

The Impact of Organizational Justice on Job Commitment among the Employees in Banking Sector in Jordan

Rana Musa Mohammad Al-Nawafleh
Dr. Yasser Al Adwan, Prof.

ABSTRACT

The study aimed to identify the impact of organizational justice on the job commitment among the employees in banking sector in Jordan. The correlation descriptive approach was used for its suitability for the purposes of the study, and the study sample was selected from the employees working in one of the banks in Jordan according to the sample selection table from the study population was randomly assigned, whose number is (186) employees.

The results of the study showed that the management in the bank applying the four organizational justice dimensions (distributive justice, procedural justice, evaluative justice and interactive justice) was moderate, and the results showed that the job commitment of the bank employees was also moderate.

When testing the hypotheses of the study, it was found that there are a statistically significant differences at the level ($\alpha = 0.05$) of organizational justice in its dimensions (distributive justice, procedural justice, evaluative justice and interactive justice) on the job commitment among employees at the bank.

The study recommended the necessity of working to raise the level of interactive justice by holding periodic meetings to discuss the needs and requirements of employees.

Keywords: Organizational Justice, Job Commitment, Banking sector.

DOI: 10.7176/JLPG/130-07

Publication date: March 31st 2023

Introduction

All worldwide societies keen to achieve justice as their purpose. Therefore, applying the concepts of justice and impartiality is the main factor in shaping workers' positive attitudes, from this point of view, most administrative schools the classical and modern emphasized on the importance of the impact of organizational justice. Many researchers studied its importance. The concept of organizational justice goes back to the (Equity theory), which is based on a basic premise of the interest of individuals working in a sector in measuring their access to justice according to the nature of the tasks that falls under their responsibility. Aside to how the administration appreciates their efforts in comparison with their colleagues in the same section or other workplaces, including fair and ethical treatment of individuals within the organization, it is crucial that an organization recognizes the importance of applying and sensing organizational justice by its personnel.

According to the management science, the organizational justice is an important topic. It has received considerable attention through many studies and researches that revolve around job commitment, organizational commitment, its direct relationship with human attitudes, and the creation of an organizational culture of humanity to achieve purely managerial objectives and to provide a positive organizational environment with which the staff of administrative organizations deal with comfort, and makes effort to achieve a high level of employee satisfaction, stay in organizations and employees' commitment to these organizations and continue to operate to a high level of competition, excellence and continuity in markets.

Furthermore, job commitment is one of the most prominent studies of Western administrative thinking in the 20th century, considering it most significant organizational behavioral factors and then the School of Behavioral Sciences emerged at the end of WWII. It is connected to the School of Human Behaviors, which was interested in studying human behavior from a scientific point of view; it also paid attention to the individual's psychological, social and human behavior. The Arabic interest in job commitment was witnessed in the literature of the Arab administration, which is a modern management concept.

Employees' job commitment is considered one of the most important variables associated with the concept of organizational justice; whenever the organization is equipped with organizational justice dimensions, the working individual feels an increase in his/her job commitment (Khaza'i, 2015), which in turn will increase the individual's attachment to his/her work and reduce negative attitudes and behaviors at work. This commitment is an unwavering duty for a person to perform and maintain on behalf of another party. The other party may be a person who works with him/her or an organization where he/she works at. This commitment can be seen as the obligation to give something, or the obligation to perform a particular business.

Over decades, many researchers in administration and management have realized; that the organizations' objectives cannot be achieved without sustaining the job commitment of their staff; organizational justice is one of the most important aspects making the employees loyal towards their work to their organization (Shawabkeh, 2018).

In the light of the foregoing, the importance of organizational justice is evident in its impact on many variables, particularly the job commitment of the organization's staff. In this study, the degree of application of the dimensions of organizational justice will be identified at one of the Jordanian banks, and its impact on the level of professional commitment of its employees.

Research Problem and Research Questions

The results of the studies related to the administration field showed that (Al-Shawabkeh, 2018; Ibrahim & Perez; Andrew and Denis, 2019) organizational justice in organizations has a high impact on the performance of the organizations' staff and on their commitment to the performance of their tasks and the objectives of the organization. The absence of the concept of organizational justice in turn

reflects all that negatively on the organization's objectives. On the other hand, sensing the workers of any organization considering the dimensions of organizational justice helps increase their degree of job commitment.

