributive and interactional justice were the most important sub-scales. Then, the "Average test" results showed that all variables considered in this study were placed in a satisfactory level. And finally results of applying the Variance analyze show that is not direct correlationship between demographic variables with organizational commitment and job satisfaction, except age and organizational commitment which means by increasing employees' age, they will be more committed to their organization.

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Introduction

Issues of justice or fairness are a key concern to all individuals virtually. In work settings, people often gauge whether the rewards they receive match their contributions to the organization or the rewards received by their colleagues. People also judge the fairness of the decision-making procedures used by organizational representatives, to see whether those procedures are consistent, unbiased, accurate, correctable, and representative of worker concerns and opinions. Finally, people consider the interpersonal treatment they receive as procedures are implemented by authority figures (Judge & Colquitt, 2004).

As firms struggle to apply their human resources more effectively in gaining their competitive advantage, the employee-organization relationship always become the main topic of interest for organizational researchers. The levels of organizational justice present in management decisions about employees is directly related to the quality of resulting social exchange relationship between the individual and their employing organizations as well as between employees and organization agents (Tekleab et al, 2005).

Social exchange theory is an important economic model of human behavior; employees' needs to maximize rewards and minimize losses support the interactions between them and the organization or its managers/supervisor. There have been a lot of studies about the link between justice perceptions to a variety of organizational outcomes, including job satisfaction, organizational commitment, organizational citizenship behaviors, and trust. Organizational justice has the potential to create powerful benefits for organizations and employees alike include greater trust and commitment. Commitment has been conceptualized and measured in various ways like many constructs in organizational psychology. If employees perceive that they are being treated fairly by their supervisors/ managers, they will be more likely to reciprocate by holding positive attitudes about their work, their work outcomes and their supervisors/ managers.

Although there have been a lot of attention to the study of workplace commitments, there still appears to be considerable confusion and disagreement about what commitment is, where it is directed, how it develops and how it affects on human behavior (Jamaludin, 2008).

The organizations should utilize human resource effectively to be adapted to changing world and achieve their goals and objectives in comparative environment. The most important factor to provide balance between the organization and employees' goals, to lower the employee turnover level and improve the employees' performance is the level of organizational commitment. As long as the level of

employees' commitment to their organization increases, the employees' acceptation of organizational goals and adaptation of themselves to the organization occurs easier. Also employees continue voluntarily their participation to the organization and play their roles more affectively.

The most important factor to improve organizational commitment is the belief of work in the fearful place of employees. The concept of organizational justice has been applied to define the role of the organizational justice in the work place. There are many definitions about organizational justice. Organizational justice is the social norms and rules which determinate of the distribution decision procedures of organizational source (prize and punishments) and the relationships between employees with in the procedures implementation.

People were more satisfied to their organization when felt they were rewarded fairly for the work that they have done by making sure rewards were for genuine contributions to the organization and consistent with the reward policies. The reward included a variety of benefits and perquisites other than monetary gains. People with higher job satisfaction was important as they believed that the organization would be tremendous future in the long run and care about the their work quality; hence they were more committed to their organization, have higher retention rates and tend to have higher productivity (Fatt, Khin & Heng, 2010).

So, the current study tries to look at the influence of organizational justice towards the development of commitment and job satisfaction among Behnoosh company- different kinds of soft drinks producers.

Organizational justice

The first focus on organizational justice was based upon the equity theory, which holds that workers bring inputs to an organization, such as education, effort, experience, willingness, etc. So for the mentioned inputs, employees expect their supervisors/ managers fair outcomes, such as pay, treatment, promotions, special awards, organizational recognition, honest feedback, and fair and accurate performance evaluations (Lambert, 2003).

Organizational justice examines the role of fairness, and particularly perceptions of fairness, in the workplace. Early researchers were interested in fairness in a variety of social interactions and didn't focus on organizations specifically. However, the possible implications of fairness perceptions for organizations became clear, and a considerable amount of research has focused on the organizational setting, leading to the label of organizational justice for this line of research. The topic continues to be important because research has provided evidence of connections between organizational justice perceptions with job performance and job satisfaction, organizational commitment (Mahony et al, 2009).

