

Studying the Relationship between Organizational Justice, Organizational Commitment and Demographic Characteristics and Job Performance

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Abstract: This study aimed at investigating the relationship between organizational commitment, organizational justice and job performance of workers in health network and was conducted in Mahabad. A descriptive study was conducted using questionnaires of Niehoff and Moorman's organizational justice and organizational commitment of Allan Mayer was Paterson's job performance and collecting data in terms of simple randomization. Data was analyzed using Pearson correlation and regression. There is a significant positive correlation between organizational justice and job performance. There is a significant relationship between organizational commitment and job performance. There is a significant relationship between organizational justice and organizational commitment. Organizational justice and organizational commitment can predict their job performance.

Keywords: organizational justice, organizational commitment, organizational justice components, the components of organizational commitment, job performance

INTRODUCTION

Myers and Alan stated three components of organizational commitment: affective commitment, continuous commitment and normative commitment [3]. They believed that employees can experience all three dimensions of commitment to different degrees. Other studies showed that organizational commitment and involvement at work are of the most important components that affects the changes in organizations [5]. The distinction between these three components in their psychological nature is related to the organization. People with high emotional commitment remain in the organization because they have an emotional attachment to the organization [6] showed that educational opportunity, assigning new roles and creating new flexible working conditions are associated with organizational commitment in a special way.

These factors are strongly linked with employees' willingness to remain in the organization one of concepts related to organizational behavior is organizational justice. This term refers to the extent to which people consider they have been treated fairly in the workplace [7] the organizational justice means that individuals in an organization have the perception that the inputs (performance) are equal with the rewards they receive; the decisions made are based on fair rules and that managers and supervisors treat people alike

[12]. justice processes play an important role in the organization and organization's fair behavior with the employees often leads to their higher commitment to the organization and their better performance. Organizational justice is an important factor in the social and psychological atmosphere of the organization. The concept of organizational justice is divided into three domains as distributive justice, Procedural justice, and

Interactional justice distributive justice is the justice perceived by employees for the work that they have done. Procedural justice is the perceived justice from the process by which determination of distribution of rewards is done. Interactional justice is an approach by which organizational justice is transmitted by supervisors to subordinates. In contrast to procedural justice, interactional justice includes non-official aspects of the organization that includes management behavior towards subordinates, such as honesty and respect during interactions [1]. Lack of justice in the organization can be related to things such as absenteeism, low job satisfaction and commitment [13] organizational performance is associated with the working environment, as well as part of human resource management. Job performance is a term that refers to what the person does well in his job. Among these theories, the generally accepted theory on the subject is of John P. Campbell and colleagues. From a

psychological perspective, job performance is defined as an individual variable, accordingly, performance is what someone does. Organizational experts recently divided performance into two dimensions: task and contextual.

Task performance is in fact the duties and responsibilities that are recorded in the tab duties and responsibilities of employees and are connected directly to the duties. But the underlying performance includes the behaviors which improve the survival of corporate network, psychological atmosphere that surrounds technological tasks [14]. On the other side, studied the relationship between organizational justice and job satisfaction and organizational commitment among employees in selected hospitals of Isfahan University of Medical Sciences and concluded that there is a relationship between organizational justice and organizational commitment and also there is a relationship between organizational justice and job satisfaction. In another study the pattern of effects of various organizational justice dimensions on job satisfaction and organizational effectiveness, were studied [15]. The results of this study indicated that any sense of justice, organizational commitment, total job satisfaction and satisfaction of managers has a significant effect. The results suggested that any feeling of justice has a significant effect on organizational commitment, total job satisfaction, and satisfaction of the supervisors [2] investigated the simple and multiple relationship of the organizational justice in Iron company of Isfahan and concluded that there is no relationship between task performance and field performance and job performance but there is a significant relationship between task performance, procedural justice and field performance. There is also a significant relationship between job performance and organizational justice. In another study, [5] investigated the relationship between job satisfaction in employees' perception of the justice's Institute of Physical Education and Sport Sciences. The results of this study strongly indicate that a significant positive relationship between organizational justice and job satisfaction exists. In another paper, [9] concluded that organizational justice can be predicted using a modified management style when interactional management style is increased investigating the relationship between organizational justice and job satisfaction of high school teachers in Bandar Abbas was the other study that [16] conducted the results indicated that there is a significant positive relationship between two dimensions of organizational justice (distributive and interactive) with four dimensions of job satisfaction (monitoring, work, pay and promotion). Other research named organizational commitment (a line missing between leadership and organizational performance) was performed by the stirrer, Skifinjer and Long. The results showed that the

desired leadership behaviors have a positive relationship with the subscales of organizational commitment and the commitment has a role in organizational performance. Puno and Chua, also investigated organizational commitment, justice and employee changes in Malaysia and found that perceptions of procedural justice and distributive justice significantly have a role in organizational commitment. Also, [14] investigated the relationship between organizational justice and commitment and concluded that there is a positive relationship between organizational justice and commitment and adaptive performance of the employees.