Therefore, there was a need to study some problems that lead to a low level of job commitment for workers in banking sector, such as: the low level of distributional organizational justice, interactive and evaluative justice dimensions, procedural justice, and low level of professional commitment of Jordanian bankers. There are still significant question marks about their availability particularly that workers are the cornerstone of banks and the most important component of their inputs, thus it's necessary for whoever is trying to make that work system successful to pay the utmost attention to improve those inputs by creating an appropriate environment that promotes equity and justice at all levels; organizational justice is a scientific endeavor aimed at closing the gap between workers' goals and those of banks.

The researcher noted that the ineffective organizational justice stressed employees to leave their jobs and go to other banks or institutions. This motivated the researcher to study this topic and try to find out some solutions that benefit employees and make them stay in their current career places. According to the before mentioned, the problem of the study was identified to answer the main following question "Is there an impact of organizational justice on the career commitment of employees on banking sector?"

Research Questions

Based on the research problem, the following research questions were made:

1. How far has the bank management applied the four dimensions of organizational justice (distributive justice, interactive justice, evaluation justice and procedural justice)?
2. What is the level of job commitment of bank employees to its dimensions (emotional commitment, ongoing commitment, normative commitment)?
3. What is the effect of the implementation of the organizational justice in its four dimensions (distributive justice, interactive justice, evaluative justice and procedural justice) to the level of job commitment of the bank employees?

Significance of the Study

The importance of the study rose from the importance of the topic itself, which calls for in-depth study, understanding and analysis, accordingly the significance of the study is seen through the scientific and practical aspect as follows:

Scientific Significance:

- **Theoretical significance:** the representation of the scientific significance of this study that it seeks to provide a concise theoretical framework for the study's variables of organizational justice and its relationship to job commitment from previous literature and practice in banking sector, in which the researcher hopes this will contribute to decrease future researchers' effort, provide further valuable applied scientific studies to the local and Arab library, and enhance the application of organizational justice and its role in interpreting workers' commitment.
- **Practical significance:** The results of this study contribute to assist decision-makers in Jordanian banks by developing some strategies that are concerned with observational justice, which will affect employees' job commitment in order to retain them based on applied aspects that are expected to contribute to the development of work and improve performance.

Research Aims

This study aims at:

1. Identifying the extent to which management in the bank applies the dimensions of organizational justice (distributive justice, interactive justice, evaluative justice, procedural justice) from the workers' point of view.
2. Recognize the level of job commitment of bank employees in its dimensions (emotional commitment, ongoing commitment, normative commitment).
3. Recognize the impact of the application of organizational justice in its dimensions (distributive justice, interactive justice, evaluative justice and procedural justice) on the career commitment of bank employees.

Research Hypothesis

The following are sub-hypothesis:

- 1- **H01:** There is no statistically significant impact at ($\alpha \leq 0.05$) level of distribution justice on the job commitment of bank employees.
- 2- **H02:** There is no statistically significant impact at ($\alpha \leq 0.05$) level of interactive justice on the -job commitment of bank employees.
- 3- **H03:** There is no statistically significant impact at ($\alpha \leq 0.05$) level of procedural justice on the job commitment of bank employees.
- 4- **H04:** There is no statistically significant impact at ($\alpha \leq 0.05$) level of evaluation justice on the professional commitment of bank employees.

Research Delimitations

The delimitations of the study included:

- **Spatial delimitation:** The employees in the banking sector in Jordan.
- **Time delimitation:** This study took place from July to December 2019/2020.
- **Human delimitation:** This study included employees from banking sector.
- **Objective delimitation:** The study was limited to the dimensions of organizational justice and the dimensions of work commitment.

Research Limitations

The limitations of the study were; data collection and interviewing the study sample in the banking sector in the light of the coronavirus pandemic. The researcher also faced many obstacles related to time constraints in the light of the consequences of the coronavirus crisis, and the time distancing of employees' attendance at work, some of whom were working from home, and some banks were depending only 50% of their workers.