Justice can be defined as one of the goals which was considered by human beings in ethical, political and social dimensions over the years. Justice is among the most important conceptions which is explained in political and social subjects. No social organization will exist without justice. Certainly, justice causes integrity and organizational justices makes individuals be together in order to work more effectively. Justice is the center of attention of all humanistic affairs, because people are sensitive to how it is behaved towards justice, deeply. In management, observing and making justice is one of the most important tasks of each manager and each human in every condition. Justice is among the most valuable criteria of social life. It is also basis of all suitable behaviors. When justice exists, all the works are done correctly, but people have to get their rights illegally if the justice doesn't exist (Goudarzvan Chegini, Mehrdad, 2009).

Organizational justice involves employees_ perceptions of fairness in the workplace. Fairness perceptions have received ample attention because, as previously mentioned, they relate to significant individual and organizational outcomes. Organizational justice is commonly conceptualized as being comprised of at least three dimensions (Johnson, Selenta & Lord, 2006).

Organizational justice can be defined in terms of three distinct dimensions:

1) Distributive justice: This kind of justice is referring to the perceived fairness of the outcomes and resources allocation in the workplace;

2) Procedural justice is referring to the perceived fairness of the formal decision- making procedures which are applied in the organizations, and

3) Interactional justice that is referring to the perceived fairness of the interpersonal treatment received from the supervisors and managers (DeConinck, and Stilwe, 2004).

Distributive Justice

Distributive justice concern employees' perceptions of the fairness of the distribution of resources between employees (Greenberg and Baron, 2003).

According to equity theorists, people compare a ratio of their perceived inputs into and outcomes

derived from a relationship with which of a referent other. If the ratios are equal, the individual perceives distributive justice and if the ratios are unequal, the individual will perceive inequity (Jawahar, 2002).

Distributive justice is concerned with the reality that not all people are treated alike; the allocation of outcome is almost differentiated in workplace. Employees may rationalize their desires to quit by finding 'evidence' that illustrates how unfairly rewards are distributed. Distributive justice seems to play an important role for people in evaluating their employing organization. Employee would be more attached to their organization if they can't obtain the same benefits in another one. It is generally agreed that continuance commitment develops when an employee makes investments, that would be lost if he or she were to discontinue the activity (Jamaludin, 2008).

Procedural Justice

This kind of justice is considered an important resource in social exchange in the organizational context.

Procedural justice refers to the perceived fairness of the means applied to determine the amount of benefits. Fair processes lead to intellectual and emotional recognition, so in turn, creates the commitment and trust that make voluntary cooperation in strategy execution. Procedural justice perspective focuses on the fairness of the evaluation procedures applied to determine ratings. Employees can expand a sense of obligation to their organizations for some reasons other than socialization, including the receipt of benefits which invoke a need for reciprocity (Jamaludin, 2008).

Interactional Justice

Interactional justice is the third dimension of organizational justice which focuses on individuals' perceptions of the quality of interpersonal treatment received during the enactment of organizational procedures (Bies and Moag, 1986).

Justice research began to focus on interactional justice which focuses on the fairness of the interpersonal treatment the individual receives from the decision makers (Ambrose, Seabright & Schminke, 2002). An employee is interactionally just if he or she shares information appropriately and avoids cruel remarks and since interactional justice emphasizes one-on-one transactions, employees often seek it from their managers and supervisors (Cropanzano, Bowen & Gilliland, 2007).

The perception of the supervisor or manager as supportive and respectful of subordinates' dignities in the interaction process will improve perceived interactional justice and positively effect subordinates' trust in supervisors and managers (Wat & Shaffer, 2005).

Organizational commitment

Organizational commitment can be defined in terms of member's identification and level of engagement with a particular organization. It explains employees' attitudes towards the organizations goals and values, a desire to stay with the organization, and a willingness to expend effort on its behalf. The latter has behavioral implications, but the conceptualization focuses more on how employees think about their relationship to the employing organization and the formation of attitudes based on that (Lok et al, 2007).

Organizations recognize the competitive advantage which can be gained through human resources, research on organizational commitment has gained its importance. To determine factors that related to organizational commitment may be useful on several levels and its importance dramatically has enhanced when the right factors determined. Organizational commitment has strongly relationship to the employees' intention to leave their job and to the intention to search for job alternatives. Also there are a positive relationship between organizational commitment and lateness. Thus, with a better understanding of the behavior and a better knowledge of the antecedents of organizational commitment will enable organizations to manage the withdrawal behaviors (Loong, 2011).

