

Dimensions of organizational justice on employee commitment – moderating effect of gender

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Abstract. Organizational justice has been a critical dimension for employee commitment towards the origination in educational sector. Organizational justice has three critical component s namely: distributive justice, procedural justice and interactional justice. The research was aimed to study the various factors of organizational justice on the impact of employee commitment towards the organization in education sector among faculty in higher education. Data were obtained from academicians working in educational institutions and to measure their commitment towards the organization. The data were collected using convenience sampling method. A survey was conducted among 165 respondents. SPSS software was adopted to conduct exploratory factor analysis and multiple regression to analyze the data. Results of the study revealed that distributive justice, procedural justice and interracial justice have exhibited a positive impact on employee commitment. Further gender has shown significant influence on employee commitment. The research provides useful implications for research and academia.

Key words: Organizational justice, distributive justice, procedural justice, interactional justice, employee commitment, education

1 Introduction

Workplace related factors such as fair treatment, equality, remuneration, rewards, recognition, workplace culture play a critical role and boosts employees to perform better which subsequently leading to employee commitment and organizational performance in the long run ((Johnson, 2012). Organizational justice (OJ) plays a pivotal role in executing key decisions with respect to allocation of role and responsibilities, opportunity for promotion and fringe benefits. Organizational justice got high significance in the current originations for its sustainable growth. Enough research indicated the significance of organizational justice links to employee commitment towards the organization. OJ is delineated as “the

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perception that the employing organization treats employees in a fair and just manner” (Greenberg, 1990a, 1990b). Organizational justice in other terms explained as the fairness policies towards employee welfare. It is focused on certain norms and conditions conducive towards employees and to the organization. This certainly enhances employee morale and encouraging them to perform better with the roles and responsibilities assigned to them. It is based on the fairness treatment employees feel positively or negatively towards their work and to the organization. Organizational justice has three major components namely: distributive justice, procedural justice and interactional justice as a whole contribute to the commitment of employees and long term growth of the organization Yeşil & Dereli, 2013).

Vast research has been conducted on organizational justice and its outcomes in various sectors such as banking (Usmani & Jamal, 2013), healthcare (McAuliffe et al., 2009), government organizations (Suliman et al., 2012), service based organisations (Ibrahim & Perez, 2014). Organizational justice in education sector plays a vital role and the fair policies lead to faculty members commitment towards the organization (Patrick et al., 2014; Yorulmaz et al., 2021). However, studies are very limited with the impact of various dimensions of organizational justice enhancing employee commitment. Therefore, the current study tries to fill the gap by conducting research in higher education and attempts to study the impact of these factors on (employees) faculty members commitment towards the organization. Further, the study tests the moderating effect of gender influences on organizational commitment.

2 Hypotheses development

Based on various dimensions of organizational justice hypotheses have been formulated.

2.1 Distributive justice

Distributive is a key dimension of organizational justice. It reflects towards the fairness and outcomes towards the organization (Folger – Cropanzano, 1998). It is the appropriate dimension of resources of work among the people proportionately (Cohen, 1987). Employees tend to behave that their outcomes depend on their promotional opportunities, income levels and social rights and the way they treated fairly. Employees feel negative when they are treated fairly. Fairness in terms of recognition, appreciation and rewards (Di Fabio and Palazzeschi, 2012). distributive justice has been a key factor to motivate employees to work better. Reached proved a positive association between distributive justice and employee commitment towards the organization. A recent research study conducted by Janget ak (2021) proved a positive effect on distributive justice on employee commitment towards the organization. Hence, we hypothesize that,

H1: Distributive justice has a positive effect on employee commitment towards the organization.

2.2 Procedural justice

Procedural justice includes the employee performance. In simple terms, how the employee performs in the organizations and contributing to the organizational growth. In general, it is the allocations of decisions made in an organization towards its betterment. It is critical in the organizations how the employees are treated fair towards the rewards and recognition of the employees ((McFarlin and Sweeney, 1992). It is how the organizational policies towards employee friendly. These policies should move the employees towards employee satisfaction, engagement productivity etc; it leads to employee job satisfaction. McDowall and Fletcher (2004). Research revealed that procedural justice leads to better employee performance, productivity etc. Research exhibited a positive influence of procedural justice has significant positive effect on employee commitment towards the organization. And a further study conducted by University of Georgia, indicated a positive influence of procedural justice on employee commitment towards the organization. (Clay-Warner et al. 2005). Hence, we hypothesize that,

H2: Procedural justice has a positive effect on employee commitment towards the organization.

