Comparison and Relationship between Organizational Justice and Organizational Commitment among the Employees of Ministry of Youth Sport

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Abstract

Background: Justice Behavior is something that employees expect it according to time investment and their abilities in an organization. These individuals’ expectations are followed with a great concern for the leaders as they must concentrate on the amount of justice which is realized by their employees, because in this way the managers will be able to bring into effect the individuals’ abilities by creating favorable atmosphere.

Materials and Methods: The present research is functional and it is descriptive-correlation. In this research the statistical population contain all male staff in ministry of sport in Iran, that with consideration to size and accessibility of sampling method, 107 people were selected by sample randomly and through cluster sampling. In order to gather data three standard questionnaires with high validity and reliability which as: Demographic information, Organizational Justice and Organizational Commitment were used. For analyzing the data, Correlation Coefficient, ANOVA and Tukey’s Test were applied.

Results and Discussions: The results indicated that between Organizational Justice and Organizational Commitment a positive and meaningful relationship (P<0.05, r =0.58) was confirmed. To determine the comparison of mean rank the Organizational Justice it was observed that there was statistically no significant difference in Mean Rank of Organizational Justice, Distributional Justice, Procedural Justice and Interactional Justice. and also comparison of mean rank Organizational Commitment (ANOVA test), there was statistically significant difference in mean rank of the Organizational Commitment (P = 0.035).

Conclusion: The results indicated that emphasize and paying attention to the organizational justice dimensions causes that individuals accept organizational structures, respect to organizational rules and regulations and devote themselves in the way of organizational goals and protection of these goals and also have active cooperation in organization’s affairs.
Introduction

A ccomplishment and fulfilling of justice have been two of the major desires of humans in society for ages. In order of having explanation and establishment, various divine and human schools and thoughts have suggested different strategies (Colquitt, 2001). For a long time, justice has been one of the most important subjects and concerns of humans and intellectuals in various sciences. The theories related to justice have been developed along with the promotion and progress of human societies and its scope has been expanded from the theories of religions and philosophers to experimental researches. After industrial revolution and mechanization of human societies, organizations have ruled over human life. All human beings are directly dependent on organizations throughout their life span and even today, one cannot imagine having a life without organizations (Bies, & Moag, 1986).

With respect to the various attitudes of the people in the organization, to examine the attitudes of the employees has attracted the attention of the researchers and scholars over the past decades because it effects on improvement of the organizational behavior (Haghiri, 2010).

The research made on the attitudes of the organization members will make the managers aware of the attitudes of the employees toward them. Therefore, they will find out whether policies and procedures applied are fair or not? So the manager must pay a lot of attention to the members and employees, because these attitudes would effect on the behavior of the subordinates in the organization (Morttaz, 1988).

The attitude of the worker toward his job indicates the positive or negative assessment he has about some aspects of his job atmosphere. Most of the research recently done on organizational behavior suggests that personal attitude of the workers in organizations is a matter of personal affair (Colquitt, 2001).

Organizational justice is a term for describing the function of justice, which is directly related to occupational position. In organizational justice, it is particularly stated that how one should behave the employees so that they feel that they are encountered equitably (fairly). One kind of organizational justice is Distributional Justice that refers to the equitability of the consequences and results received by the employees (Tadris, 1993).

This kind of organizational justice is rooted in Adam’s Equality Theory. This theory considers ones responding toward the interventions and managers’ inequitable behavior in distributing facilities and rewards. Possibly, the organizational researchers are more familiar with this theory. In addition to distributional justice, another term being considered in the field of organizational justice is Procedural Justice (Haghiri, 2010).

While distributional justice describes the equitability of consequences derived by employees, procedural justice explains the equitability of methods for determining these consequences. In other words, distributional justice considers the equitability in distributing resources and facilities, but procedural justice refers to equitability in deciding about the methods of distributing facilities and resources. New researches on procedural justice indicate that methods of distributing facilities and resources are important determinants of justice in organization (Hafezi, 1997).

