Effects of Organizational Justice on Organizational Commitment

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ABSTRACT

Organizational justice (OJ) has been considered as an important contributor for commitment of employees towards their organization. Only two-dimensions (distributive and procedural justice) of OJ were focused in this study. This research study is cross sectional in design. For questionnaires distribution a sample size of 500 employees (subjects) were chosen from three higher education institutions of Khyber Pakhtunkhwa, Pakistan. Data were analyzed by using arithmetic mean, standard deviation, correlation and regression tools and techniques. Results shown that distributive and procedural justice both have noteworthy and positive effects on the dependent variable (organizational commitment) of the employees.

Keywords: Organizational Justice, Distributive Justice, Procedural Justice, Organizational Commitment
JEL Classifications: D23, L2

1. INTRODUCTION

Researches over the past decade have shown that in more or less every type of organizational settings whether public or private, small or large national or multinational, profit seeking or nonprofit seeking, organizational commitment somehow is the topic of discussion and concern for managers, psychologists and organizational behavior (OB) scientists. A committed employee is a key to successes for every organization. Managers and researchers are interested to find out ways and means to increase the level of commitment amongst their employees. Organizational commitment is one of the numerous job-related attitudes that are being examined in relation to other variables for the managing the employees' behavior effectively. It becomes the foundation for a widespread literature with an aim of focusing on the causes of organizational commitment and its significance for workers behavior and performance in organization (Meyer et al., 2002). Since that organizational commitment has a positive effect on employee's behavior and desired work outcomes, the interest of researchers in this area increases. Employees who are highly committed to their organizations are considered to be precious and more valuable than those with low organizational commitment level (Bartlett, 2001).

Organizational commitment is a concept increasingly being thought as a significant variable in explaining employee's behavior at their work place (Bartlett, 2001). Commitment refers to the binding forces that push an individual to a particular course of action with the purpose of achieving a certain goals (Meyer and Herscovitch, 2001). Researchers have defined and calculated organizational commitment in several widely divergent means and various job related variables have shown their relationships with organizational commitment in the literature. (Brammer et al., 2007).

Organizational commitment can be measured with the help of three major components i.e., normative component, affective component and continuance component. Actually, normative, affective and continuance components of organizational commitment stand for a psychological state of mind that suggests that whether or not an employee remains with an organization (Jain et al., 2009). Organizational commitment is found to be influenced by organizational justice (OJ). OJ is a topic grasping social scientist's

greatest interest. It is basically perception of people regarding fairness in organizations. In late 1960s Stacy Adams got the honor to be thought as the pioneer of research on justice. Generally speaking, after Adam organizational researchers have frequently distinguished and discussed three types of justice prominent in organizational and managerial settings. Before 1975, the center of attention in justice research was distributive justices, which refer to the perception of people in fair allocation of reward and resources amongst them, their co-workers and their subordinates. The largest part of their efforts was founded in equity theory postulated by Adams (1965) in which people are recommended to establish whether the rewards they receive for their efforts are fair by making social judgments. This can be done by judging their own input-output ratio with that of other employees in the same settings (Hrebiniak and Alutto, 1972).

In the mid of 1970s, Thibaut and Walker were known as pioneers for introducing the concept of procedural justice. It refers as the extent to which people perceive the fairness of procedure that is applied to reach at outcome decisions (e.g. whether right to voice is given when making a decision and an accurate procedures are used or not). It is basically the perceptions of the ways in which decisions are made in an organization. The final category of justice is interactional justice. It was Bies and Moag who first introduced and explained the interactional side in organizational practices in 1986. This category of justice highlights the extent to which an individual believes that he/she is given respect and dignity by authority figures (Cremer et al., 2007).