2.3 Interactional justice

Interactional justice plays a vital role towards the organizational growth. Subsequently leading to organizational performance. Fundamentally, it is the interaction among the employees of the of the organization towards achieving a common goal. It is how the employees are treated and perceived by the superior and subordinates to fulfill their tasks (Bies & Moag, 1986). It is through which the dignity employees treated in performing their tasks and assignments; employees are expected to treat with proper dignity and respect in fulfilling their objectives. Honesty and fairness are the basic features expected from their employers. Lack of honesty and dignity leads to low performance and productivity. When employees are treated with dignity they tend to perform better and increase productivity. A research study conducted by 221 employees between 21-62 age group proved a positive influence on their commitment levels (Ogwuche et al., 2016).a recent study conducted by Thompson et al. 2021 indicated a positive effect of interactional justice on employee commitment towards the organization. Hence, we hypothesize that,

H3: Interactional justice has a positive effect on employee commitment towards the organization.

The present research model was formulated after a thorough literature in the area of organizational justice – distributive justice, procedural justice and interactional justice. Further, research was reviewed in the area of employee commitment towards the organization. A few research gaps were identified and designed the model to test based on primary data.

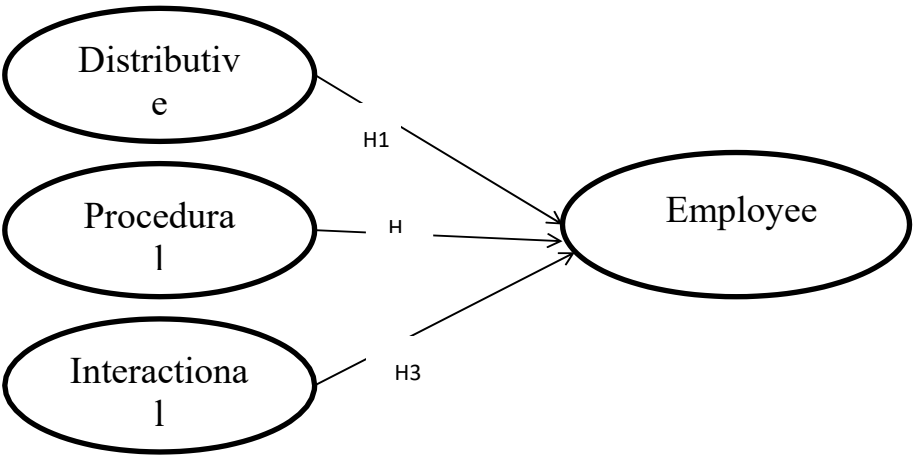


Fig. 1. Research model

3 Research methodology

The purpose of the research paper was to examine the factors influencing various dimensions of organizational justice namely; distributive justice, procedural justice and interactional justice on impact of employee commitment towards the organization. 165 samples were collected from using structured questionnaires using five point Likert scale. The sample was selected using convenience sampling procedure. A total of 550 responses were shared out which 41 percentage responses were received.

Distributive justice, procedural justice and interactional justice were culled out from organizational justice. All the scale items were taken from well-established research studies. Distortive justice with four item were taken form organizational justice procedural justice was extracted from four items scale. Interactional justice was considered from three items scale, while employee commitment towards the organization was taken from five items calculated from Kalkavan & Katrinli (2021)

Data were analyzed using exploratory factor analysis and further multiple regression analysis was performed to test the hypothesized relationships.

4 Data analysis

Demographic profile of the respondents was collected using structured questionnaire. Analysis on demographic details revealed that 76.35 percent of the respondents fall in the age group between 33 and 54 years of age. Male faculty members were 55.15 per cent. 30.9 per cent of faculty members having M.Tech as educational qualification. 69.69 per cent of faculty members were having more than 7 years of experience in teaching. (Table i)

Table 1. Demographic details

Category	Group	Frequency	Percentage
Age (years)	23-33	21	12.72
	33-44	77	46.66
	44-54	49	29.69
	55 and above	18	10.9
Gender	Male	91	55.15
	Female	74	44.84
Education	B.Tech	12	7.27
	M.Tech	51	30.9
	MCA	21	12.72
	MBA	66	0.4
	Ph.D	15	9.09
Work Experience	1-2 years	11	6.06
	3-6 years	39	23.63
	7-10 years	67	40.6
	Above 10 years	48	29.09