The third domain of justice is Interactional Justice; which is a kind of procedural justice and refers to equitable encounter with an employee in form of official approved methods. In many cases, the way an employee is behaved will influence his/her perception of justice. For instance, to what extent his/her view would be considered by the supervisor; or to what extent the supervisor would consider his/her own problems while behaving him/her; and to what extent he/she would behave respectfully (Haghiri, 2010).

A different attitude, namely, Organizational Commitment over the past decade has occupied a critical position in organizational behavior research and includes the status in which the individual knows the organization as his representation and wishes to remain a member to it. According to the definition provided by White, the term Organizational Commitment determines three important areas of feeling and behavior of an individual working in that organization as follows: 1) Continuance Commitment, 2) Normative Commitment and 3) Affective Commitment (Yusuf, 2000). Thus, describing the job attitudes and studying the relationship between them can be regarded as a useful tool toward improving the organizational attitudes of the subordinates and finally brings about the efficiency as well as efficacy to the activities of the organization (Huselid, & Day, 1991).

In view of individualists attitudes form the fundamentals of our knowledge for interacting with others and our surroundings. Attitudes also are used as the social indicators. Hence, studying the attitudes of the individuals is a good prediction. In large organizations such as Education Organization which the subdivisions and departments are located at different areas and educational districts, being aware
of the facilities and concessions the organization can grant as well as improving attitudes which help the organization progress, is of vital importance (Abbasi, 1998).

However, different educational districts of the Education Organization are managed separately and they do not have identical facilities and equipment and even they are not at the same geographical conditions, too. So the employees always intend to conform themselves with the favorable criteria and approaches of their organization and consequently, they assess their position with the work groups such as schools, educational districts and organization. On the one hand, every organization intends to be aware of the attitudes the employees have experienced so that these attitudes serve the targets of the organization and produce significant results for improving the organizational behavior (Hafezi, 1997).

If these attitudes are defined obviously and at the educational districts a clear comparison between these factors are obtained, the manager can achieve helpful information concerning the decisions which must be made about these people (Colquitt, 2001).

However, to achieve the official ends requires optimum use of the financial funding, human resources and facilities. But dynamics of education system depends on different elements including highly satisfied, obligated and loyal employees closely involved with their job. This way in a dynamic and healthy atmosphere using their capabilities, they try to keep higher efficiency and better performance in this cultural organization (Haghiri, 2010).

Therefore, this organization has always made an attempt to look at the employees and members properly, because their attitudes are correlated with the behaviors important to the organization. For instance, it is likely that the unsatisfied employees do not attend the school and become absent or leave this organization to work at a better organization or have a negative attitude toward the organization, so it will cause the employees to form unions or join the informal groups. Also, it has been proved that satisfied employees will be healthier (Yusuf, 2000).

Finally Organizational justice is a phenomenon which goes beyond the borders of the organization and it affects on the personal lives of the subordinates. The members have high affection (attachment) toward the work they choose to do and are more discerning about what they are doing (Tadris, 1993).

Materials and Methods

The present study from the aim point of view is functional and it is descriptive-correlation from the method view of data collection and it is causal-comparative due to the relation between research variables and one of its significant advantage is the capability of generalizing its results. Moreover, with consideration of subject and research aims, the research methodology has been a survey which has used a reliable and standard questionnaire with high validity and reliability for data collection. According to the collected data from the bureau of statistic and evaluation of Iranian Ministry of sport 130 male employees were working at ministry of sport and young.

According to the size and access to the statistical population, different sampling method has been adopted, in order to sampling scope of Management, all the attendants under the Minister, Vice Minister, Active Minister, General Director, Coordinator… have been selected respectively by census method. Moreover in the scopes of staff, in relation to its employee’s population, the samples are selected randomly with the adequate allocation. Finally, to determine sample size in this module with considering Cochran Formula Size Sample (Bartlett, Kotrlik & Higgind, 2001), 201 people (N=201) were selected as sample size.

In the present study, in order to perform the basic research processes and to collect data; the field method including the questionnaires method has been used. In order to do that, the three independent and separate questionnaires have been employed.

Demographic Questionnaire: included the personal information of the subjects consisting of age, education, job, years of experience, marital status and number of children.