Organizational commitment includes employee's psychological attachment to the organization. It refers to the people's attachment to the employing organization–namely, the commitment to the entire organization as the employee perceived it and the organization support for the employee. Organizational commitment is the emotional connection to a particular organization that is characterized by three major parameters in the individual's attitudes towards the organization. It is the identification that means internalization of the organization's goals and values. It means the individual relationship with the organization, and which this relationship is significant in explaining the individual's behavior in the organization, and that this relationship is significant in explaining the individual's behavior in organizations (Marmaya et al, 2011).

Organizational commitment can be defined in a three dimensions:

1. A strong desire to remain a member of a particular organization;

2. A willingness to exert high levels of efforts on behalf of the organization;

3. A define belief in and acceptability of the values and goals of the organization.

Commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well being. Organizational commitment is determined by a number of factors, including personal (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational (job design and the leadership style of one's supervisor) and non-organizational ones (availability of alternatives). All these things affect subsequent commitment (Tella, Ayeni & Popoola, 2007).

Job satisfaction

Job satisfaction has been defined as pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things which are viewed as important. It is generally distinguished in the organizational behavior field that job satisfaction is the most important and frequently studied attitude (Tella, Ayeni & Popoola, 2007).

Job satisfaction refers broadly to the degree to which people like their job and is determined based on self-reported information. So job satisfaction can be considered a very important factor in enhancing an organization's competitiveness. Against this background we have witnessed an increased interest of economists in subjective aspects of well-being at work (Millan et al, 2011).

There are so many varied definitions in literature for job satisfaction. Nevertheless, 'there appears to be a general agreement that job satisfaction is an affective reaction to a job which results from the incumbent's comparison of the actual outcomes with those which are desired'. Job satisfaction is a positive feeling an individual has towards his or her job. A person who is satisfied feels fulfilled doing the job. It is an inherent feeling which one's talents are being fully utilized and which one's contribution is impacting society, while at the same time, personal growth-needs are being met. Also job satisfaction has been defined as being 'more of an attitude, an internal state (Dartey-Baah, 2010).

Job satisfaction has also defines as "a complex construct and is often measured as a global attitude of an employee toward his or her work". So every employee can be either satisfied or dissatisfied with the job. A person's level of satisfaction can differ with other specific aspects of the job. They have projected a number of elements (variables) which underlie this construct. The mentioned elements have been classified into 5 distinct dimensions: satisfaction with work attributes (the nature of the work, autonomy, responsibility), rewards (pay, promotion, recognition), others (supervisors, co-workers), the organizational context (policies, promotion opportunities, procedures, working conditions), and self or individual differences (internal motivation, moral values) (Dartey-Baah, 2010).

Relationship between organizational justice with job satisfaction and organizational commitment

It is important for organizations to ensure that they communicated the relevant information to people. The improvement in the perceptions of procedural justice is through information communicated by higher levels of management and by organizational policies and practices. Another aspect was two-way communication to identify the employees' needs, desires, and expectations that helped them to achieve their goals and objectives, to recognize their achievements and their accomplishments, provide feedback, and allows for an employee's input. Also performance appraisal criteria and possible rewards should be expressed to their employees clearly to enhance their understanding of the process and improving their performance and trust in managers/supervisors. They have also suggested that by applying rules fairly and consistently to all people and reward them based on their performance and merit without personal bias, would have a positive perception of procedural and distributive justice, which might lead to a higher satisfaction and commitment. As well as procedural and distributive justice, 'interpersonal sensitivity" and the supply of information to people, and adding that there is a great need of a focus on the actual presentation of needed information. So, managers needed to understand employee's intention, values, and attitudes, to communicate clearly, to respect their wishes and to project courtesy and friendliness (Fatt, Khin & Heng, 2010).