Research Terms & Definitions

Organizational Justice: means providing equality and impartiality to the organization employees' rights, regulate and adhere to the duties of the active employees, the relationship between the employees and the organization, and assert trust between the parties (Jakil, 2015).

Procedurally: to make the banking sector employee recognize: The Bank's privileges, their rights, the equality and justice at work and in interactions.

Distribution justice: It is defined as fair distribution of remuneration. It is linked to the outcomes obtained by employees or the results of tasks. It is linked to the distribution of tasks, wages, benefits, moral and material rewards, and promotions. This justice is achieved through the individual worker's feeling that what he / she has received is commensurate with his / her effort (Kharmouche, 2014).

Procedurally: means the degree of satisfaction of the banking sector employee with his/her work, and a sense of fairness in the incentives, promotions, bonuses and remuneration obtained by the Bank.

Interactive justice: Interactive justice is defined as the relationship between an employee and his/her manager only, or the relationship between the individual and his/her institution (reactions between the individual and the organization's policies or leadership) (Hamdi, 2015).

Procedurally: it means the extent to which the working individual feels the Bank's participation in its leadership in all practical and social areas.

Evaluative justice: it is defined as the extent to which an individual worker feels managerial evaluation and its integrity, which is evaluated in general. This type of justice focuses on evaluation of performance and behavior, resulting in the worker's sense of reassuring in terms of promotion and career growth (Rahman, et al., 2016).

Procedurally: it means the extent to which an individual working in the banking sector feels the Bank's assessment of him/her and his/her work.

Procedural justice: Al-Obaidi (2012) defined it as the sense of the organization's employees that the organization's procedures are fair, that they relate to the intellectual perception of due process fairness in decisions relating to the working individual, and that they are "individuals' perception of justice related to the use of methods, procedures and methods of determining decisions on outputs" (Rai, 2013)

Procedurally: It is intended to make the individual working in the banking sector feel and realize the fairness of making decisions and providing work requirements.

Job commitment: it is defined as attitudes and behaviors of individuals working in the organization. It represents a belief that obliges an individual to accept the organization's objectives and looks forward to achieve them through voluntarily positive change in the level of their performance. It expresses the psychological connectivity that workers feel towards their organizations (Saleh et al., 2014).

Procedurally: the extent of employees' commitment to their banks, their desire to stay loyal to their position, their acceptance of the principles and objectives of this bank, and the workers' intentions to stay in their work.

Emotional commitment: it is defined as the extent to which employees associate with their organizations, that results because they want to stay in their organizations. Emotional commitment is achieved by providing open communication, obtaining information and allowing employees to participate in decision-making (Al Shamari and Karoui, 2016).

Procedurally: It means how committed banking sector employees are to the Bank, and their feeling of pride and intention to belong to it.

Continuous commitment: it is defined as the extent committed workers in their organizations feel based on the cost they feel as a result of leaving the organization (Menesh, et al., 2015).

Procedurally: How much banking sector employees feel they want to stay in their jobs at the bank because they see that their future is with this bank, and that if they leave work they will suffer loss.

Normative commitment: defined as a moral sense of commitment to the organization and the idea of leaving the organization is totally out of the question. (Khuong&Nhu, 2015)

Procedurally: banking sector employees feel they have a responsibility towards the bank.

Theoretical Framework

First) Organizational Justice:

The dimensions of organizational justice conflicted and varied according to studies. Some researchers were unanimous that organizational justice included the procedural as well as the distribution aspect. (Gim, Desa& Mat, 2014) expressed the lack of research on organizational justice in all its dimensions. It was reported that some researchers had addressed three dimensions of organizational justice: (distributional justice, procedural justice and transaction justice), and some made them four: (distributional justice, procedural justice, transaction justice and information justice), and according to (Usmani& Jamal, 2013) they emphasized that the main aspects of organizational justice are: (distribution justice, procedure justice and interactive justice), which includes interactive justice (interactive justice and transactional justice).

Moreover, the researcher of this study stressed, based on her study sample, that organizational justice includes four aspects (distributional justice, procedural justice, evaluative justice, and interactive justice), the researcher further highlighted that there are limited studies on evaluative justice. The dimensions of organizational justice are as follows:

First| Distributional Justice:

Most studies around the world dealt with distributional justice as a key factor of organizational justice according to (Colquit, Conlon, Wesson, Porter & Ng, 2001). Distribution justice was based on the theory of equality of Adams (1965), a product of sociologists and psychologists at the time (Asmari, 2013).

