

Effect of Procedural Justice on Organizational Commitment: Evidence from Pakistan

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Abstract

Procedural justice and organizational commitment are extensively studied factors paying significantly in organizational success. The objective of this study was to measure the effect of procedural justice on organizational commitment. For the said purpose primary data have been collected from 120 academicians of Gomal University, Dera Ismail Khan, Khyber Pakhtoonkhwa, Pakistan. A likert type questionnaire was used as a tool for data collection. The data was collected through questionnaire and put in the data matrix on SPSS 17. The regression was used to measure the effect of procedural Justice on organizational commitment. The results indicate that procedural justice has positive significant influence on organizational commitment.

Keywords: Procedural Justice, Organizational Commitment, and Academicians, Pakistan.

1. INTRODUCTION

This is the age of completion and struggle. The nations of the world are struggling for the committed employees to increase the productivity and efficiency of their organization and employees. In this era the researchers all over the world are doing researches the areas of procedural justice and organizational commitment and are trying to find out some factors that how to enhance the employees motivation and uplift the organization success.

The present research study in line with the researchers of the world is an effort in the backward area of Khyber Pakhtunkhwa a province of Pakistan. Gomal University is situated in the District Dera Ismail Khan of Khyber Pakhtunkhwa. The researcher tried to investigate the effect of procedural justice on employee's commitment of the Gomal University, Dera Ismail Khan. It is therefore necessary to briefly discuss the terms which are used in the study including procedural justice and organizational commitment.

After ten years of Adams' (1965) study, Thibaut and Walker (1975) discovered a new dimension of organizational justice, namely procedural justice. Procedural justice focuses on the processes which are used to determine the outcomes. Procedural justice perceptions are universally recognized today, but Thibaut and Walker (1975) were the pioneers of these procedural influences. According to them if employees were given a chance to participate into the process used to reach outcomes then they might perceive the outcomes as fair. These findings gave way to a new dimension of organizational justice perceptions.

Procedural justice' encompasses all the rules and regulations of a certain service structure. It includes the laws for selection, "promotion", temporary suspension, full dismissal, reinforcement, privileges and other likely related parts of a service structure as a whole, within the particular jurisdiction of an organization (Roch and Shanock, 2006).

'Procedural justice' is a bit red-taped. It demands a strict adherence to organizational policies and rules

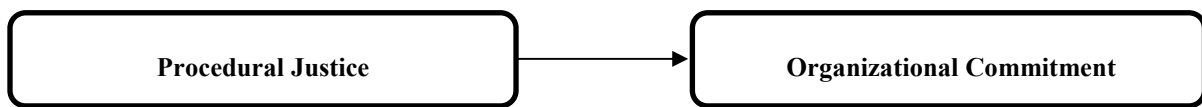
on the part of the members. Not only it limits members, it also gives power and authoritative right to the management to take control of any anomalies if they arise. As a result the members admit to the decisions of the authorities and find themselves obligated to their organization (Tallman, Phipps, & Matheson, 2009)".

Organizational commitment is the degree of compatibility of worker with his/her organization. This tendency of commitment means employees' assent to work with the present employer. It also means the determination of employees in an organization to abide by its rules and strive for the organizational goals to achieve (Singh & Pandey, 2004).

The organizational commitment is determined by a number of individual and organizational variables including age, tenure in the organization and character such as positive and negative, affectivity or internal and external control ascription, job design, values and the leadership style of one's supervisor (Singh & Pandey, 2004). It has been proved by research done that the employees, who are satisfied regarding the wages and other privileges, are often seen agreed to be loyal to their parent institutions. Such gratified employees seem to be committed to work, remain attached to the organizations for longer time, are punctual, show greater potentiality and performance and make themselves engaged in such functions which are thought as helpful in the long run for an organization (Aamodt, 2007).