Generally, the studies relating to OJ have paid attention to a couple of major issues: Employees' responses to the rewards they receive-technically termed as distributive justice and the means through which these outcomes are acquired-that is procedural justice (Cooper and Robertson, 1997). Concern about distributive justice is important in organizations being the first type of justice that got the attention of organizational scientists and it comprises only one part of the story where OJ is concerned. Outcomes do not merely come into sight; they result from a specific set of process or procedures (Greenberg, 1987). Much of the research work on distributive justice was derived from the earlier study done by Adams (1965) who evaluated fairness with the help of social exchange theory. Distributive justice is not merely concerned with output but it is concerned with calculation of employee's input to his/her output and then the comparison of that input/output ratio with that of other coworker/s. Research literature showed that no doubt distributive justice is the first and earliest form of OJ and considered very important but in no case it can overshadow the significance of procedural justice (Greenberg, 1987). Fascinatingly, OJ studies have revealed that outcome decisions and fair policies (both distributive and more process-related justice aspects) give people the feelings of respect and acceptance amongst the members within their organization (De Cremer, 2002).

2. LITERATURE REVIEW

2.1. OJ

OJ, one of the issues which are of immense interest and more attention getting for researchers, managers and scientists in the arena of OB, human resource management and industrial and organizational psychology since years. It has been the focal point and denotes how people perceive fairness and justice in their organizations. Even if the researchers and OB scientists are taking into account the fairness and impartiality of organizational policies and procedures, such as establishing priorities for scheduling vacation by managers at the organizational level or pay and pension structure, perception of justice and fairness in the job must be ever-present. Taking into account its importance and significance practitioners and researchers have considered OJ as a center of importance in their research studies (Cooper and Robertson, 1997). OJ owns the potentials to be beneficial for organization and workforce at large. As a result, these benefits allow for greater trust and commitment of employees towards organization (Cropanzano et al., 2007).

OJ, according to Greenberg (1990), refers to "the study of fairness within organizational settings" (p. 455). Colquitt, (2001) defined it as "the fairness in treatment of employees in organizations" (p. 458). Murtaza et al. (2011) defined the concept of OJ as "the employee's perception regarding the fair and equal treatment in the organizations." For example, the employees may perceive that their bosses treat them justly and without any discrimination (p. 74). Recent studies suggest that perception of justice is for the most part correctly categorized into four components: The justice in procedures in establishing outcome distributions (procedural justice); the fairness of resources and rewards distribution (distributive justice); the excellence of interpersonal treatment when certain course of actions is put into practices. (interpersonal justice); and the adequacy of information exchanged explaining the reasons for such procedures being used in a certain way or how such results were established (informational justice); (Colquitt, 2001). Researchers have reported that several significant organizational outcomes are influenced by these perceptions (Cohen-Charash and Spector, 2001). Employees believed that Justice in procedures and distribution of resources and rewards among them is a direct indication that their organization gives them respect and appreciates their efforts (Fuchs and Edwards, 2012).

Justice is regarded a multi-dimensional and complex phenomenon (Colquitt, 2001). Owing to the fact, perception of justice has considerable behavioral and attitudinal results for instance, loyalty towards organizations, organizational commitment, organizational citizenship behavior, confidence and performance, researchers have shown a greater interest in OJ in recent years (Colquitt et al., 2001). Perception of justice is the focal point in the recent study on OJ (Colquitt, 2004; Colquitt et al., 2005). Literature overwhelms the significance of perceptions of justice that is leading to encouraging employee's behavior towards organization in this area (Rodell and Colquitt, 2009). Up till now, researchers have focused in their research on the results of justice instead of its causes (Colquitt et al., 2002).

At one hand, distributive and procedural justice, both are facets of OJ, and on the other hand, these justices are different concepts at the same time (Greenberg, 1986). Where distributive justice is considered as the "ends," procedural justice is believed as the "means to that ends." The procedure of a decision can be as

much vital as the outcomes itself in most cases (Zaini, 2009). If the process for reaching an outcome is perceived to be fair, in that case even an unfair outcome is acceptable (Joy and Witt, 1992). The administrators and managers thus, not only need to be fair and just while making decisions i.e., (outcomes), they must also seen to be fair as to how they arrive at those results i.e., process (Greenberg, 1990). Lind and Tyler, (1988) suggest that people are more worried about the issues of processes than they are about matters of outcomes. Even if a decision results in a favorable and positive outcome, an employee when feels the process as unjust, is more expected to be unhappy with the end results even if it proves to be beneficial for that employee (Lind and Tyler, 1988; Tyler, 1990). Perceptions of procedural justice can be of more importance to people than that of perceptions of distributive justice.

