

Effects of Perceived Distributive Justice on Organizational Commitment: Mediating Role of perceived organizational support

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Introduction:

Before the eighteenth century the Idea of distributive justice was not as prominent as it is now, this idea is getting wide across all over the world. Generally, distributive justice refers to fair allocation of resources among society. Distributive justice should be seen through the visionary lens of the corporation's multiple dimensions. Later before in the past organizations perceive this concept in a wrongly manner as an old concept but as the time have passed, it has become more influential concept towards the employee's organizational commitment.

Apart from factors like job satisfaction and employee attitude, reward system distributive justice also have a huge impact on Organizational Commitment. The concept of organizational justice originated from social justice. Results from previous researched materials showed that organizational justice have a mighty interconnection with HR related factors like organization's support system concept towards their employees and other aspects like empowerment of employees and many more. Subsequently some more notions in the field of human resource have been introduced that paid deeper attention into workers behavior towards their work such as employee's commitment and workers deviant behavior towards their job and much more. One of the well known researchers of the times Like Greenberg in the field of organizational justice branched this term into three categories which includes procedural distributive and interactional justice. As the concept of distributive justice have a higher and vital impact on the commitment of employees so do the notion of perceived organizational support in the mighty dynamic organizational world. As the employee feel that he or she is fully rewarded by the organization he or she will put his or her full commitment in the organization's business. This idea of perceived organizational support flourished from the organizational support theory in which the employees are concerned that how much the organization is concerned or interested in their personal well-being.

As the employee is adequately compensated for his or her contributions towards the organization and there is a fair equal ratio of the input and outputs to be distributed to the worker as compared to the co-worker out there in the organization there is a sign that organizational commitment will

enhance but besides that other factors like workplace deviance or deviant behavior can put a mark to the organizational commitment of the employee.

Research Objectives:

To identify the effects of perceived distributive justice on organizational commitment in the light of perceived organizational support.

Research Issue and Problem:

The target of the research is to interpret the effects of perceived distributive justice on organizational commitment in the light of perceived organizational support. In this research the purpose is to get it proved the positive nature of relationship between these three variables. This will give an edge to other organizations to have a clear understanding of the effects of perceived distributive justice on organizational commitment. And in this way it will enhance the organization's performance.

Significance of the Study:

Research focuses on the effects of perceived distributive justice on organizational commitment: the mediating role of POS. Limited researches have been done on the topic of perceived distributive justice as well as on the concerned relevant topics. Extensive research work is needed.

Research Hypothesis:

H1: There is a positive relationship between Perceived Distributive justice and organizational commitment.

H2. There is a positive relationship between Perceived organizational support and organizational commitment.

Literature Review:

Reasonable Research is available on my topic. I have summarized some of the literature in the section below:

Relationship of Distributive Justice with Organizational commitment:

Adams (1965) formed the decision of fairness or equality in input output ratio at the workplace by comparing their pays, salaries, level of authority to the level of inputs such as effort and time putted by them to the proportion of their co-workers and named it as distributive justice in the workplace furthermore the employees were only concerned whether these outcomes from the organization to them were fair or not?

And this concept is originated from equity theory. If there is any disproportion, the individuals with greater ratios are being considered as over paid. **Walster and Hatfield(1978)** research highlighted this issue as that underpaid employees tried to convert the unbalanced scenario into balanced position in order to decrease or vanish away the stress level. These may be one of the types either behavioral or psychological. And further **Folger and Konovsky (1989)** conceptualized this term as employees views concerned with how employees perceive fair managerial decisions and the ratio of outcomes such as compensation and rewards to them. According to **Greenberg (1990)** equal input and output ratio automatically results in the positive and beneficial behavior of the employees towards their organizational commitment as it is natural too.

French and Dittrich (1978) under the influence of social exchange theory defined the term perceived organizational justice as employee's impression of fairness in the organization towards them. **Greenberg (1990)** depicted in his study that the former organizational justice studies focused on the equal resource for all employees. Additionally in his research he broadened the horizon of this term that it is the perception of the employees regarding fairness in the workplace and named it as perceived organizational justice.

Lind, Tyler, Huo, (1997) stated that the employees perceive the organization's fairness actions towards them and on the bases of these actions of the organization they form their attitudes and behaviors. In the words of **Ambrose (2001)** the individual's fairness or equality will be a milestone and building brick in the long-term success of the organization as well as on the employee's level too.

Colquitt, Conlon, Wesson (2001) research showed that organizational justice will influence employees attitudes and behaviors such as job satisfaction and organizational commitment.