Bakhshi et al. (2009) contends that procedural justice is strong predictors of organizational commitment. In the same way Lambert et al. (2005) also pointed important reinforcing relations of the workers notions of procedural justice, pertaining to the loyalty with an institution. Gohar et al. (2010) found that procedural justice have a positive impact on employees' commitment. McDowall and Fletcher (2004) also stated that, procedural justice would be significantly and positively correlated with organizational commitment. So in this study it is hypothesized that:

H: Procedural Justice has significant positive influence on organizational commitment.



2. METHODOLOGY

For the said purpose academic staff of (Gomal University, Dera Ismail Khan, Khyber Pakhtoonkhwa, Pakistan) was selected conveniently as a sample. The Population of this study consists of all the academic staff (280) working in Gomal University. The researcher collected the data through the tool of questionnaires which were accordingly devised by him. He produced 162 questionnaires along with covering letter which explained the purpose of the research. They were distributed in Gomal University by the researcher in person and of them only 129 were returned to the researcher. The researcher removed 9 questionnaires because they were incomplete and lacking in the desired information. The remaining 120 questionnaires were used for research purpose. The return rate was 80%. The responses were recorded on 5 point likert scale representing choices (strongly disagree, disagree, undecided, agree and strongly agree). In the initial version of the questionnaire there were 43 questions. This questionnaire was made reliable through experts view. The final version of the questionnaire consists of 21 questions. The reliability of this questionnaire was 0.82. The simple regression was used for data analysis to measure the effect of procedural Justice on organizational commitment.

3. RESULTS

Table 1: Regression Analysis

a. Model Summary

Model	R Square	F	ANOVA	Sig.
Regression	0.146	20.128		0.000a

a. Predictors: (Constant), PROCEDURAL JUSTICE b. Dependent Variable: ORGANIZATIONAL COMMITMENT

b. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.184	0.269		11.826	0.000
PROCEDURAL JUSTICE	0.375	0.084	0.382	4.486	0.000

a. Dependent Variable: ORGANIZATIONAL COMMITMENT

The simple regression analysis was used to find the effect of Procedural Justice on Organizational Commitment. In above table standardized coefficient of regression for Procedural Justice is 0.382, meaning that one standard deviation change in procedural justice brings 38 units change in organizational commitment. The R square value 0.146 indicates that 15% of the variance in organizational commitment can be accounted for by procedural justice. The overall model was also significant ($F=20.128, P<.05$).

4. Conclusion and Recommendation

The result of this study shows that there is a significant positive influence of procedural justice on organizational commitment. The employees may perhaps think that if the stipulation procedures are fair, the allocation of rewards and distribution of resources will be given according to their education, skills and experiences. Promotions and increments in the salary should be given to those employees who deserve to be the recipients of these benefits without discrimination or bias. The employees might be assuming that in case of any misconduct the decision makers will impose the penalty and not leave the guilty unpunished. Sometime decision makers show favoritism about those employees whom they personally know, and at the time of decision they become lenient instead of taking decision on merit. Generally at the work place a lot of employees working and during the work they make mistakes or blunders intentionally or unintentionally and the management has to impose the penalty for their mistakes according to the rules without biasness. They have to decide fairly about their intentional and unintentional mistake. The findings of this study are consistent with the results of past studies, like Bakshi et al. (2009), Lambert et al. (2005) and Masterson et al. (2000).

Following the fair procedures in the organization, the management can improve the organizational commitment and employee satisfaction without any extra expenditure on employee compensation because organizational commitment will increase the organizational citizenship behavior of the academicians. Consequently, this research helps management better be aware of how to enhance the employees' organizational commitment, and make better decisions concerning important employee attitude. The management of the Gomal University Dera Ismail Khan should pay keen attention towards procedural among the employees and should never ignore this important aspect. However other aspects of organizational justice like distributive justice, informational justice and interactional justice among public sector employees are required to be examined and future study should include sample from different other government constituencies to increase generalizability of the results.

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