

Relationship of organizational justice and organizational commitment of the staff in general directorate of youth and sports in Chahar Mahal Va Bakhtiari Province

Fariba Rafei-Dehkordi¹, Sardar Mohammadi² and Mozafar Yektayar³

¹Department of Sport Management, Sciences and Researches Branch, Islamic Azad University, Kurdistan, Iran

²Department of Sport Management Physical Education and Sport Science Faculty, University of Kurdistan

³Department of Physical Education & Sport Sciences, Islamic Azad University Sanandaj Branch, Iran

ABSTRACT

In order to examine the relationship between organizational justice and its relation with organizational commitment of the staff in Directorate of Youth and Sport of Chahar Mahal va Bakhtiari, 150 staffs employed in the Office of Youth and Sports in Chahar Mahal va Bakhtiari were selected as sample (150=N). To collect data, questionnaire of organizational justice (Nihoof and Moorman 1993) and organizational commitment questionnaire (Allen and Meyer, 1991) by a descriptive- correlation study were used. For the analysis of descriptive and inferential statistics (Pearson correlation coefficient) confirmatory factor analysis was used. Based on the research findings, all of the components of the organizational justice (distributive justice (0/515), procedural justice (0/567) and interactional justice effect organizational commitment and there is direct and significant relationship between organizational justice and its dimensions with organizational commitment. The obtained results like the findings from other previous studies showed that the absence of organizational justice in any organ would cause lack of commitment in any organization and also lack of job satisfaction.

Keywords: organizational justice, job satisfaction, organizational commitment, Department of Youth and Sports

INTRODUCTION

Observing justice is one of important factors effecting organization durability and protecting its health in the long run. Observing justice is considered one of the political necessities of organizational behavior, because it enhances interest, loyalty and trust of people to the organization and adds to human and social investment of the organizations (Williams, 2004). The term "organizational justice" was first used by J. Greenberg (1987) in 1970s. Fernandes and Awamleh quoting Greenberg suggest that organizational justice refers to the fair and equitable behavior of the organizations with their employees. (Muharram-Zadeh, 2012). In classification of organizational justice three concepts of distributive justice, procedural justice and interactional justice are raised. The distributive justice refers to attitudes and opinions of the staff about the suitability of what is received and obtained; distributive justice is not limited solely to the fairness of the payments, but involves a broad set of organizational outcomes (upgrades, rewards, punishments, business applications, advantages and evaluations) (Seyyed Javadein et al, 2008). Procedural justice refers to the perceived justice from procedures and processes that through them the consequences are specified, communicative justice is defined based on the perceived justice from interpersonal relationships that in this kind of organizational justice the fairness of the behavior of decision makers in the process of organization decision making is taken into consideration. Organizational justice is among the important organization parameters and is associated with important organizational processes such as job satisfaction and organizational commitment (Muharram-Zadeh, 2012).

If an organization wants to fully achieve its objective using a clear mission, optimal strategies, organizational structures and efficient job design, competent and committed manpower is needed. Maryama et al (2011) argue that "commitment is willingness to undertake continuous set of activities and assets that leaving the activity, the savings would be eliminated." According to this definition commitment to organizations is due to taking advantage of an organization, and ongoing commitment and activities of the employee will rise through the lack of other job opportunities (Maryama, 2011).

Meyer and Allen examine organizational commitment from three aspects: 1) affective commitment in which the employee's emotional attachment to identification with and involvement in the organization's activities is associated with a positive feeling. 2) Continuous commitment, the commitment based on valuing the organization and the employee sharing the organization life. 3) normative commitment, the passion people need to stay in the organization (Mohammadian, 1389). Creating organizational commitment requires various organizational and environmental personalities on the one hand, and on the other hand, it is a systematic commitment which necessitates the evolution of various aspects of the organization including job design, leadership style and organization structure (Hashemi, 2010).

One of the reasons that illustrate the importance of organizational commitment is that the organizations with members of higher levels of organizational commitment usually enjoy higher performance, lower latency, and the absence of their employees and in many cases organizations need people who try for the benefit of the organization and beyond their defined duties (Nahrir Batool, 2010).

Knowing about the commitment of the staff in different stages of the human resource management process, can form an appropriate basis for management decisions. Lack of investigation about the employee commitment in the organization will lead to increased costs due to leaving jobs, employing new staff and lower performance and sophisticated monitoring and control mechanisms (Turner, 2007).