Organizational Justice Questionnaire: The questionnaire of Organizational Justice by Niehoff and Moorman (1993) which is containing 19 questions is used in order to determine Organizational Justice. This questionnaire contains three components: Distributive Justice (5 questions), Procedural Justice (5 questions) and Interactional Justice (9 questions). However a Likert scale with 5 point worthiness is used: I agree entirely 5 score, I agree 4 score, neither agree nor disagree 3 score, I disagree 2 score, and I disagree entirely1 score to make it quantitative (Niehoff, & Moorman, 1993).

Organizational Commitment Questionnaire (OCQ): The questionnaire of Organizational Commitment by Mowday and Porter (1979) which is containing 15 questions is used in order to determine...
employees’ commitment to their organizations. This questionnaire contains three components: Continuance Commitment (5 questions), Normative Commitment (5 questions), Affective Commitment (5 questions). However, a Likert scale with 5 point worthiness is used: I agree entirely 5 score, I agree 4 score, neither agree nor disagree 3 score, I disagree 2 score, and I disagree entirely1 score to make it quantitative (Mowday, et al., 1979)

Using reliability analysis (Cronbach’s Alpha Scale Reliability), a pilot study was done on the reliability as well as validity of the research tools. The coefficient of the Organizational Justice Questionnaire was $\alpha = 0.79$ and the coefficient for the Organizational Commitment Questionnaire was $\alpha = 0.82$ the level of validity and reliability was high. After gathering crude information and extracting them in order to analyze these data, descriptive statistics was first used for modifying the data and specifying the central indices (Mean, Median) and distribution indices (Standard Deviation, Variance) and to draw different diagrams. Inferential statistics (Correlation coefficient, Variance Analysis ANOVA and Tukey's follow up test for assessing the means) were also used.

### Results and Discussions

Scoring of Organizational Justice in this module as the Mean and Standard Deviation has been presented in the below. The Maximum Score for Organizational Justice is 95. The research findings indicate that the Mean and Standard Deviation of Organizational Justice among 107 people was $M= 65.90$, $SD=11.35$. Which is in the Scope of Staff is $M= 64.51$, $SD=13.37$, and in the Scope of Management is $M= 68.37$, $SD=9.11$. Thus, in this module the Minimum Score was 33 and the Maximum Score was 87. It is visible that the Mean Organizational Justice in the population of Maharashtra of India which is at the Medium and just above the average level. But the Score of the Organizational Commitment as Mean and Standard Deviation was $M=38.15$, $SD=±6.64$, which is in the Scope of Staff is $M= 37.15$, $SD=5.95$, and in the Scope of Management is $M= 39.10$, $SD=6.95$. Thus, these results showed that the level of Organizational Commitment was at the medium and high level better than score of Organizational Justice.

Statistical findings for relationship between Organizational Justice and Organizational Commitment in this module are given in the table 1.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
<th>N</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organizational Justice</td>
<td>65.91</td>
<td>11.53</td>
<td>107</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>2. Organizational Commitment</td>
<td>94.64</td>
<td>7.00</td>
<td>107</td>
<td>0.580 ≠</td>
<td>0.000**±</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

The results of the data analysis showed that concerning P-Value by Pearson Correlation Coefficient between the Organizational Justice and Organizational Commitment, the significant correlation was ($P=0.000, r = 0.580$) in this module. Thus, the hypothesis of the researcher is that there is a significant correlation between these two variables was confirmed and it means that there exists a positive and meaningful significant relationship between Organizational Justice and Organizational Commitment, are in direct proportion in all aspects.