Distribution justice indicates a sense of fairness in the distribution of organizational outputs. The main focus of the employees in the organizations in which they work in is their functional outputs, which they compare with the outputs of their colleagues or same position holders perhaps at the organization itself, or at other organizations similar to those in which they work. These outputs may be tangible, such as (material incentives, salaries), or intangible such as (promotion, convenience of working hours, job duties (Ben Dahu, 2017)

Distribution justice focuses on the following (Alshihri, 2014):

- 1- The employees always make comparisons with their colleagues, to identify differences between their outputs and their inputs as compared to colleagues in the same organization, and this can also be done for the same position.
- 2- The employees are motivated by the perception of justice. The availability of the justice factor puts the employee in a state of stability. The absence of the justice factor puts the employee in a state of anger, anxiety or guilt at times, which puts him/her in search spiral for balance and stability.

Second| Procedural Justice:

According to Adams (1965), organizational justice was limited to distribution justice. Until, ten years later, and in (1975) Thibaut and Walker, added a secondary component of organizational justice, so-called procedural justice. This type of justice, according to this researcher, focuses on the processes, circumstances and procedures in which the distribution of outputs to the workers of the organizations takes place. It also emphasized that justice was achieved only when workers took their real opportunity in decision-making and participated in the identification of certain actions used in that decision-making (Usmani& Jamal, 2013), as assured by Fahdawi& Al-Kattouna (2004) work, that procedural justice is "justice that expresses the reality of official conduct and reflects the sense of subordinates about the fairness of the procedures used to determine the outputs obtained".

Therefore, procedural justice is a key factor in organizational justice; it allows active staff to discuss the rules on which performance is evaluated.

Mohammed (2012) summarized procedural justice as:

- ─ Formal rules and standards of procedure.
- ─ Explanation of procedures and decision-making process.

- Interaction between those who apply the rules (decision-makers) and individuals expected to be affected by the decision.

Third| Interactive Justice:

(Bies&Moag, 1986) are one of the first interested in the study of interactive justice and sometimes called transactional justice. They agreed upon that interactive justice was employees' perception of fairness treatment, which is an integral part of organizational justice, and indicates how employees' feel towards their treatment if it is just, when applying formal procedures on them or know the reasons for these actions, and also the way of treating them while they are dealing with decision makers and that such transactions were within certain rules and enjoyed appreciation and respect, taking into consideration the dignity of employees. Further, Rego and Cunha (2006) see it an extension of procedural justice, which illustrates the management methods of conduct with their employees, and relates primarily to the way managers deal with subordinates.

Furthermore, researchers like (Lee, 2003; Colquitt, 2004) points out that interactive justice encompasses two types of justice: the justice of personal relations, the justice of information. The justice of personal relations indicates how respectful and appreciative the manager deals with subordinates, and the fairness of information focuses on clarifications provided to employees by communicating the necessary information about the reasons for using certain procedures or the method of allocating specific outputs in a documented and confirmed manner.

Interactive justice is one of the dimensions of organizational justice, and it represents the handling with respect, by manners and exchange of trust between the manager and the subordinate, as well as the manager participation of the subordinate in many matters inside and outside the work, it tends to be the social aspect, and it is called in many studies (Transaction Justice), which is linked to employees' perception of their relationship with their managers through certain social factors. This is done when managers treat their employees with respect and affection, as well as by discussing decisions concerning the job with them. Managers here take the views of the employees and involve them in making decisions about work. This can also be done in the light of an environment filled with affection, respect and cooperation (Al Khazai, 2015).