Organizational fairness explains the administration's respect for employees and creates a bridge of trust that ultimately strengthens the employees' commitment to the organization. Moreover, organizational justice leads to a perception of legitimacy of the organization. Cultivation of impressions of fairness is a vital tool for the supervisors in reaching organizational objectives. Thus, employees who feel their employing

organization is fair and just in dealing with others will encourage trust and loyalty, and this will ultimately enhance the organizational commitment of people. On the other hand, it is unlikely that employees will trust, bond, and commit to an organization that they perceive as being unjust, unfair, and untrustworthy. Likewise, organizational justice should have a significant impact on the job satisfaction of employees. Most employees have career aspirations and ambitions which they expect to be met by the organization over time (Walumbwa, Wu & Orwa, 2008).

Agho, Muler and Price (1993) believe "With a perception that they have little chance for desired organizational outcomes, many employees may view their job as a dead-end one and, as such, are probably less likely to be satisfied with the job".

Furthermore, perceptions of unfair procedures and, even more so, unjust outcomes can lead to resentment on the part of the workers. This resentment will affect their job satisfaction ultimately. When a person feels that he or she has been betrayed via an unfair organizational process or outcome, feeling that his or her job is satisfying would be so hard. While it is theoretically acceptable to conclude that organizational justice will help shape worker job satisfaction and organizational commitment, empirical findings are needed to provide support for the theorized impacts of organizational justice on the attitudes of people (Walumbwa, Wu & Orwa, 2008).

Conceptual framework and Hypotheses

Chart 1 presents the effect of organizational justice consist of distributive justice, procedural justice and interactional justice on organizational commitment and job satisfaction. The influence of demographic characteristics will be surveyed on organizational commitment and job satisfaction too. Thus the current article contains four major hypothesis and fourteen sub-divisions.

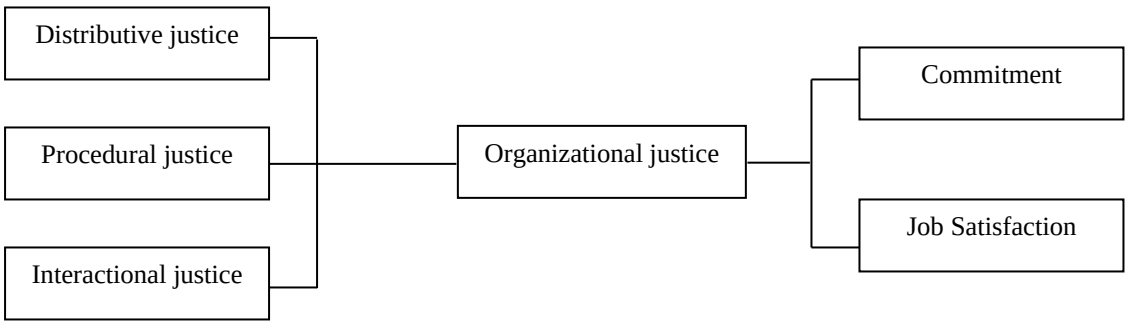

Figure 1: Conceptual framework of research

1. There is a positive and m t relationship between Demographic between organizational justic l organizational commitment.
commitment.
1.1. There is a positive and meaningful relationship between distributive justice and organizational commitment.
1.2. There is a positive and meaningful relationship between procedural justice and organizational commitment.
1.3. There is a positive and meaningful relationship between interactional justice and organizational commitment.
2. There is a positive and meaningful relationship between organizational justice and job satisfaction.
2.1. There is a positive and meaningful relationship between distributive justice and job satisfaction.
2.2. There is a positive and meaningful relationship between procedural justice and job satisfaction.
2.3. There is a positive and meaningful relationship between interactional justice and job satisfaction.
3.1. There is direct relationship between managers' age and organizational commitment.
3.2. There is a direct relationship between managers' gender with organizational commitment.
3.3. There is a direct relationship between managers' education level with organizational commitment.
3.4. There is a direct relationship between managers' work experience with organizational commitment.
4. There is a direct relationship between Demographic characteristics and job satisfaction.
4.1. There is direct relationship between managers' age and job satisfaction.
4.2. There is a direct relationship between managers' gender with job satisfaction.
4.3. There is a direct relationship between managers' education level with job satisfaction.
4.4. There is a direct relationship between managers' work experience with job satisfaction.

Research methodology

Samples for this research were chosen from managers in different levels: 59 managers and whereas this number seems to be inadequate, the sampling was done through an integral counting method.