4.1 Exploratory factor analysis

Exploratory factor analysis was perfumed to extract the various factors of organizational justice. Exploratory factor analysis was performed with varimax rotation method and the following four factors were extracted with all the factor loading values were more than 0.7 which is well accepted to consider as factors. Further internal consistency for each factor was assessed using Cronbach’s alpha which was found to be above 0.7 as prescribed by Hair et al. (2010). Cronbach’s alpha for all the items of the questionnaire was found to be 0.821. (Table 2)

Table 2. Factor analysis

Factor	Code	Factor loading	Cronbach's Alpha
Distributive justice			0.876
	DJ1	0.895	
	DJ2	0.89	
	DJ3	0.881	
	DJ4	0.855	
Procedural justice			8.526
	PJ1	0.888	
	PJ2	0.865	
	PJ3	0.847	
	PJ4	0.805	
Interactional justice			0.818
	IJ1	0.89	
	IJ2	0.885	
	IJ3	0.844	
Employee commitment			0.834
	EC1	0.874	
	EC2	0.83	
	EC3	0.822	

EC4	0.8
EC5	0.782

Table 3. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589 ^a	.346	.312	.67465

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

b. Dependent Variable: EC

Table 4. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.551	3	17.850	39.218	.000 ^b
	Residual	170.228	374	.455		
	Total	223.779	377			

a. Dependent Variable: EC

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

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.607	.157		10.260	.000
	DJ	.015	.036	.020	.410	.002
	PJ	.348	.043	.400	8.158	.000
	IJ	.151	.045	.167	3.355	.001

a. Dependent Variable: EC

DJ – Distributive justice, PJ – Procedural justice, IJ – Interactional justice, EC – Employee commitment

4.2 Multiple regression

The objective of the study was to examine various factors of organizational justice - distributive justice, procedural justice and interactional justice – on employee commitment in education sector among faculty in higher education. After the factors explored with suitable factor loadings, multiple regression was performed to test the hypothesized relationships. From table 3 is noticed that R square was 0.346 which indicates that 34.6 per

cent variance in dependent variable i.e. employee commitment was explained by independent variables: - distributive justice, procedural justice and interactional justice. The R square was relatively less since only three independent factors were included in the study. There may be quite a few factors may contribute to the variable in the dependent variable. Further, from table 4 ANOVA was found to significant.

Results of the study revealed that distributive justice, procedural justice and interactional justice of organizational justice revealed a positive a positive effect on employee commitment towards the organizational justice. . Distributive justice with beta (0.020, p=0.000), procedural justice beta (0.400, p=0.002), and interactional justice beta (0.167, p=0.001). These results indicated a positive effect on employee commitment towards the organization. (Table 5).

5 Interactional effect of gender and distributive justice, procedural justice and interactional justice on employee commitment.

Interactional effects of gender and other dimensions of organizational justice on employee commitment are discussed below.

Table 6. Interaction effect of gender and distributive justice on employee commitment

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.313 ^a	.098	.087	.76406	.098	8.820	2	162	.000
2	.338 ^b	.114	.098	.75948	.016	2.961	1	161	.087

- a. Predictors: (Constant), Male_dummy, Zscore(DJ)
- b. Predictors: (Constant), Male_dummy, Zscore(DJ), intdj

From table 6, it is observed that gender as a moderator with distributive justice has as significant influence on employee commitment

Table 7. Interaction effect of gender and distributive justice on employee commitment (coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.240	.089		36.470	.000
Zscore(DJ)	.251	.060	.313	4.197	.000

	Male_dummy	-.002	.120	-.001	-.020	.034
2	(Constant)	3.237	.088		36.644	.000
	Zscore(DJ)	.347	.082	.434	4.250	.000
	Male_dummy	-.002	.119	-.001	-.017	.034
	intdj	-.205	.119	-.176	-1.721	.023

From table 7 it is noted that interactional effect is significant.