To sum up, OJ mainly encircles distributive justice and procedural justice (Greenberg, 2002). It is considered that a perception of OJ has an effect on the satisfaction of employees regarding their jobs and their commitment towards organizational (Price and Muller, 1986).

2.2. Distributive Justice

Distributive justice, the earliest form of justice is a center of attention and has gain importance in recent OJ researches. It has its significance at workplace and is considered as the earliest type of justice that has gained the attention of organizational managers and behavior scientists (Greenberg, 1987). The idea of distributive justice can be originated from the Nichomachean Ethics of Aristotle: "That is evidenced in allocations of respect and funds or the stuff that has to be distributed amongst the employees who have a claim on the resources of the organization" (Ross, 1925). Though, the modern root of attention to distributive justice can be traced back to Hemans (1981). The "rule of distributive justice," explained by Homans (1961) elaborates how socia1 exchange relationship creates expectation amongst parties: (1) That the rewards of each and every employee shall be based the on the cost he/she bears, and (2) that net return, they receive should be in proportion to their investments. This means that the reward each employee receives shall be based on his own involvement or input and by no mean be based on contribution or input of any other employee. If an employee with higher input or contribution and another low input or contribution receives equal slice of benefit in the same organization it would be injustice (Epley et al., 2007).

AQ1

Now a day, in studies relating to distributive justice in organizations, the center of attention is the perceptions of employees regarding the distribution of the outcomes (rewards or punishments) at large. To be more precise, the focus of these studies is to evaluate the end state of the allocation process. As a matter of fact, the present-day studies have concluded that people deemed to be more contented with outcomes perceived by them to be fair than the one being perceived to be unfair (Greenberg, 1982). Distributive justice, by definition is the fairness of the outcomes an employee perceives is given (Adams, 1965; Greenberg, 1990). Perceptions of distributive justice is based on the comparison an employee make between the ratio of the efforts (brainpower, know-how, preparation, ability, skill, time, energy, cognitive and emotional struggle) one put forth into the job and reward (salary, holidays, supervisor

support, freedom of decision, respect, admiration, position, social identification, basic work equipments and facilities) one gets out of it are similar to efforts-rewards ratios of other employee or not (Janssen et al., 2010).

Distributive justice may be perceived differently by employees working in the similar organizational settings for the reason that they assess their own inputs and output in a different way, or match the ratio of their own inputs and outcomes with that of other employees in a dissimilar environment (Janssen et al., 2010). Distributive justice as elaborated by Lambert et al. (2005), is not restricted to only concentrating upon employee's rewards or desirable results but is also considers the fair and just way of punishment given to employees. Thus distributive justice can be attained if the outperforming employees are rewarded and under- performers are punished fairly. Distributive justice is said to be done if it ends at desirable results and satisfactory outcomes for workforce (Colton, 2002).

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2.3. Procedural Justice

Managers who manage human resources have acknowledged the importance of correlation between OJ and organizational efficiency (Cropanzano and Greenberg, 1997). From the organizational viewpoint in social exchange, procedural justice is believed a critical resource (Loi et al., 2006). Though, procedural justice and distributive justice is a couple of different notions, research conclusion reveals that both are essential for determining the perceptions of employee with respect to justice and having an important effect on managerial outcomes (Greenberg, 1987; Folger and Konovsky, 1989; McFarlin and Sweeney, 1992).

OJ, not only deals with the fairness in the outcomes and rewards an employee receives but also with fairness of the decision making process used for award allocation amongst them. The first perceived dimension of OJ i.e., distributive justice has been widely studied over the past several years. The second dimension termed as "procedural justice" is a comparatively novel to organizational studies (Greenberg, 1990). Procedures that generate relevant, neutral, precise, trustworthy, reliable, and legally recognized information are normally identified as fair dealing and treatment. It is desirable such fair dealing and treatment should be followed properly and applied fairly from time to time.