Kim (2009) studies found that employees who perceive that they are treated fairly by the organization will try to maintain a long term relationship with the organization and so it will modify the behavior of the employee such as more commitment towards that particular organization.

The research results of **Bakhshi, Kumar, Rani (2009)** showed that distributive justice were positively correlated with Organization commitment. And the research was conducted on employees working in a hospital.

Relationship of Perceived Organizational Support with organizational commitment:

Former research in the area of organizational justice had identified organizational justice with two major perceptions one of which relates to fairness of outcomes and the other one is procedural justice, which relates to perception of fairness in procedures in fair reward allocation.

Eisenberger (1986) work shows that perceived organizational support in any organization is promoted by two beliefs of employees first is duty the of organization, and second is the rewards based on the organization's choice.

McFarlin and Sweeney (1992) research work showed that procedural justice is more better predictor of organizational commitment then distributive justice, and in the previous researches the results were vice versa. **Shore and Shore (1995)** study argued that employee's allocation of outcomes are fluctuating day by day, whereas POS depends on the daily experiences.

Eisenberger, Armeli and Lynch (1997) study revealed that appropriate or inappropriate behavior received by employees from the organization flickers the philanthropic orientation towards the employees.

Wayne (1997) Masterson (2000) studies follows that the effort-outcome expectancy resulting from increased POS will reduce employees intentions to leave the organization. POS was found to be negatively related to intention to leave.

Based on their argument above distributive justice will be treated by employees as elective actions by the organization, so it is empirical to hypothesize that the two justice perceptions signify support

from the organization and thus increase employees POS, which, in turn, reduce employees intention to leave.

Fields (2000) work showed that distributive justice had a major impact on Hong Kong particular section of employee's intention to stay. Employees' perception that they are not treated fairly in terms of outcomes or procedures used by the organization to reward the employees fairly, their tendency to leave their current organization will increase and the employees will seek a fairer alternative available to them.

In the words of **Cohen, Spector and Conlon, Colquitt, Wesson, Porter (2001)** most of the researched work relates these two types of organizational justice Distributive and Procedural Justice to organizational commitment.

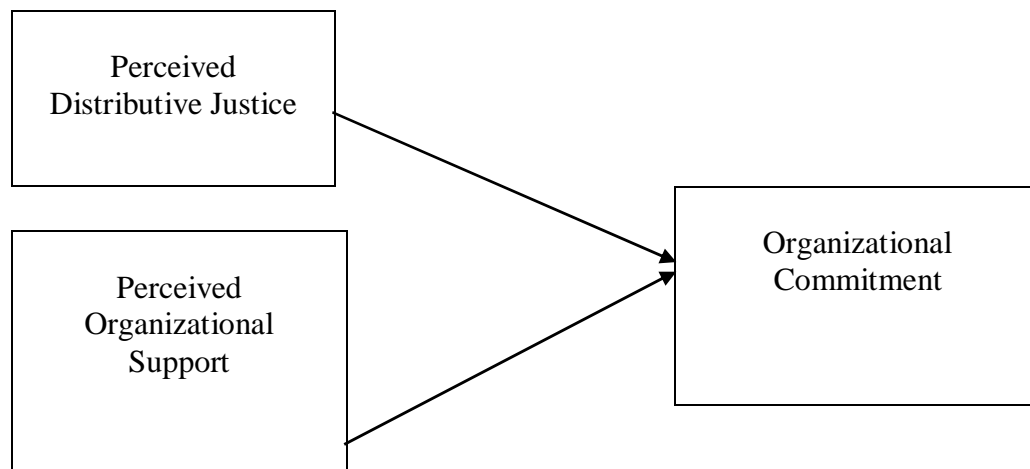
The Research work of **Loi, Nye, Foley (2006)** formulated by organizational support theory they proposed that both kinds of justice intellects generates employees opinion of getting value from the organization labeled as perceived organizational support which in result increases their organizational commitment. In other words they argued that POS mediates the impacts of the two justice perceptions on organizational commitment. They took a sample of 514 practicing solicitors in Hong Kong. Their findings showed that distributive justice contributed to the development of POS, and POS mediated their effects on organizational commitment. These findings were consistent with Meyer's justification that organizational support was a possible method through which other organizational justice influence affective commitment.