Any of the variables are related to the job performance but their simultaneous effects have not yet been investigated on the job performance therefore the present study investigates the relation between organizational commitment and justice and job performance. Considering the findings, we can achieve to a better understanding of dimensions of organizational commitment and justice, their effect on the job performance and its improvement in the organization. Because, developing and maintaining just behavior results in positive attitude of the employees, commitment and loyalty, decrease in stress, favorable job performance, financial success and increase in efficiency which ultimately the society will benefit from.

METHODS

The study was in form of cross-correlation and relationship between variables was analyzed based on objectives of the research. The statistic sample was whole the employees of Health and Treatment Network in Mahabad. For statistical analysis of the data, descriptive statistics and Pearson correlation and regression analysis were used.

FINDINGS

The frequency distribution of the sample shows that 60% of subjects were female and 5/37% male, 10% are under diploma, high school diploma 35%, 8/23% of associate degree, bachelor's, 20%, 5% above BA, 8/3% were PhDs. 5.2% of people did not respond. A sum of 3/26% was single and 8/73% was married. In addition, with an average age of between 30-20 years old 5/47% and accounted for the highest volume of the sample. Also, more than 47% of the subjects are in the employment contract. In assessing the economic conditions, it was found that 8/8% of people had a low income, 3/26% of median income, 5/37% good income and 3/21% of them had a very good income.

Evaluation of analytical data

As shown in Table 1, the correlation between organizational justice and job performance is 2.0. This rate is statistically significant ($0.05 > p$) so the first assumption is confirmed at 0.05 and can be concluded that there is a significant relationship between organizational justice and job performance. In this case, with increase in organizational justice, the level of job performance will be improved. The correlation between organizational commitment and job performance is 312/0. This rate is statistically significant ($0.05 > p$) so the second assumption is confirmed at 0.05 and can be concluded that there is a significant relationship between organizational commitment and job performance.

Considering the positive correlation, it can be said with an increase in organizational commitment, job performance also will be improved.

The correlation coefficient between organizational justice and organizational commitment is 9.0. This rate is statistically significant ($0.05 > p$) so the third assumption is confirmed at 0.05 and can be concluded that there is a significant relationship between organizational justice and organizational commitment. The above equation shows that with 95% confidence it can be said that there is a 7/83 percent variance between the organizational commitments rooting from organizational justice. Considering the positive correlation it can be said that with an increase in organizational justice, organizational commitment levels also will be improved. According to the findings of this study, the correlation between organizational commitment and all components of organizational justice ($0.05 / 0p <$) was significant, therefore there is a positive significant relationship between organizational commitment and organizational justice components (distributive, interactional, procedural), it can be said

that with the increase in distributive, interactional, and procedural justice, organizational commitment of the employees increases.

There is also a positive significant relationship between job performance and components of organizational justice which shows that procedural justice improves the job performance among the three components. It should be noted that the other components of organizational justice (distributive, interactional) have a weak relationship with job performance which is not meaningful in the level of $p < 0.05$.

As other significant finding of this research, the relationship between norm and emotional commitments and job performance was significant in the level of ($0.05 / 0p <$), then it is concluded that the relationship between job performance and features of components of norm and emotional commitments is positive and significant. Thus, with increase in norm and emotional commitments, job performance of employees increases. It should be noted that there is a weak relationship between the component of constant commitment and job performance at the level of $0.05 / 0p <$ which is not significant. The correlation between organizational justice and affective components and norm commitment at level of ($0.05 / 0p <$) was significant, then it is concluded that the relationship between organizational justice and components of norm commitment and emotional commitment and organizational justice is significant and positive and therefore with an increase in organizational justice the emotional and norm commitment increase. It should be noted that there is a weak relationship between the components of constant commitment and organizational justice at the level of $0.05 / 0p <$ which is not significant.

Table 1: Correlation between organizational justices, job performance, and organizational commitment

Significant	The correlation coefficient	Variables
Organizational justice and job performance	0/2	0/044
Job performance and organizational commitment	0/3	0/005
Organizational justice and organizational commitment	0/9	0/000

Table 2: Regression and regression variance analysis

Significant	F	ΔR^2	R ²	R	Indicator Variable
0/005	8/420	---	0/097	0/312	Organizational commitment 1

Table 3: examining step by step regression for predicting job performance according to organizational justice and organizational commitment

VIF	Tolerance	Significant	t	β	SE _b	B	Indices step
1/000	1/000	0/500	2/902	0/312	0/028	0/081	Organizational commitment

In Table 2, and the first step organizational commitment is inserted in the model and predicts that 7.9 percent of the variance in job performance. In table 3 and p values, we find that the effect of organizational commitment is significant at the level of 05/0, so

organizational commitment is effective in predicting job performance from the beta value we realize that by adding one unit to the organizational commitment, performance of job to increases to the amount of 312/0.