Tepper and Taylor, (2003) defined Procedural justice as "the fairness of the means through which managers and their representatives in organization make decisions related to allocation of resources." It basically through light on the methods and procedures which, the organizations uses to evaluate performance of employee and make sure the fairness in their management of employees having dissimilar masculinity and race and in this way they demonstrate socially acceptable behavior. The hypothetical relation linking measures of OJ with organizational commitment is a result of social exchange theory and the existence of the reciprocity norms (Seligman et al., 2005). To put in simple words, measures taken in organizations relating to employees become a cause for them to reciprocate with their attitudes and their behaviors (Cohen-Charash and Spector, 2001; Meyer et al., 2002). The certainty that procedure is fair leads to the belief that

the outcome will also be fair and it is desirable at organizational level. Procedural justice is nothing other than incorporating and executing decisions according to a procedure that is perceived to be fair. For employees, it is easier to accept all outcomes that even they do not like if the procedure that is put into practice is based on justice (Deutsch, 2006).

The question arises that what make procedures fair? First and primary, importance is given to consistency of procedure got in this regard. Equal treatment of similar cases guarantees that procedures thus adopted is fair. To arrive at a just and precise decision persons implementing the procedures must be impartial and unbiased. The decision-making process is viewed to be fair if employees have faith in decision making authorities. Employees, who are affected directly by the decisions, should have a say and participate in the decision making process. Employee confirm his/her membership in an organization if he/she is given a right of representation in the process and thus helps in building trust in decision making arrangement. The processes to be implemented should be transparent. An honest and transparent procedure, with openness needs to be applied to arrive at a decision. For most of the employees procedural justice is not sufficient without distributive justice. Some suggests that they value transformation of fair procedure into fair outcomes (Alexandra et al., 2010).

Perception is reality. Management of each and every organization and at all level has to be intensely aware of employees' perceptions because at every organization, an employee's action is based on his perceptions (Loi et al., 2006). Umpteenth examples can be found in the literature which reveals that justice in judgments really matters in the workplaces. For example, research studies exposed when workers perceive that decision making process is transparent, and that they have been given fair treatment, resulted a high level of job performance and organizational commitment (Cohen-Charash and Spector, 2001; Rupp and Cropanzano, 2002; Colquitt et al., 2001; Cropanzano and Greenberg, 1997). Employees indulge in destructive, harmful and unethical practices so as to re-balance the balance of justice and get better their own results at the cost of organization, when they perceive the organization to be unfair. On the other hand, when it is perceived by the employees in the organization that they are being treated with justice, they reciprocate by doing more in addition of their routine duty to help management (Treviño and Weaver, 2001; Jaffe, 2002).

Procedural justice is positively associated with organizational commitment and their relationship stands statistically significant (Chughtai and Zafar, 2006). In another study, carried out by Bakshi et al. (2009) resulted that procedural and distributive justice both was notably associated with the commitment of employees within organizations. A research conducted with the similar variables by Murtaza et al., (2011) on workers of WAPDA in Pakistan concluded with the significance and importance of distributive and procedural justice both. But comparative analysis of the variables showed that procedural Justice was found to be a stronger predictor of commitment amongst WAPDA employees. Possibly, the workers may be thinking that if the procedures applied for specification are based on justice, the distribution of rewards and sharing of resources will spontaneously be in accordance to their educational

qualifications, skills and experiences. Procedural justice should be given preference over distributive justice (Murtaza et al., 2011).

2.4. Organizational Commitment

Literature provides extensive support where the antecedents and outcomes of organizational commitment remained the focal point for several work behavior like employees turnover, individual performance and employees working condition (Aguinis and Glavas, 2012). As defined by Lambert et al. (2005), organizational commitment is "the intensity of the bond that ties a person with the whole organization." However, it is more generally recognized to be multi-dimensional (Meyer and Allen, 1997). The concept of commitment has been classified in three main components. The composite of these three components include affective commitment, normative commitment and continuance commitment (Coyle-Shapiro et al., 2006). Affective element of organizational commitment passes on as to an emotional attachment, identification and association of an employee with the organization in which he/she is working. Normative component reveals the feelings of employees to stay obliged with the organization. Continuance element of organizational commitment refers to the costs that one bears while leaving the organization in which one is working (Allen and Meyer, 1990; Samad, 2007; Omar et al., 2008; Hart, 2010; Qureshi et al., 2015).