Organizational Commitment as a dependent variable

In the words **Steers Mowday and Porter (1979)** defined organizational commitment as the relative power of involvement in a particular organization. And as an effective response which takes the employees far beyond the permanent loyalty to the organization. In the words of **Curry, Wakefield, Price (1986)** explained organizational commitment as the degree to which the employees think they might be involved with an organization. But in the words of **Mathieu and Zajac (1990)** they explained that the level of the work task and the exposures from that particular organization will impact the upcoming commitment from the employee's side. And in the illustrations of **Allen and Meyer (1991)** the crux of the discussion showed that the psychological state of minds reflected in the different definitions of OC are not conflicting with each other. There are three different states or conditions of organizational commitment. One of these includes affective commitment which includes the emotional association of the employees with the organization and continuance commitment which refers to the thing that if an employee stays in an organization what kind of benefit or loss he or she might get from the organization and normative commitment deals with the moral responsibility of the employee to organization. They used the terms of affective and continuance commitment respectively defined these perceptions and both of the views reflected a connection between the employee and the organization that diminishes the probability of turnover. Organizational commitment is dependent on so many factors like reward allocation, job satisfaction, organization's behavior towards the employees so on, so forth. Along with these factors justice perceptions have also a huge impact on organizational commitment. As in this research only one of the dimension of justice is being considered which is distributive justice further more research is needed in other areas of justice concepts in the organizations such as procedural and interactional justice concepts in the organizations.

Research Methods

Research Model



Research Equation:

After having a glance at the literature review, this equation have been derived to describe the interlinked relationship of perceived organizational support and perceived distributive justice on organizational commitment. POS and PDJ are independent variables while organizational commitment is considered as the dependent variable.

Equation

$$OC = \beta_0 + \beta_1(POS) + \beta_2(PJD) + \varepsilon_i$$

Research Methodology:

In this section research outline has been discussed and the next part elaborates the population on which the research has been conducted. And in the next step the identification of the sample for the research. And the next part tells us about the research procedure.

Research sketch:

The purpose of a good research design is to get the answer of the question of the research problem. Research can be quantitative or qualitative or both. In this research quantitative type of research style has been chosen because of the specific kind of the topic and to get a fruitful insight on that Particular topic.

Composition of Population:

The targeted population of this study comprises the faculty of different universities of Lahore to identify the effects of perceived distributive justice on organizational commitment by the mediating role of Perceived distributive justice. This research will be a milestone for bringing up further researches on effects of perceived distributive justice on organizational commitment in the educational field. This study will give a clear picture of the intensity of the effects of perceived distributive justice on organizational commitment.

Sampling Method:

Data of the respondents have been gathered through stratified sampling technique from several different educational institutions in the city of Lahore.

Instrument for Research:

There are many game plans for doing the research such as questionnaires, surveys, case studies and experimentation and the list goes on and on. For getting meaningful information and deeper knowledge of my field of research questionnaire is selected as a mode to do the research. The research comprises some of the basic demographics such as department, age, gender, institution and for the respondents it is optional to give the answers of that particular blanked fields in the questionnaire. Furthermore the research variables like distributive justice and perceived organizational support and organizational commitment are also included in it.

Sample Size:

With the aim of solving the research problem of the study. Hundred questionnaires have been circulated among the faculty of several different universities in Lahore.

Data Collection:

The study is built by the help of primary data. Primary data is collected directly as in this research questionnaire have been used. In the questionnaire likert scale has been used which explain the five different degrees of the respondent's response. First level denoted as the respondents who are strongly disagree with the statement in the questionnaire, second level denoted as the respondents who are disagree with the preposition in the statement. and third level shows that the respondent neither agrees nor disagrees (neutral). and fourth level denoted as the the respondents who are totally agreed with the statement and fifth level denoted that the respondents are totally agreed with the statement.

Through the use of the software SPSS 17.0 the data has been interpreted by applying correlation and linear regression to the data.

Results from the Research

Data is gathered through questionnaires from the faculty of different universities in Lahore and has been diagnosed from spss and the results came as follows:

Data Analysis and Interpretation:**Regression Analysis:****Descriptive Statistics**

	Mean	Std. Deviation	N
Organizational Commitment	3.4011	.55677	100
Distributive Justice	3.2340	.75320	100
Perceived organizational support	3.3188	.53044	100

This table shows the Mean of organizational commitment which is 3.4011 while for distributive justice it is 3.2340 and for perceived organizational support is 3.3188 which shows the central tendency of the data. and the standard deviation of Organizational commitment, distributive justice and perceived organizational support is .5567 , .75320 , .53044 respectively. The figure of each variable explains the relative degree of changeability of the statistical grouping of the data.