Fourth| Evaluative Justice:

The evaluative justice reflects the integrity and transparency of the evaluation issued based on performance, behavior and work in general. This enhances the satisfaction of these employees with the work system, and the sense of confidence about promotion, career growth and performance evaluation. Some studies revealed that the performance appraisal system has an impact on employees' satisfaction and commitment to employment (NasrAldin and Salami, 2019). Evaluative justice can be applied through the supervisor familiar with the work, who provides full information on jobs, how they perform and what their objectives are. Evaluative justice provides opportunities for staff to express their opinion on the evaluation process, also this kind of justice provides opportunities for employees to change their judgements, it gives staff the opportunity to raise their voice against classifications they consider unfair. All of this will lead to a good level of evaluation justice, all strengthens the level of the employee commitment to his/her organization (Askar and Rajab, 2016).

Second) Job Commitment:

The process of having a job is of the extremely important to the individual. Back in the days when an individual gets a chance in a private job, he/she thought that job will be the one that he/she spend his / her life in until he / she reached retirement age, or something misfortunate happens that would take he/she off from it.

Nevertheless, with the multiplicity of organizations and institutions, it is easier for an individual to find more than one job opportunity. Employers have repeatedly complained about the phenomenon of employees leaving their job suddenly, which caused a problem with job commitment; the individual has become less committed to his / her organization whatever he / she is offered. This change occurred on the labor market in the 21st century, leading to alteration in the policies and strategies towards their employees at work, and dedicate efforts to create employees' loyalty to their organizations and institutions (Alzahabi, 2014).

Additionally, Jagedel (2015) defined career commitment as the phenomenon resulting from attitudinal variables related to the nature, components and design of the job and its basic preliminary features, as well as personal factors related to the individual personality characteristics, who is willing to fill in the vacancy.

The creation of the job commitment concept is thanks to Lodahl and Kejner, 1965). They considered job commitment to be an important part of the basic functional ethics that manifests itself when the value of work relates to the concept of oneself and considers it an important part of that concept.

Job Commitment Factors:

It includes the following:

- **Emotional Commitment.**

Emotional commitment is the extent to which an individual adheres to the objectives of his / her organization, and also the extent to which his / her objectives correspond to the organization's objectives and values (Felt, 2003). Aside to that, (Muthueloo& Rose, 2005) defined emotional commitment as the obligational feeling towards the organization, or as the extent of an individual's value commitment, in terms of the compatibility of an individual's goals and intentions with those of the organization, and these values fall into (belonging to and attachment to the organization, as well as loyalty to and belonging to the organization).

In addition to the above mentioned, (Alt, 2010) addressed the concept of emotional commitment, referring to it as the emotional connection with the values and objectives of the organization through a number of foundations (conformity with the organization, participation, and interference with the organization), and those who possess this sense of the employees continue to work in the organization, because of the desire and sense to do so. Which means that emotional commitment develops on the basis of the aforementioned grounds of the individual. As well as the study of (Humphreys, et. Al., 2005) it expressed the application of justice in the distribution of rewards, clarity of role and freedom from conflict, where rewards based on outstanding performance and participation in decision-making, plays a significant role in an individual's emotional commitment to the Organization.

This type of commitment was found to affect the degree to which an individual is aware of the distinctive characteristics of his / her work from the degree of independence, relevance, skills required and the proximity and orientation of supervisors. This aspect of the commitment also affects the degree of the employee's feeling that the organizational environment in which he / she works at allows effective participation in decision-making processes, whether related to work or about the individual himself/herself (Al Zebari, 2010).

It is worth mentioning that Individuals who are associated by the head with the organization have been found to be sentimental about the organization, and continue to do so (Al Taa'y, 2007).

- **Ongoing Commitment.**

The Ongoing commitment is an individual's desire to continue to work and remain in a certain organization due to several reasons why an individual believes that leaving work will cost him a lot. Many employees believe that this cost will be both moral and material cost, but the material cost has the greatest impact; because the material aspect is an important and influential aspect of people's lives. Here the individual feels that the longer they serve in the organization then leaving it will lose much of what they invested in that organization. Over time, it affects relationships between the individual and his friends, and affects an individual's promotion. So, when an individual begins a new job with a new organization they must again start from square zero, and not taking promotion into consideration on one hand, and on the other hand, thinking about retirement. Here's the danger of employees leaving their work, they don't want to sacrifice that, people with that mindset are classified in highly ongoing commitment category (Gering and Barron, 2009).