Individuals when show commitment to their own organizations are likely to stay in their respective organizations and also expected to give their best in favor of their organizations and work hard for its success and prosperity. Employees with high organizational commitment are believed to perform even better than those having low organizational commitment (Chughtai et al., 2006). At any level in organization if the management aims at enhancing the intensity of organizational commitment of its employees, must have to adopt strong and effective motivational strategies (Opkara, 2004; Hart, 2010). Several techniques have been used for gaining organizational commitment. If all the employees are treated in a just and fairly manner by keeping in view the interests of all the employees without any favoritism managers can achieve the goal of enhancing commitment of employees towards their organizations (Ohbuchi et al., 2001).

Some research scientists proposed that when employees are treated with equally fair procedures and structure it results in high organizational commitment because it is perceived that they are considered to be equally respected members of the same organization (Tremblay et al., 2010). In any organization where justice is perceived to be found missing results in negative outcomes, such as decrease in individual performance, increased in turnover rate, low level of organizational commitment (Haar et al., 2009). For both employers and employees, a high level of commitment is very desirable. A variety of positive worker attitudes and behaviors, including workers productivity, creativity, innovativeness of employees, organizational citizenship, openness to change, and responsiveness to innovation is based on Organizational commitment, in a wide range of organizations (Mathieu and

Zajac, 1990; Witt and Wilson, 1991). On the other hand, a low level of organizational commitment has been held responsible for increased absenteeism, high turnover and absent mindedness during the work hours, reduced productivity, and other adverse behaviors (Cotton and Tuttle, 1986; Gerhart and Judge, 1991). For that reason, it is of immense importance to search for, and verify the primary antecedents that foster organizational commitment among workers and employees. Research has proved that employees show higher level of organizational commitment when they feel the decision making process is based on fairness as to its contrary situation (Tyler, 1990).

Very few researchers have focused their researches on university teaching faculty while studying organizational commitment. Studying the relation between OJs and the organizational commitment of university's teaching employees has been rarely considered by research scholars. Therefore, this is desirable to conduct a study that highlight the perceived effect of OJ on faculty of university. It has been predicted that OJ could be an important antecedent of organizational commitment for the faculty. OJ presents an excellent business view from yielding definite proceeds for instance, stronger organizational commitment to get an overall and feasible edge that is difficult to be copied and that to exists in a "justice culture" (Li and Cropanzano, 2009).

2.5. Model
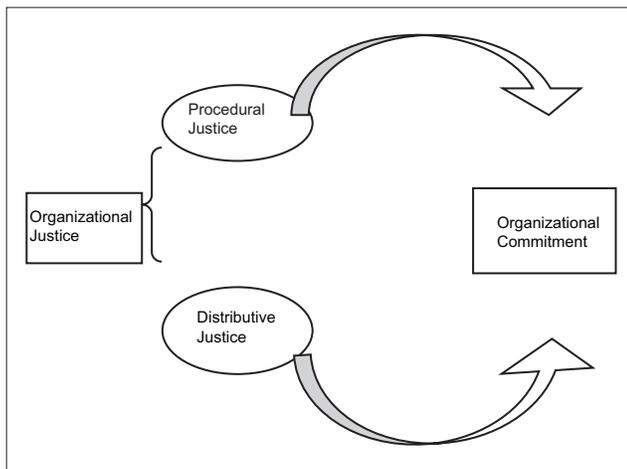
Based on the above mentioned theoretical and conceptual framework following hypotheses have been proposed.

2.6. Hypothesis

H1:   Procedural justice and organizational commitment are positively correlated.

H2:   There is a positive relationship between distributive justice and organizational commitment.

3. METHODOLOGY

This research is a cross-sectional study and it has made an attempt to find out the direct relationship between OJ (procedural justice and distributive justice) and organizational commitment.