Table 4: multiple correlation and regression for variance analysis

significance	F variation-	R ² Δ	R ²	R	Indices variable
0/00	15/184	---	0/163	0/404	Emotional commitment

Table 5: Examining step by step multiple regression for predicting job performance variable according to organizational commitment component

VIF	Tolerance	significance	t	β	SE _b	B	Indices step
1/000	1/000	0/000	3/897	0/404	0/086	0/336	Emotional commitment

As is clear from Table 4, at the first step the variable of emotional commitment is inserted in the model which predicts 3/16 percent of variance of job performance from p values in Table 5, we find that the effect of emotional commitment is significant at the

level of 05/0, so the emotional commitment is effective in predicting the variable of job performance. From the beta value we find that by adding one unit to the variable emotional commitment, job performance increases to 404/0.

Table 6: Multiple correlation and regression analysis

significance	F variation-	R ² Δ	R ²	R	Indices variable
0.001	6/969	---	0/082	0/286	Procedural justice

Table 7: Examining the multiple step by step regression for predicting job performance variable according to organizational justice components

VIF	Tolerance	significance	t	β	SE _b	B	Indices step
1/000	1/000	0/01	2/640	0/286	0/095	0/252	Procedural justice

As is clear from Table 6, the first step procedural justice variable is inserted in the model and predicts 2.8 percent of the variance in job performance from the p values in Table 7 it can be inferred that a procedural justice at the level of 05/0 is significant. Therefore, procedural justice is effective in predicting job performance from the beta value it can be said that with an increase of one unit to the procedural justice the job performance is increased for 286/0. The regression results for prediction of organizational commitment, regarding the organizational justice components, showed that the effect of all organizational justice components is significant at the level of 0.05.so procedural, interactional and distributive justices are effective in prediction of the organizational commitment component from the beta value, it can be said that with an increase of one unit to interactional

justice commitment , procedural justice and distributive justice, the organizational commitment increase 602/0264/0, 176/0 respectively. Since the values of tolerance is also close tone and VIF values are less than 2, one can conclude that the independent variables are not correlated with each other. ANOVA was used for making a comparison of the variables. It was observed that at the level of 05 / 0_≥ about the job performance it was significant, so there is a significant difference for job performance according to the type of employment. To find the groups with significant differences in their mean paired comparison (Tukey) was used. Job performance level between the contract and formal employment (job performance level of employment is higher for formal employment) showed a significant difference) at 05 / 0_≥ P and it is concluded that there is a significant difference for formal and

contract employment and considering the obtained means it should be stated that the job performance of employees with formal employment is higher.

Based on the findings, the relation regarding job performance and age, number of children and work experience at the level of $05 / 0p \leq$ is significant and since correlation coefficient between them is positive, we conclude that the more the age, number of children and work experience, job performance increases. It should be noted that, demographic characteristics (age, number of children and work experience) and organizational variables (organizational justice, organizational commitment) have a weak relationship at the level of $05 / 0p <$ which is not significant.

DISCUSSION

In this study, the relationship between organizational commitment and organizational justice components them and job performance was evaluated.

Organ explains the relationship between fairness and justice at the workplace and behavior of the employees towards the organization using social exchange theory. In this case, they define the relationship between the individual and the organization as a social exchange .having perceived justice at work the act positively to improve their social interactions with the organization improvement in performance and increase in it are examples.

The results of this study showed that there is a significant relationship between organizational commitment and job performance. This finding is consistent with results from Riaz Khan and Chiu shiu - Chan, the results show that the employees' commitment to the organizations has precious results for the organizations. According to obtained results there is a positive significant relationship between organizational justice and organizational commitment. Results obtained from this hypothesis are consistent with the results from Liu Vorup and Junior and Belkis. From the organizational point of view justice causes discipline in management and consequently decrease anti-work behaviors; increases self-confidence, decreases the fear of being investigated and encourages them to cooperate the various aspects of organizational justice causes the main results of citizens' organizational behavior. The organizational justice increases the job satisfaction and confidence in management and most importantly the employees' commitment to the organization .the obtained findings are consistent with Ghafouri and show the relation between components of organizational justice (interactional, procedural, and distributive) and the organizational commitment. Findings from Samad and Bahari far indicated that procedural justice and

distributive justice are related to organizational commitment. And findings from Robinson has shown that only procedural justice is related with organizational commitment. Organizational justice at work shows the caring the organization for its employees. In such circumstances, employees are also committed to the organization and a mutual covenant between employees and the organization is created that leads to increased organizational commitment of the staff. In the present study the relationship between interactional justices with organizational commitment and therefore they show more willingness to work with them and will be more committed to the organization. The results of the present study present a positive and significant relationship between job performance and procedural justice.