Summary of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.484	.474	.40387

a. Predictors: (Constant),Distributive Justice,Perceived organizational support

The model summary elaborates that the value of the coefficient of correlation is .696 which represented the independency of the two random variables. i.e perceived organizational support, distributive justice. R Square is .484 interpreted as 48% change in organizational commitment is due to the perceived organizational support and distributive justice. On the other side adjusted R square is the adjusted value of R square which is 47%.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.867	2	7.434	45.575	.000 ^a

Residual	15.821	97	.163		
Total	30.689	99			

(a) Predictors: (Constant), Perceived organizational support, Distributive Justice

(b) Dependent Variable: Organizational Commitment

The ANOVA table showed that the model is significant. And the reason is that in the last column the p-value is 0.000 which is less than the level of significance which is 0.05 and this is highlighting that the independent variables Perceived organizational support and perceived distributive justice have a significant attachment and influencing power with the organizational commitment.

The Sum of Squares is another name for a variation which shows the deviations between a value and the mean of the value. The model sum of square regression value is 14.867 and the value of sum of square residual is 15.821. The degree of freedom in the 3rd column defines the degrees of freedom. i.e these are the values which are free to vary. For the regression sum of squares, df is 2 while residual sum of squares degree of freedom is 97. These calculations denote the average squared deviation from the mean in the fourth column and is found by dividing the sum of square variances by the degrees of freedom. So, $14.867 / 2 = 7.434$, and $15.821 / 97 = 0.163$

Fifth column F value is found by dividing the defined mean square by the mean square of residual as in $14.867 / 15.821 = 45.575$. F Statistic probability is 45.575 for the regression nature of relationship with the independent variable is < 0.001 which is less than the level of significance (0.05). So it is proving that there is a significant relationship between the perceived distributive justice, POS with the organizational commitment.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.992	.267		3.713	.000
	Distributive Justice	.311	.060	.421	5.224	.000
	Perceived organizational support	.422	.085	.402	4.990	.000

a. Dependent Variable: Organizational Commitment

The results from this table showed that the probability of T is 5.224 for the b coefficient which is .000 which is less than 0.05. It indicates that both variables are positively related with organizational commitment. b shows that it is associated with the Distributive justice .311 and is positive, depicting a direct and positive relationship with the dependent variable of organizational commitment. So do the other variable POS(.422) which is also showing a positive relationship with

the dependent variable of organizational commitment. So the conclusion is that perceived distributive justice and perceived organizational support are positively associated with the organizational commitment and for this reason the model is significant.

Deeper Glance at the Results:

The model describes that POS and PDJ (Independent Variables) are positively associated with organizational commitment (Dependent Variable). t-statistics is 0.000 which is less than 0.005 showing that there is a positive and direct relationship of these two variables with the organizational commitment.

Perceived organizational justice and perceived distributive justice have a strong positive relationship with organizational commitment. In many previous researches which have been done on this topic, concluded that Pos and PDJ are both positively related to organizational commitment. Employees who are treated fairly and valued by the organization would be more satisfied at their workplace which ultimately leads to better performance and higher commitment. Therefore after getting the results it is proved that the variables perceived distributive justice and perceived organizational support have a strong positive relationship with the organizational commitment.

Contribution from the research:

This research study has boosted up the efforts of the researchers for the thoughtful approach towards the significance of distributive justice and perceived organizational support to ensure the organizational commitment and to give a boost to the concept of distributive justice and POS in the educational institution. The research has uncovered the huge effects of perceived distributive justice on organizational commitment.

Guidelines for Future:

Research has analyzed many more new aspects to be considered for better research in the field of effects of Perceived distributive justice on organizational commitment. Furthermore two more types of justice should be included. These steps can be very productive for future research.

Limitations:

In the research process I have to deal with different types of limitations such as shortage of time. And the workers are not willing to give the information properly. And everybody is so busy in their official jobs that they are not willing to give the responses accurately. And in the other scenario the respondents rated the questionnaire positively to maintain a positive impression of their organizations. And the other thing I have observed is that because of the burden of the job tasks they are not willing to give the answer properly and this will effect the research results.

Recommendations

There is a need to broaden the horizons to include more justice concepts in the determination of organizational commitment such as interactional and procedural justice which will give us the way ahead to the success of the organization to better understand how these concepts influence the organization's performance and other relevant aspects should also be included to get a better idea where the deficiency exists. So the research will be more productive ahead to the way of success of the organization.

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