3.1. Data Collection Method

For the current study it was decided to collect data through structured questionnaire.

3.2. Organizational Commitment

As for organizational commitment is concerned the researcher have used organizational commitment questionnaire (OCQ) developed by Mowday et al. (1982). The OCQ covered three areas: (1) Having a strong belief in organization's goals and values and giving recognition to this, (2) a readiness of an employee to put forth substantial efforts for their organization, and (3) a strong wish for maintaining a membership in the organization. A five-point scale ranging from 1 to 5 is used for rating agreement and disagreement that take place with the statement. 1 is given a weight age of "strongly disagree" and "strongly agree" is weighted as 5 on the same scale.

3.3. OJ

For the current research researchers aimed to evaluate the two-dimensions of OJ. They are as follow:

3.3.1. Distributive justice

Distributive justice for the current study has been measured with the help of five items scale that has been borrowed from distributive justice index of Price and Muller (1986). These items were used to ask the respondents to ascertain the degree of fairness to which they have been rewarded as a return for their responsibilities assigned, experience they gained, job stress they received, effort they put forth and performance they granted. Their responses to all these items have been measured with a five-point scale where 1 stood for very unfair and 5 was used to indicate very fair. The scores so obtained on each of these five items have been averaged with the intention of obtaining a single score for measuring the distributive justice.

3.3.2. Procedural justice

For the measurement of Procedural justice, a five-item procedural justice scale was designed to use. From the previous research carried out by McFarlin and Sweeney (1992) four item were taken and Chughtai et al. (2006) added one item for their research. The items of the questionnaire for procedure include the level of general procedures that has been used by their relevant institutions and organizations to communicate performance feedbacks, establishing pay increases, decisions regarding teaching loads, and evaluate performance and to determine that promotions were fair. Chughtai et al. (2006) added the last one item to the questionnaire that is related to the "Teaching load." The scores obtained on each and every item were averaged to acquire a single score for procedural justice.

3.3.3. Population

For the present study, the target population for the data collection is the lecturers of three different universities of public sector in province of Khyber Pakhtun Khwa i.e., Abdul Wali Khan University, University of Peshawar and Hazara University. As the target population of the present study is lecturers that is why the total size of population of this study is 768.

3.3.4. Sample

A two stage sampling procedure was adapted. At first stage three universities among the public sector universities were selected. The researchers have selected these three universities for research in hand for the reason that University of Peshawar is in capital of province, Abdul Wale Khan University is in center of the Province and the third i.e. Hazara University is in rural area of the same province. So in this way an attempt was made to provide a balanced data for this research.

Data was collected from lecturers for the reason that they have less tenure and are more willing to go to other organization.

3.3.5. Sample size determination procedure

Sekaran (2003) suggested the following rules of thumb for determining sample size:

For relationship studies the correct sample size was computed by 6n+50 (Sekaran, 2003). According to this method the correct sample size for the current study should be ≥6n+50 i.e., (6×3+50=68). Whereas n stand for number of variables in this study.

For differential studies suggested way for calculating correct sample size is (n × 30). This rule of thumb suggests that correct sample size for current study could be ≥n × 30. Since n in this study is equal to 3 so by plugging the value of n in the formula we get (3 × 30 = 90). In this way the resulted sample size is 90. The problem with these two methods is that if n increases the sample size also increases. Sometime this method result is a sample size that is difficult to collect and manage.

By providing a Table, Krejcie and Morgan (1970) greatly simplified the sample size decision and thus helped the researchers to ensure a good decision regarding their sample size. According to the Table given by Krejcie and Morgan based on the population of this study i.e., 768 our minimum sample size should be between 186 and 201. Similarly, Rocsoe (1975) also recommended a rule of thumb for the determination of sample size that a sample size larger than 30 and <500 for the study of this kind (Sekaran and Bougie, 2003).