Current study can be considered as a descriptive survey if to view from data collection aspect and as an applied research if to investigate the goals of the study. To collect the data library method (to refer to books, articles, libraries, etc...) and fieldworks (questionnaire) was being used. The questionnaire was designed in three parts; 34 questions in organizational justice, 22 questions in organizational commitment, and 28 questions in job satisfaction and then distributed within the samples (participants).

To analyze the data SPSS 17 was used. The management experts were being asked to evaluate the validity of questionnaires. For this mean, the questionnaires were given to some professors and experts in management, and after their modifications were being applied and they confirmed it, the questionnaires were given to the participants.

For assessing questionnaire validity we asked for experts' opinions and to determine the questionnaires' reliability, the 'Cronbach Alfa technique' was applied. For this purpose, 30 people were chosen by random (from the participants) and the questionnaires were given to them. The 'Cronbach Alfa' values for all variables were calculated:

Table 1: the results of reliability

Variables	Cronbach Alfa
Organizational justice variable	0.84
Organizational commitment variable	0.76
Job satisfaction variable	0.82

As table 1 shows the reliability results calculated which was above the reasonable threshold (0.7) (Nunnally & Bernstein, 1994).

Data Analysis

A) Pearson's correlation test

To investigate the relations of the variables this test was applied. The results are shown in table 2:

Table 2: the correlation between organizational justice and organizational commitment

Correlation	Pearson r	sig	Test result
Organizational justice with organizational commitment	0.61	0.007	H_0 hypothesis is rejected
Distributive justice with organizational commitment	0.66	0.000	H_0 hypothesis is rejected
Procedural justice with organizational commitment	0.48	0.000	H_0 hypothesis is rejected
Interactional justice with organizational commitment	0.54	0.000	H_0 hypothesis is rejected

Table 2, which present the correlations of each of the three items. Pearson correlation matrix reveals that organizational justice and its dimensions are all significantly and highly correlated with organizational commitment.

Table 3: The correlation between organizational justice with job satisfaction

Correlation	Pierson r	sig	Test result
Organizational justice with job satisfaction	0.59	0.039	H_0 hypothesis is rejected
Distributive justice with job satisfaction	0.65	0.003	H_0 hypothesis is rejected
Procedural justice with job satisfaction	0.51	0.000	H_0 hypothesis is rejected
Interactional justice with job satisfaction	0.56	0.002	H_0 hypothesis is rejected

As can be viewed from table 2 and table 3, there is a meaningful and direct correlation between organizational justice and their dimensions with organizational commitment and job satisfaction.
According to table 2 and 3, hypotheses were supported. Strong positive correlation was found between total organizational justice and Distributive justice with organizational commitment, and distributive justice on job satisfaction (r > 0.6, p<0/05).

Regression test
To investigate how intense is the effect of organizational justice on organizational commitment and job satisfaction, the regression test was used
.

Table 4: Multi-variables regression analysis between organizational justice and organizational commitment

Variables	Standardized Coefficients	Unstandardized Coefficients		T value	sig
	Beta	Std. error	B		
Constant		5.436	1.113	8.461	0.003
Organizational justice	0.513	0.55	0.466	5.216	0.000
Constant		4.762	2.595	7.627	0.000
Distributive justice	0.533	0.085	0.489	6.727	0.021
Procedural justice	0.441	0.021	0.416	5.275	0.000
Interactional justice	0.478	0.157	0.445	5.881	0.035

Due the table 4 it can be viewed that the positive and meaningful linear correlation exists between organizational justice and its dimensions with commitment of Behnoosh Company managers. The linear correlation is explained below:
Organizational commitment = 2.595 + 0.489 Distributive justice + 0.416 procedural justice + 0.445 interactional justice

Table 5: multi-variables regression between organizational justice and job satisfaction

Variables	Standardized Coefficients	Un standardized Coefficients		T value	Sig
	Beta	Standard error	B		
Constant		3.466	0.843	6.713	0.000
Organizational justice	0.616	0.065	0.436	5.423	0.007
Constant		4.235	1.029	8.415	0.044
Distributive justice	0.635	0.054	0.598	8.873	0.016
Procedural justice	0.544	0.211	0.521	6.219	0.000
Interactional justice	0.592	0.075	0.566	7.641	0.029

Table 5 suggests the direct and meaningful linear correlation between organizational commitment and its dimensions with job satisfaction. The linear correlation is shown below:

Job satisfaction = 1.029 + 0.598 Distributive justice + 0.521 Procedural justice + 0.566 Interactional justice.