Moreover, (Alt, 2010) pointed to the fact that the cost of leaving the organization is high, including the waste of time, along with the time and effort to acquire non-transferable skills, loss of attractive gains, the breakdown of personal or family relations due to the organization's departure from employment and the main association of the individual in the organization, which is based on a continuing commitment. It is seen as an important means to achieve personal goals that an individual cannot accomplish in another organization.

- **Normative Commitment.**

The normative commitment is the extent of an individual's role and pledge to continue to work within a certain organization (Salami, 2008). On the other hand, Ugboro (2006) considered the normative commitment as the internal sense of the individual to fulfil the duty and obligation to remain in the organization, which comes from the exercise of the individual's personal actions and principles, prior to his / her entry into that organization, and these values are the result of the individual's family culture and upbringing, or after his / her entry into the organization. (organizational orientation), which is the accompanying costs of work training, study costs, and marriage.

Gering and Barron (2009) referred to the normative commitment as that feeling that obliges an individual to remain in the organization because of the pressures of others. The employees who their standard of commitment gets hightake into account and to a large extent what others may tell them if someone leaves the organization. They don't want to cause anxiety to their organizations or make that bad impression on their colleagues because they leave work. They see it as a moral obligation, even if it means to put work before their personal life. For (Muthueloo et al., 2005) they expressed normative commitment as reflecting a sense of continuity within the organization in which an employee works at, and reinforces this sense of high support by the organization for two factors and allowing them to participate and engage positively, not only in how to make actions then carry them out, but also in contributing to the development of objectives, decisions, planning, and policy-making of the organization ethics. While many researchers view the normative commitment from a moral standpoint and for that call it: moral commitment.

The Relationship between Organization Justice and Job Commitment:

Organizational justice has been the main focus of social and humanitarian interaction. It is clear that justice often surfaces, and questions begin. Organizational justice principles have been treated through sociologists as important factors for organizations' work and employee's satisfaction (Srivastava, 2015). Studies have shown that organizational justice is an influential factor in career commitment, including those (Abu Simaan, 2015; Khazali, 2015; Andrew and Denis, 2019; Suifan, 2019), therefore, the organizations continue to focus on human resources and care about what it takes for active employees to enhance their loyalty, affiliation and career commitment, with a view to achieving competitive advantage, reaching the organization's goals, also one of the requirements of these organizations to develop commitment among active staff and acquire the identity of the organization (Saeed, et al., 2017).

Organizational justice practiced within the organization affects the employees and their motivation and career commitment at a very high level, affecting individual staff performance and the Organization's overall performance and productivity (Mukerjee, et al., 2016), as the Mukherjee and others study revealed that functional commitment, competence and self-motivation are all positively linked to distributive justice, procedural justice, and interactive justice, which is in line with the studies of (Batool et al., (2017), the theory of justice suggests that employees respond to any unfair treatment by showing negative reverse behavior, and start thinking about withdrawal and leaving the situation, which summarizes the weakness of the job commitment.

The researcher can summarize that the high level of organizational justice application within the organization. It can increase employees' level of career commitment or, on the contrary, the low level of enforcement of organizational justice would adversely and negatively affect the career obligation of the organization's employee. Organizations must therefore pay close attention to the application of organizational justice in all its dimensions and requirements to preserve employee's safety and confidence, which this study seeks and attempts to establish.

Previous Studies:

This This section of the study includes models of previous Arabic and foreign studies and has been classified from newest to oldest as follows:

First| Arabic Studies:

Nasr Aldinand Salami study (2019) entitled "**Evaluation Justice Relationship with Organizational Commitment: Study of the situation of the Aures Dairy Foundation**". It aimed to determine the relationship between performance assessment justice and organizational commitment at the Aures Dairy Foundation in Algeria. The study adopted the correlative descriptive approach, and the sample of the study consisted of (32) a factor, the study found a correlation between organizational commitment and performance evaluation justice, and a correlation between emotional commitment and normative commitment and performance evaluation justice, and the results showed that there was no correlation between ongoing commitment and performance evaluation justice.