With results Robinson and bill is consistent. This means that more positive perception of procedural justice leads to higher levels of job performance. When employees feel that procedural justice exists in the organization, according to the theory of inequality, they try to compensate for the inequality feeling with positive behavior and increase their quality or quantity of their performance. The results showed that among components of organizational commitment, emotional commitment and normative commitment have a significant relationship with job performance. Findings from Tamousities Sheikh and Fatah are consistent with the findings of this study. The relation between organizational commitment and organizational justice issues in this study is relatively new. The results of this study indicate that there is a significant positive relationship among the components of organizational justice and organizational commitment (affective commitment and normative commitment). This finding is consistent with results of Syagar, Moorman and Alwani .supervisors are treat the employees fairly and have a good relationship with them their level of organizational commitment increases.

The present study about predicting job performance through organizational justice and organizational commitment is consistent with results from Vigouda. The results indicate that the components of organizational justice, procedural justice have the ability to predict job performance. This means that when employees have a sense of security and inner peace to the place where they reside, their performance will be better and more effective. These people work hard at their jobs because of an emotional attachment to the organization and perform better than those who have lower levels of commitment. The findings from Ackroyd and Meyer and Allen are also consistent with the results of the research hypothesis. The results showed that the significant effect of procedural justice at the level of $05/0$ is significant and therefore,

procedural justice is effective on job performance and distributive justice and interactive one do not have a role in the prediction of performance and. This finding is consistent with results from Barati, Golparvar and McFarlane. The results of genuine research show that in addition to procedural justice, distributive justice predicts performance. In addition, the results from Thompson have shown that only the component of distributive justice is a predictor of job performance. One of the reasons for this may be that distributive justice is effective indirectly, and affects the outcome variable, such as commitment and satisfaction and therefore affects the performance. It seems that procedural justice is more important in predicting the consequences that are used to evaluate organizations (such as performance), while distributive justice, is more important in predicting outcomes for the individuals (Han and Tico, citing from Barati. According to the findings of this study, all three components of organizational justice (interactional justice, procedural justice and distributive justice) are effective in predicting organizational commitment. The findings of this study, alongside with the results from Sayar, Golparvar Tang and Sarfyld-Baldwin have shown that components of distributive and procedural justice have the ability to predict organizational commitment. In addition, the findings from Mayer showed that interactional justice and procedural justice are predictors of organizational commitment. Based on organizational justice theory it can be predicted that the employees react to the existence or absence of organizational justice at the workplace. Based on the relationship between job performances with age, number of children and work experience at the level of $05 / 0p \leq$ is significant and since their correlation coefficient is positive, we conclude that the more the age, number of children and more work experience, the more job performance increases. Employees with more age have a better performance perhaps because of their experience they know how to act and how to find resolutions in the best way. The results from Armeli indicate that there is a significant positive relationship between marital status and number of children and job performance. This means that married employees with children have better job performance that is perhaps due to the fact that the employees with children are more likely satisfied with their jobs and show more commitment and can manage the affairs of hoe and job more efficiently. March and Simon in support of the relationship between experience and age variables, noted that when age and years of service in the organization increase, employment alternative opportunities for the individual would disappear. The reduction in individual freedom may increase the popularity of the current organization and improve performance

CONCLUSION

Since human resource is the most precious asset of each organization and care for or ignoring it has an important role in success or failure of the organization, this issue needs to be considered by the managers in the organization so that they provide conditions in which the concept of organizational justice is spread and consequently the organizational commitment is formed. The concept of organizational commitment implies on positive insights which result from the loyalty of the employees to the organization. High commitment shows the acceptance of the values and objectives of the organization by the employees and committed employees show more willingness for the changes. Considering the role of procedural justice in the job performance, managers can be effective using equal procedures for the employees and increase their job performance. organizational justice increases job satisfaction, trust in the managers, and employees` organizational commitment therefore, considering the significant relationship between commitment and organizational justice, it is suggested that courses be held in order to add favorable results and letting the managers learn more about the organizational justice and how to use it and managers be encouraged to use it while interacting their subordinates non-official groups are suggested to be formed in order to 1-establishing proper encouraging and punishing systems 2-let the employees cooperate in decision making and solving problems in groups 3-caring for emotional commitment in job performance and increasing their emotional dependence and involving them more within the organizational objectives. Since with an increase in age, work experience, number of children, job performance improves these groups can be asked to share their experiences in order to improve the performance of the younger employees.

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