Friedman test

To rank the organizational justice dimensions the Friedman test was applied and the results are shown below:

Table 6: Results from applying Friedman test to rank the organizational justice dimensions

Dimensions	Mean Rank	Rank
Distributive justice	4.37	1
Procedural justice	3.12	3
Interactional justice	3.74	2
$P < 0.05$, Sig = 0.022, N = 59, df = 4, $\chi^2 = 76.229$		

The last row shows that the resulted error is less than P-value (0.05), therefore in minimum there are two variables which they have non-identical priorities. Meanwhile the distributive justice portion is bigger than other variables.

Average Test

This test has been used to measure the organizational justice, its dimensions, organizational commitment and job satisfaction levels in Behnoosh Co.

Table 7: Results from Mean test application

Dimensions	$Z_{0.05}$	Z value	Test result
Organizational justice	1.645	1.848	High level ranking in application
Distributive justice	1.645	2.312	High level ranking in application
Procedural justice	1.645	2.128	High level ranking in application
Interactional justice	1.645	1.746	High level ranking in application
Organizational commitment	1.645	2.825	High level ranking in application
Job satisfaction	1.645	1.701	High level ranking in application

As it can be viewed, the entire variables are higher than Z-value. Therefore table 7 suggests that the “Behnoosh” company is in a favorable level from its organizational commitment, job satisfaction, organizational justice and its dimensions.

Variance Analysis Test

For surveying the relationship between demographic variables and career success, one way variance analysis test has been used:

Table 8: Results from Variance analysis test

Independent Variable	Dependent Variable	P-Value	Standard Error	Results
Age	Job satisfaction	0.217	0.05	Hypothesis H_0 accepted
	Organizational commitment	0.013	0.05	Hypothesis H_0 rejected
Gender	Job satisfaction	0.425	0.05	Hypothesis H_0 accepted
	Organizational commitment	0.319	0.05	Hypothesis H_0 accepted
Education Level	Job satisfaction	0.491	0.05	Hypothesis H_0 accepted
	Organizational commitment	0.722	0.05	Hypothesis H_0 accepted
job experience	Job satisfaction	0.627	0.05	Hypothesis H_0 accepted
	Organizational commitment	0.179	0.05	Hypothesis H_0 accepted

By paying attention to the table 8 there is a direct correlationship between the level of education and job experience with career success. There is any correlation between age and gender with career success.

By paying attention to the table 8 there is not direct correlationship between demographic variables with organizational commitment and job satisfaction, except age and organizational commitment. It means by increasing employees' age, they will be more committed to their organization.

Conclusion and further suggestions

The present study is done in a community which includes of 59 managers, consultants and experts in Behnoosh co. In the statistical society 0.81 percent was men and 0.19 women. 36 percent were carried a bachelor degree, 56 percent master, and 8 percent a doctorate. Meanwhile 63 percent of participants had work experience between 10 to 20 years and 37 percent more than 21 years of experience.

The results from correlation test propose a meaningful and positive relation between organizational justice and its dimensions with organizational commitment and job satisfaction in Behnoosh co. While the regression test shows how intense is the effect of every variable, in which the distributive and interactional justice were recognized to be more effective on both dependent variables- organizational commitment and job satisfaction.

In continue, with the Friedman test application, organizational justice dimensions were categorized. In this categorizing distributive and interactional justice were having more strength than procedural justice.

Finally the results of applying Average test show that the entire variable was on a favorite level.

Finally as the perceptions of unfairness can lead to in negative reactions to the organization, the managers are suggested that apply rules fairly and consistently to all people, and rewarding them based on their performance and competencies without personal bias in order to create a positive perception of distributive and procedural justice.

To achieve more interactional justice managers need to nourish a procedurally fair climate environment in the organization by establishing two-way communication to inform the employees about possible changes and seeking their opinions of those changes might avoid deteriorating of their work attitudes.

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