Al Shawabkh(2018) study entitled "**The Impact of Organizational Justice on Job Commitment in Jordanian Ministries**", which was aimed at identifying the impact of organizational justice on job commitment in Jordanian ministries, used the analytical descriptive approach and consisted of a sample study of (382) employees of Jordanian ministries: The Ministry of Education, the Ministry of Health, and the Ministry of Awqaf and Islamic Affairs. The results showed that there is an average level of organizational justice in its dimensions, such as distribution justice, procedural justice, interactive justice, information justice and personal justice.

Ben Dahu and Suhail (2017) study entitled "**Organizational Justice and its relationship to Organizational Loyalty, Field Study on a Sample of Employees at the National School of Customs in Oran**". The objective of the study was to identify the impact of organizational justice on organizational loyalty among the employees at the National Customs School of Oran in Algeria. The sample of the study consisted of (45) employees working at the National Customs School. The study found that the level of awareness of organizational justice among school staff was moderate, and organizational loyalty among active staff was also found to be moderate. The results showed that there were no differences in the level of organizational loyalty attributable to gender and age. There was also correlation between organizational justice and organizational loyalty.

Hassani (2016) study entitled "**Organizational Justice and its Relationship to the Organizational Commitment of the Ministry of Finance of Oum-El-Bouachi State**". The study aimed to identify organizational justice and its relationship with the organizational commitment of the Ministry of Finance of Oum-El-Bouachi State. The correlative descriptive approach was used to suit the purposes of the study. A sample of (59) staff, were the results of the study have shown a positive and statistically significant dismissal relationship between organizational justice and organizational commitment. A relationship between the justice of distributions and the organizational commitment, and a relationship between the justice of procedures and the organizational commitment. The existence of a relationship between interactive justice and the organizational commitment of the officials of the Ministry and recommended that organizational justice be reflected in the various Algerian institutions for the development of human resources, thereby ensuring their loyalty and employees' commitment to their institutions.

Al Shamary and Al Krowy (2016) study entitled "**The Relationship between Organizational Justice and both Organizational Commitment and Organizational Citizenship behaviors, and their Impact on the High Performance of Organizations**". This study aimed to identify the relationship between organizational justice and both organizational commitment and organizational citizenship behaviors and their impact on the organizations' high performance in Iraq. The sample of the study consisted of (60) staff members in the researching banks. The correlative prescriptive approach was used. The results of the study showed that there is a close and active role between organizational justice and both organizational commitment and organizational citizenship behaviors in achieving the high performance of banks. The study recommended that the focus should be on employees' perception of perceived organizational justice and its direct impact on demonstrating the required commitment at work and consolidating employees' citizenship behavior.

Second| Foreign Studies:

Andrew and Denis (2019) study entitled "**Organizational Justice and Employee Commitment: A Guide from Benin University**." It aimed to identify the impact of organizational justice on an employee's commitment at Nigerian universities, and to look into the relationship between distributive justice, interactive justice, procedural justice and the commitment of the employees academic and non-academic at Nigerian universities. The study used a survey tool through questionnaires for non-academic employees at the

University of Benin (UNIBEN), Edo State, Nigeria. The study data were analyzed using the multiple linear regression analysis and the results showed a positive statistically significant relationship between distribution justice and the employees' commitment. Aside to interactive justice has a positive and insignificant relationship with the employees' commitment, and that procedural justice has a positive relationship and an important relationship with the staff member's commitment. The study recommended that the management should ensure that distributive justice was applied in practice in the educational industry in order to enhance employees' level of commitment.

Suifan(2019) study entitled "**The Impact of Organizational Justice on Employees' Emotional Commitment**". The study aims to identify the relationship between organizational justice and employees' emotional organizational commitment through the intermediate effect of job satisfaction. The three dimensions of organizational justice have been addressed (distributional, procedural and interactive justice). The sample of the study consisted of (361) employees from pharmaceutical companies in Jordan. The descriptive approach was used. The results of the study showed that there was an impact between the dimensions of organizational justice and emotional commitment. Organizational justice helps shape employees' behaviors and attitudes and job satisfaction is an effective medium between organizational justice and emotional commitment for the employees.