Statistical findings for relationship among Various Dimensions of Organizational Justice and Organizational Commitment in this module are given in the table 2. The results of the data analysis indicated that regarding the P-Value according to Pearson Correlation Coefficient among the Distributional Justice ($P=0.000, r = 0.670$), Procedural Justice ($P=0.000, r = 0.616$), Interactional Justice ($P=0.000, r = 0.681$), and Organizational Justice ($P=0.000, r = 0.750$), had significant correlation with Organizational Commitment in the module of this study. Thus, the hypothesis of the researcher is that there is a significant correlation in these variables ($P<0.05$) was confirmed and it means that there exists a positive and meaningful significant relationship within Various Dimensions of Organizational Justice and Organizational Commitment, are in direct proportion in all aspects.
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Table 2. Correlation among the Various Dimensions of Organizational Justice and Organizational Commitment

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
<th>N</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Distributional Justice</td>
<td>17.71</td>
<td>3.75</td>
<td>107</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Procedural Justice</td>
<td>17.16</td>
<td>3.33</td>
<td>107</td>
<td>0.890*</td>
<td>0.000**</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>3. Interactional Justice</td>
<td>31.02</td>
<td>5.73</td>
<td>107</td>
<td>0.749</td>
<td>0.658</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>4. Organizational justice</td>
<td>65.90</td>
<td>11.53</td>
<td>107</td>
<td>0.981</td>
<td>0.923</td>
<td>0.918</td>
<td>-</td>
</tr>
<tr>
<td>5. Organizational Commitment</td>
<td>94.67</td>
<td>6.99</td>
<td>107</td>
<td>0.670</td>
<td>0.616</td>
<td>0.681</td>
<td>0.750</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).

Statistical findings for relationship among Various Dimensions of Organizational Commitment and Organizational Justice in this module are indicated that regarding the P-Value according to Pearson Correlation Coefficient among the Continuance Commitment (P=0.000, r = 0.320), Normative Commitment (P=0.000, r = 0.412), and Affective Commitment (P=0.000, r = 0.671), had significant correlation with Organizational Justice in the module of this study.

Thus, the hypothesis of the researcher is that there is a significant correlation in these variables (P<0.05) was confirmed and it means that there is a meaningful significant relationship within Various Dimensions of Organizational Commitment and Organizational Justice, are in direct proportion in all aspects.

Statistical findings for the Comparison of Organizational Justice and Various Dimensions between the Scope of staff and manager are given in the table 3.

Table 3. Comparison of the Organizational Justice and Various Dimensions between the Scope of Staff and Manager

<table>
<thead>
<tr>
<th>Variable</th>
<th>Scope</th>
<th>N</th>
<th>Mean (SD)</th>
<th>Mean Rank</th>
<th>Sum of Ranks</th>
<th>Mean Whitney U</th>
<th>P-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributional Justice</td>
<td>Staff</td>
<td>64</td>
<td>16.77 (2.05)</td>
<td>51.00</td>
<td>3468.00</td>
<td>1122.000</td>
<td>0.038*</td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td>43</td>
<td>17.76 (3.42)</td>
<td>63.91</td>
<td>2748.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procedural Justice</td>
<td>Staff</td>
<td>64</td>
<td>17.92 (2.59)</td>
<td>61.55</td>
<td>4185.50</td>
<td>1084.500</td>
<td>0.021*</td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td>43</td>
<td>16.62 (2.81)</td>
<td>47.22</td>
<td>2030.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interactional Justice</td>
<td>Staff</td>
<td>64</td>
<td>30.79 (4.86)</td>
<td>54.61</td>
<td>3713.50</td>
<td>1367.500</td>
<td>0.566</td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td>43</td>
<td>31.25 (6.01)</td>
<td>58.20</td>
<td>2502.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Justice</td>
<td>Staff</td>
<td>64</td>
<td>65.51 (6.87)</td>
<td>54.44</td>
<td>3702.00</td>
<td>1356.000</td>
<td>0.521</td>
</tr>
<tr>
<td></td>
<td>Manager</td>
<td>43</td>
<td>65.65 (10.70)</td>
<td>58.47</td>
<td>2514.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).
The results of the data analysis regarding the P-Value by Mann-Whitney U Test indicated that based on Organizational Justice and Various Dimensions between Scopes of staff and manager, it was observed that there was statistically no significant difference in Mean Rank of Organizational Justice and Interactional Justice. But there was statistically a significant difference in Mean Rank of the Distributioanl Justice and Procedural Justice between Scope of staff and manager in this module.