Table 8. Interaction effect of gender and procedural justice on employee commitment

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.477 ^a	.227	.218	.70718	.227	23.851	2	162	.000
2	.477 ^b	.228	.214	.70913	.001	.108	1	161	.743

a. Predictors: (Constant), Male_dummy, Zscore(PJ)

b. Predictors: (Constant), Male_dummy, Zscore(PJ), intpj

From table 8, it is observed that gender as a moderator with procedural justice has as significant influence on employee commitment

Table 9. Interaction effect of gender and procedural justice on employee commitment (coefficients)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.249	.082		39.524	.000
	Zscore(PJ)	.381	.055	.477	6.905	.000
	Male_dummy	-.019	.111	-.012	-.170	.865
2	(Constant)	3.249	.082		39.415	.000
	Zscore(PJ)	.361	.084	.451	4.288	.000
	Male_dummy	-.019	.111	-.012	-.170	.866
	intpj	.037	.112	.035	.329	.743

From table 9 it is indicated that interactional effect is significant.

Table 10. Interaction effect of gender and interactional justice on employee commitment

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.385 ^a	.149	.138	.74243	.149	14.130	2	162	.000
2	.394 ^b	.155	.140	.74171	.007	1.316	1	161	.253

- a. Predictors: (Constant), Male_dummy, Zscore(IJ)
- b. Predictors: (Constant), Male_dummy, Zscore(IJ), intij

From table 8, it is understood that gender as a moderator with interactional justice has as significant influence on employee commitment

Table 11. Interaction effect of gender and interactional justice on employee commitment (coefficients)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.274	.086		37.877	.000
	Zscore(IJ)	.309	.058	.386	5.314	.000
	Male_dummy	-.064	.117	-.040	-.547	.585
2	(Constant)	3.281	.087		37.906	.000
	Zscore(IJ)	.390	.091	.487	4.272	.000
	Male_dummy	-.067	.116	-.042	-.572	.568
	intij	-.136	.118	-.131	-1.147	.253

From table 11 it is indicated that interactional effect is significant.

6 Implications of the study

Organizational justice has been critical factor in employee productivity and organizational performance in the long run. As discussed varied dimensions of organizational justice contribute employee commitment towards the organization. Distributive justice, procedural justice and interactional justice have shown a positive influence on employee commitment. Moderating variable gender has an influence. The study was conducted in educational sector. This offers valuable insights which factors influence and to what extent they impact employee commitment towards the organization. Organizations needs to focus on fair remuneration, equality in treatment among employees, recognition and rewards to the

employees perform better and superior work environment certainly boost the employee morale and motivation to perform better leading to organizational growth. The current study adds to field of organizational justice however few more factors may be incorporated to make the study more comprehensive. Education sector is one of the very critical sectors in India. Dimensions of organizational justice – distributive justice, procedural justice and interactional justice play a vital role in employee commitment and improved employee satisfaction will all lead towards the organization which subsequently leads to the growth of the organization.

7 Limitations and future research

The objective of the study was to assess distributive justice, procedural justice and interactional justice in the domain of education. However, the study has few limitations. The results of the study were confined to educational institutions offering only in Telanagana state. The sample size considered 165 faculty members working in various engineering and management institutions. Hence, the findings cannot be generalized at a large extent. Further, studies may be taken up to various sectors such as information technology sector, BPO, banking, healthcare, manufacturing sectors. Moreover the study was based on data collected using cross-sectional data, future studies can perform longitudinal studies to validate the model. In addition, there are many other factors such as work culture, superior-subordinate relationship, fair pay structure, organizational policy, work life balance may influence employee commitment towards the organization. The study included moderating variable gender to test the effect. In future, studies can adopt employee tenure, experience, age and income as moderators. Mediating variables such as employee engagement, motivation could be regarded to test the model more comprehensively.

8 Conclusion

The objective of the study was to examine the effect of various dimensions of organizational justice namely, distributive justice, procedural justice and interactional justice. The study was conducted among academicians to assess their commitment towards the organization in the light of distributive justice, procedural justice and interactional justice. Structured questionnaire was employed to extract data from academicians with varied educational qualifications. The results of the study reported that distributive justice, procedural justice and interactional justice have exerted a positive effect on employee commitment towards the organization. the research contributes to the body of knowledge of organizational justice and employee commitment. Further it contributes to the domain of education sector. In addition, the research provides valuable insights to academic field and education domain.

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Appendix A: Measurement model

* 1 – Distributive justice, 2 – Procedural justice, 3 – Interactional justice, 4 – Employee commitment