Social scientists long ago discovered the importance of organizational justice as an essential foundation for effective organizational processes, because it is claimed that justice is the first factor showing the health of the social institutions (Na'ami and Shekar-Shekan, 2004). Feeling justice in organization not only effects views and behaviors inside the organization, but it is effective in their way of behavior with beneficiaries outside, especially the customers even influencing the behavior of the customers with people and the organization (Seyyed Javadein, 2008). Andrew, Kim, Mc Mahuni and Hums (2009) showed that increased perception of justice leads to increased commitment of the student athletes. Also Ghafori and Golparvar (2009) found that organizational justice and its three components have positive and significant correlation with the areas of organizational commitment. Distributive justice is stronger than procedural justice in predicting job satisfaction and organizational commitment which is conflicting with the results of a series of studies performed in advance regarding the role of procedural justice stronger than organizational commitment: Folger, R., Konovsky, M.A. (1989); Sweeney and McFarlane, (1992). Andrew, Kim, Mahony and Hums in their study investigated the relationship between distributive justice, job satisfaction, organizational commitment and organizational citizenship behavior in student-athletes. Results indicated that increased perception of justice leads to an increase in satisfaction and commitment in the student-athlete (Muharram- Zadeh, 2012)

Since the relationship between organizational commitment and organizational justice is investigated in many courses, in some occasions with remarkable results about these variables, the researcher suggests that the mechanism of reduced performance due to organizational justice, reduced organizational commitment as a job attitude is related to individual and organizational performance among the staff in Directorate of Youth and Sport of Chahar Mahal va Bakhtiari province in Iran. In this research, the level of organizational justice of the staff in Directorate of Youth and Sport of Chahar Mahal va Bakhtiari province and its relationship with organizational commitment is examined. Also considering the fact that so far organizational justice and its relationship with organizational commitment among the staff in Directorate of Youth and Sport of Chahar Mahal va Bakhtiari province is not examined, while being essential for the effectiveness and efficiency of staff activities, the researcher was motivated to perform this research.

MATERIAL AND METHODS

The study is descriptive correlation method. The study consisted of managers (74) and experts (76) in Department of Sports and Youth in Chahar Mahal va Bakhtiari that due to the small sample ($n = 150$) were all selected by census. Variables measuring device: 1) Questionnaire prepared by the researcher that included demographic characteristics (gender, age, marital status, education and work history) of the staff. 2) Organizational Justice Questionnaire for which the questionnaire designed by Nihoof and Moorman was used (1993). This questionnaire measures the three

components of organizational justice with 20 questions (5 items for distributive justice, 6 items for procedural justice and 9 items for interactional justice). By the sum of the three dimensions organizational justice is achieved. The internal reliability (Cronbach's alpha) for questions of distributive justice, 78 percent, for procedural justice questions, 82 percent, and for questions related to interactional justice was 72 percent. The Cronbach's alpha for the entire questionnaire was approximately 73%. 3) Organizational Commitment Questionnaire for which the questionnaire designed by Allen and Meyer (1991) was used. This questionnaire measures the three components of organizational commitment (affective commitment 8 items, continuance commitment and normative commitment 8 items and normative commitment 8 items) with 24 questions based on 5-point Likert's scale spectrum ranging from completely disagreed to completely agreed. This questionnaire was used by researchers and Cronbach's alpha coefficient for emotional, continuous and normative subscales, were respectively reported 0/85, 0/79, 0/83.

To determine face and content validity and construct validity of the experts' opinions exploratory and confirmatory factor analysis was used. The results of exploratory factor analysis for the scale of organizational justice (KMO =0.911, df =112, P =0.001) and organizational commitment (KMO =0.920, df =131, P =0.001), was significant. Confirmatory factor analysis for organizational justice scale values were obtained (CFI=0.93, RMSEA=0.051, GFI=0.92, df=112, p=0.003) and for organizational commitment were respectively obtained (CFI= 0.94, RMSEA=0.056, GFI=0.93, df=13, p=0.001). Also to determine reliability, Cronbach's alpha was used which the results were for the organizational justice questionnaire ($\alpha=0/73$) and organizational commitment ($\alpha=0/82$). Cronbach's alpha coefficient of organizational justice questionnaire was obtained 0/872 and organizational commitment 0/892, which indicates the high reliability of these questionnaires.

In order to organize and to summarize the data, descriptive statistics; for inferential statistics, exploratory factor analysis; confirmatory factor analysis for investigating the construct validity; and multiple correlation tests were used to investigate the relationship of organizational justice variable in the Department of Sports and Youth with organizational commitment and multiple regression was applied to determine the contribution of the predictor variables (organizational justice) in predicting the criterion variable (organizational commitment). Moreover, the tools used for data analysis consisted of LISREL statistical software version 8/52 and SPSS version 20.

RESULTS

Table 1 shows General characteristics of the staff in Department of Sports and Youth in Chahar Mahal va Bakhtiari province and the demographic characteristics.