Also statistical findings for the Comparison of Organizational Commitment and Various Dimensions between the Scope of staff and manger, regarding the P-Value by Mann-Whitney U Test indicated that there was statistically no significant difference in Mean Rank of these variables.

Conclusion

The results of the data analysis indicate that among the Distributioanl Justice, Procedural Justice, Interactional Justice, had significant correlation with Organizational Commitment in module of this study. It means that there exists a positive and meaningful significant relationship within Various Dimensions of Organizational Justice and Organizational Commitment, which are in direct proportion in all aspects. According to the hypothesis test, the existence of Distributioanl Justice causes indication of Organizational Commitment; it means that, judgment and understanding of individuals’ outcomes of fair distribution such as levels of payment or promotion opportunities make individuals work beyond their duty time without any expectation and also the organization never pays them in return. In general, if the perception of fairness in the way of distribution of resources improves in staff on average, Organizational Commitment will also be improved in them.

Moreover, the staff members who consider the Procedural Justice with Organizational Commitment to have positive effect and significance; it means that, in employees’ view justice requires adoption of fairness procedures. It means that, apart from the base and content of the rules that must be fair, the process that will result in justice should also be fair. Justice and fairness perception in procedure cause voluntary behaviors of staff members and responsibility, and the rules and conditions of organization should provide equal opportunity in order to gain promotion and success for all. In other words individuals have more expectation in organization with consideration of fairness, understanding of Procedural Justice and take steps to improve the productivity of organization. Also Interactional Justice and individual perceptions of friendship, courteousness and respectful behavior of employees and principals have a positive effect and significance in Organizational Commitment. It means that if the employees evaluate principals’ behavior and comparing that with others and also with them fairly and judiciously, they will indicate more responsibility and preciousness, and they would participate more in related affairs of organization and put a lot of effort in order to achieve the goals of organization in an effective way. Regarding this, Niehoff and Moorman (1993), Organ (1998), and also Fournier (2008), Stated that among the Various Dimensions of Organizational Justice with Organizational Commitment there is a meaningful significant relation, but Talebpour and Ranaei (2007), stated only among the Distributioanl Justice. Justine and Interactional Justice with Organizational Commitment, and Moradi and Eslami (2009), indicated only between Interactional Justice and Organizational Commitment, found a correlation significant among these variables (Niehoff, & Moorman, 1993; Organ, 1988b; Talebpour, & Bidgoli, 2010). Moradi, & Eslami, 2007).

From the findings of this study we can realize that in order to increase the level of Organizational Commitment and prevent from the unfavorable outcomes it is necessary to adopt more appropriate measures by the authorities and officials.

Based on the results and findings, it can be concluded that employee’s reaction can be found out regarding the presence or absence of Organizational Justice in the workplace. One of these reactions is the increase or decrease output. It means if employees have observed that justice is not implemented in the organization and which are involved in a negative tension, and to reduce this tension they have to take effort to reduce the amount of output and participation in organization or loyalty in organization. In such an atmosphere Organizational Citizenship Behavior maybe applied for reducing the tension. For this one contract from both of employees and the organization can be signed, there exists Organizational Justice in workplace which will indicate the importance of employees in organization. In this condition employees would realize their commitment, responsibility and loyalty in their organization.

With consideration of achieved results, providing the preparation of organizational justice (distributioanl justice, procedural justice and interactional justice) in educational institutions is suggested in order to indicate more organizational citizenship behavior by individuals. As it is mentioned in review of literature, organizational citizenship behavior is a concept, which is eventually causes higher efficiency of labors, consequently, noticing to the infrastructures
and effective elements of organizational citizenship behavior are considered important as a result of substructure. In this regard, the results of present research indicated that emphasize and paying attention to the organizational justice dimensions causes that individuals accept organizational structures, respect to organizational rules and regulations and devote themselves in the way of organizational goals and protection of these goals and also have active cooperation in organization’s affairs.

References


Abassi Davoud (1998), Study of Effective Factors in Organizational Commitment of Member of Faculty of Zanjan University. Doctorate Thesis, University of Esfahan.