So by going through all these methods for collecting sample size and by analyzing its merit and demerits the researchers have decided to use a sample size of 500. While selecting a sample size of 500 the researchers have tried to ensure that all the requirements mentioned above have been met. For the current study, the researchers have distributed 500 questionnaires and only 250 respondents have responded. When response rate is calculated it resulted that 62% of the respondents returned questionnaire which is acceptable from research point of view. In this way the researcher has gotten a sample size of 250 for the current study.

3.3.6. Organization of the research instrument

The research instrument designed for the current study comprised of two parts. Part one consists of demographic characteristics of the target population and part two comprised of questionnaire. Part one of the instrument consisted of nine questions. These include gender, marital status, and age, location of the university, experience, tenure, teaching field, qualification and salary. Questionnaire is based on questions relating to variables in the current research study. Questionnaire is further divided in two sub parts. Part I of the questionnaire aims at calculating OJ with the help of its two-dimensions procedural justice and distributive justice. Each dimension is measured with the help of five questions. Sub part II of the questionnaire include 15 questions and is focusing on measurement of the organizational commitment.

4. ANALYSIS AND RESULTS

4.1. Reliability Analysis

Table 1 depicts that α-reliability statistic of all the three instruments used in the study for testing the variables. The Table 1 shows that Chronbach's α value for distributive justice is 0.798, which is above the brink level i.e., 0.70 (Nunnaly and Churchal, 1981). Similarly, Chronbach's α value of 0.797 for procedural justice is also in the acceptable range as it is >0.70 as well. The Table 1 further portrays that the instrument used for testing organizational commitment is also reliable as it's α reliability coefficient also stands at 0.767 i.e. >0.70.

4.2. Descriptive Statistics

Table 2 shows a summary of the descriptive statistics of the variables being tested in the current study. The Table 2 summarizes that the minimum and maximum score calculated for distributive justice remained at 1.40 and 5.00 respectively. Similarly, the minimum and maximum scores for procedural justice and organizational commitment were found to be 1.80, 4.80, and 2.33 and 4.73 respectively.

The Table 2 further depicts that distributive justice, procedural justice have a positive contribution in the organizational commitment, as the mean values for all the three variables (i.e. 3.60, 3.63 and 3.74) are >3 meaning that majority of the respondents are of the view that the independent variables positively influence the employees commitment towards their organization.

However, the analysis tells us that the opinion of the respondents with respect to all the three variables is minimally scattered as the value of standard deviation for all the three variables is 0.81, 0.80 and 0.55. It means that the responses of the employees are

Table 1: Reliability analysis (N=250)

Variable name	Chronbach's α	Number of items
Distributive justice	0.798	5
Procedural justice	0.797	5
Organizational commitment	0.767	15

Source: Authors' computation

Table 2: Descriptive statistics (N=250)

Variable name	Minimum	Maximum	Mean	SD
Distributive justice	1.40	5.00	3.60	0.81
Procedural justice	1.80	4.80	3.63	0.80
Organizational commitment	2.33	4.73	3.74	0.55

Source: Authors' computation. SD: Standard deviation

found between 2.79 and 4.41 for distributive justice, 2.83 and 4.43 for procedural justice, and 3.19 and 4.29 for organizational commitment. Organizational commitment is found with the minimum resulted change in data of all the three variables. The results here depict that most of the respondents have a similar feeling concerning the distributive and procedural justice meaning that both of our independent variables have alike deviation from the mean value (i.e., 3.60 and 3.63 respectively). While, for the dependent variable i.e., organizational commitment the data has been found with minimal deviation from the mean value.

4.3. Correlation Analysis

For computing the direction of relationship amongst the independent variables (i.e. distributive justice and procedural justice) and dependent variable (i.e., organizational commitment) Pearson Ian correlation was carried out as summarized in Table 3. The Table 3 shows that distributive justice and procedural justice (r = 0.795, P < 0.01) are positively and significantly correlated to each other. Similarly, distributive justice and organizational commitment (r = 0.922, P < 0.01) are also having a significant and positive relationship between them. The analysis further shows that procedural justice (r = 0.835, P < 0.01) has a positive and significant contribution in the organizational commitment.