Table 1: General and demographic characteristics of the staff in Department of Sports and Youth

percent	No.	Group	Variable	percent	No.	Group	Variable
45/3	68	Management	Organizational rank	65/3	98	Female	Gender
54/7	104	Expert		34/7	52	Male	
40/7	61	1 to 5 years	Working experience	34/7	52	less than 30 years	Age
43/3	65	6 to 10 years		32	48	31 to 40 years	
16	24	11 to 15 years		33/3	50	41 to 50 years	
8	12	Contractual	Employment status	3/3	5	high school degree	Education
21/3	32	Contractual		48/7	73	associate degree	
42/7	64	Official test		30/7	46	BA	
28	42	Formal contract		17/3	26	MA	
				32/7	49	married	Marital status
				67/3	101	single	

Table 2: The correlation matrix between components of organizational justice and organizational commitment

Interactional justice	procedural justice	Distributive justice	Organizational justice	organizational commitment	organizational justice and its dimensions	
0/587**	0/567 **	0/515**	0/ 617**	1	R	Organizational commitment
0/000	0/000	0/000	0/000	-	Significance level	
32/30	19/53	19/97	69/84	160/51	Covariance	
25/50	16/70	16/47	58/68	81/21	Mean	
4/07	2/71	3/06	8/94	12/66	SD	Organizational Justice
0/918**	0/871**	0/923**	1	**0/617	R	
0/000	0/000	0/000	-	0/000	Significance level	
33/49	21/16	25/27	79/92	69/84	Covariance	
25/50	16/70	16/47	58/68	81/21	mean	
150	150	150	150	150	SD	

The results of the data analysis showed that there is a significant relationship between organizational justice and its dimensions (distributive justice, (0/515) procedural justice (0/567) and interactional justice (0/587) at ($0/05 \geq p$)

with organizational commitment. The direct relationship here clarifies that: with more functional consideration of the organizational justice in Department of Sport and Youth, organizational commitment of the staff will increase.

Result of the multiple regression test with log time to foresee changes in the variable of organizational commitment through organizational justice variable, $r^2 = 0.4019$, significance at level (0/01), and significance at level ($0.05 \geq p$) and ($F = 32/64$) and degrees of freedom (3 and 146), showed that these variables can be significant predictors of organizational commitment variable.

Results showed that 40% the changes related to organizational commitment among the staff of Department of Sport and Youth in the Province is predictable by the components of the organizational justice, therefore the variables predicting organizational justice can predict the criterion variable. According to the beta values obtained, it can be seen that the components of distributive justice (-0/051) cannot predict (organizational commitment) while the component of procedural justice (0/398) and the component of interactional justice (0/341) are able to predict organizational commitment.

To determine the extent of organizational justice predictability of organizational commitment beta coefficient was used. The results are shown in Table 3.

Table 3: Regression coefficients of the components of organizational justice and organizational commitment

significance	t test statistic	Standardized	non-standardized regression coefficients		Model
		beta	SD	Parameter estimation	
0/001	4/741	-	5/592	26/510	Organizational commitment and the intercept (constant)
0/668	-0/430	-0/051	0/486	-0/209	Distributive justice
0/001	3/975	0/398	0/311	1/238	Procedural Justice
0/01	3/341	0/341	0/476	1/591	Interactional justice

DISCUSSION AND CONCLUSION

In general it can be concluded that, as in other previous studies, the lack of justice in each organization creates non-commitment in the organization and job dissatisfaction in people. Directors before any decision shall be assured of organizational justice to prevent problems within the organization. The results of this study indicate that between organizational justice and organizational commitment and its dimensions there is a significant and straightforward relationship. This indicates that: the further the performance of Directorate of Youth and Sport considers organizational justice for its staff, the further the organizational commitment of the staff would increase.

The findings of this study are inconsistent with the findings of Noorshahi *et al* (2005), but are consistent with the findings of Ghafouri and Gol-Parvar (2009). They investigated the relationship of organizational justice components with the organizational commitment the staff of the municipality in the city of Isfahan and found that organizational justice and its three components have positive and significant correlation with any of the organizational commitment areas (emotional commitment, normative commitment and consistent commitment). Besides, the results of multiple regression analysis showed that the three types of organizational justice (distributive justice, procedural justice and interactional justice) had significant multiple correlation with organizational commitment. Also, in the research by Javadin *et al* (2008), it was concluded that the findings indicated that the effects of different aspects of organizational justice on organizational commitment and its areas was different, and had been with different degrees. At the same time, any sense of justice had significant effect on organizational commitment (Ghafouri and Gol-Parvar 2008) that the above results are in agreement with the findings of this research. The causes of this agreement could be sought in the establishment of justice in such organizations or the skilled and charisma character of the managers. Also, it is possible that this agreement is due to the type of samples in the study of the similar conditions of work and the type of staff behavior in the organizations.

Justice processes play important roles in the organizations and affect the quality of behavior with people in the organizations, their attitudes and commitments to the organization. Also regarding the cases that illustrate the importance of organizational justice and organizational commitment, it is suggested that managers gain more awareness about the variables of organizational justice and organizational commitment. Furthermore, due to the dependence of the efficiency and effectiveness of the organization on the efficiency and effectiveness of the workforce, especially managers, it is suggested that the effort to increase fairness, commitment and satisfaction among the workforce be placed among the main tasks of organization. It is suggested that fairness especially in management practices (distribution of rewards, relations, sponsorship, promotion and appointment) in contact with the staff which is very important for them, would increase organizational commitment and job satisfaction and would prevent low employee morale, and lack of motivation to try and work.

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