4.4. Regression Analysis

Table 4 summarizes the regression analysis carried out for checking the strength of the relationship between independent variables (i.e., distributive justice and procedural justice) and the dependent variable (i.e., organizational commitment). The analysis ($R^2 = 0.89$, P < 0.001) depicted that 89% variation in the dependent variable (i.e., organizational commitment) is brought by the independent variables (i.e. distributive justice and procedural justice). The Table 4 further elaborates that 81% change in distributive justice brings about (β = 0.700) 38% change in the organizational commitment. The Table 4 also signifies that 80% change in the procedural justice brings about (β = 0.279) 14% change in the organizational commitment.

5. MAJOR FINDINGS

Hypotheses	Findings	Previous researches
There is a positive relationship between distributive justice and organizational commitment	Supported	Fatt et al. (2010), Olkkonen and Lipponen, (2006), Aryee et al. (2002)
Procedural justice and organizational commitment are positively correlated	Supported	Sholihin and Pike., 2010, Blader and Tyler, 2005, Lau and Moser, 2008

Source: Authors' computation

The first hypotheses of the study stated that "There is a positive relationship between distributive justice and organizational commitment." Findings of the study supported the preposition. Results of current study are lined up with the findings of previous researches. Fatt, et al. (2010) reported that the higher the levels of employees' perception towards fairness of the outcomes an employee receive (distributive justice) the higher will be the

Table 3: Correlation analysis (N=250)

Variable name	1	2	3
Distributive justice	1		
Procedural justice	0.795**	1	
Organizational Commitment	0.922**	0.835**	1

**P<0.01. Source: Authors' computation

Table 4: Regression analysis (N=250)

Model	B	SE	β	t	P
1					
(Constant)	20.086	0.887	-	22.658	<0.001
Distributive justice	1.424	0.074	0.700	19.133	<0.001
Procedural justice	0.575	0.075	0.279	7.643	<0.001

Dependent variable: Organizational commitment. Source: Authors' computation. $R^2=0.89$, Adjusted $R^2=0.88$, df=2, 247, F=891.4, P<0.001, SE: Standard error

resulted commitment of employees towards their organization. Olkkonen and Lipponen, (2006) in their studies are of the view that justice in distribution of rewards and resources (distributive justice) is positively related to job satisfaction and organizational commitment. Distributive justice is correlated with outcomes such as job satisfaction, turnover intentions, organizational commitment and OCBO (Aryee et al., 2002).

The second hypotheses of the research revealed that there is a linear relationship between procedural justice and organizational commitment. Findings of the study suggested a significant and positive relationship between procedural justice and organizational commitment thus, supporting the proposed hypotheses. Procedural justice has its own importance because it has a likely effect on the attitudes of organizational members and organizational commitment of employees (Sholihin and Pike, 2010). Blader and Tyler (2005) in an organizational study established a hub role of procedural justice judgments in affecting OB such as organizational commitment. Lau and Moser (2008) have found in their research study that procedural justice has a positive association with organizational commitment.

6. THEORETICAL IMPLICATIONS

Present research adds to the existing body of knowledge in two important ways. Firstly, the study is unique in its nature for the reason the model has never been tested in the education industry of Pakistan. Secondly, the study is unique in its nature due to the fact that it tries to investigate the direct association and relationship of only two of the three-dimensions of the OJ with the organizational commitment that has never been tested before.

7. PRACTICAL IMPLICATIONS

The study is beneficial for the organizations that are facing reduced commitment of their employees towards their organizations. It specifically provides a deep practical insight to the authorities of different enterprises (education industry in particular) to put the distributive justice and procedural justice in practice with the aim to enhance the commitment level of their employees.

It will on one hand make the organization less fearful about the reducing loyalty of the employees with the organization and will enable it to successfully achieve its goals efficiently and effectively on the other.

8. CONCLUSIONS

Current research was aimed at measuring the effect of distributive justice and procedural justice on organizational commitment. The results found that both the constituents of OJ i.e. (distributive justice and procedural justice), studied in current research, positively and significantly affect the commitment of employees (lecturers) towards their respective organization and institutions. The contribution of distributive justice towards organizational commitment is double to that of procedural justice as found by present research.

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