However, other foreign studies found the following:

Kyootai Lee & Monica Sharif & Terri Scandura & Jongweon Kim (2017) study entitled "**Procedural justice as a moderator of the relationship between organizational change intensity and commitment to organizational change**". However, there is a hierarchy of the severity of organizational change. The most severe forms of change are those that affect employees' job security and organizational identity. In addition, procedural justice does not make it easier for employees to accept organizational values and objectives related only to organizational changes, but also contributes to these employees' adaptation to external change pressures.

Pan et al. (2018) assured in a study entitled "**The Effects of Organizational Justice on Positive Organizational Behavior: Evidence from a Large-sample Survey and a Situational Experiment**" that organizational justice is a general predictor of employee outcomes in any organization. It affects employees' outputs. Also, general and principled outputs can be inferred by the level of application of organizational justice in all its dimensions.

Awan (2018) added in a study entitled "**The Factors Influencing Job Commitment of Teaching Staff in University of Sargodha: Mediating Role of Transformational Leadership**" that job commitment for the staff occupational obligation is influenced by their job characteristics, including inclusiveness, skills, accountability, and independence of functions. The study also revealed that the employee's job commitment was affected by his/her monthly income and position. Additionally, it proven that personal traits, and the characteristics of his/her job, have a positive impact on his/her career commitment.

Comments on the Previous Studies:

After reviewing previous studies, the researcher found that most of these studies dealt with the impact of organizational justice as an independent variable in subordinate variables such as organizational citizenship, organizational loyalty and organizational commitment, but most of these studies did not address the impact of organizational justice on job commitment to the researcher's knowledge, allowing her to study the impact of organizational justice on job commitment as a subordinate variable.

Moreover, the most previous studies were similar to the current in terms of methodology; as they used the descriptive approach, as well as the measurement tool, where most studies used the identification as a data collection tool to measure the level of organizational justice and commitment, which helped the researcher to benefit from some previous studies in building the study tool that measures the dimensions of organizational justice and job commitment.

Therefore, the researcher benefited from previous studies in identifying the axes of the study to achieve its objectives. Nonetheless, this study dealt with the dimension of evaluation justice, which was not shown in many studies except the Nasr Aldin and Salami study (2019), and linked it to a variable that has not previously been studied at the Arab studies level as far as the researcher knows, namely career commitment.

Methodology and Procedures

This chapter of the research describes the procedures the researched followed to achieve the study objectives. It includes the description of the society which the study sample is taken from, how it was chosen, aside with the study tool and procedures used to verify their veracity and consistency, how it can be applied to the sample individuals, to describe the method of data collection and correction, as well as indicate the statistical methods used, as follows:

Study Approach:

This study is based on correlation descriptive approach. The use of this approach to review the most important literature related to the "**The Impact of Organizational Justice on Job Commitment among the Employees in Banking Sector in Jordan**".

Study Population:

The study Population consisted of all employees including: managers, heads of departments at one of Jordanian banks, total of (600) according to information on the bank' Human Resources Department.

Study Sample:

The sample study was selected from the staff working in the Head Office of one of the banks in Jordan according to the sampling selection table of the study community in a simple random study system of the number (234) Employees according to (Krejcie & Morgan, 1970), the members of the study sample were selected by identifying their job characteristics, and they serve this study, the survey was electronically distributed on (234) employees by the researcher, and after retrieving the questionnaires (48) questionnaire were excluded due to their invalidity for statistical analysis, owing to incomplete responses or unwillingness of sample study individuals to participate in the questionnaires. So, the final sample was (186) questionnaire, which represents 79.5% of the main sample, and table (1) below shows the demographic distribution of the study sample individuals.

Table (1)
The Demographic Distribution of the Study Sample Individuals

Variable	Repetition	Percentage
Gender		
Male	101	54.3
Female	85	45.7
Total	186	100.0
Academic Qualification		
Diploma	21	11.3
BA	127	68.3
Graduate Studies	38	20.4
Total	186	100.0
Scientific Degree		
Accounting	52	28.0
Business Management	73	39.2
Economy	21	11.3
Financial & Banking	40	21.5
Total	186	100.0
Experience		
Less than 5 years	52	28.0
5-10 years	59	31.7
More than 10 years	75	40.3
Total	186	100.0
Position		
Manager	13	7.0
Head of Department	35	18.8
Employee	138	74.2
Total	186	100.0

Study Tool

The tool (questionnaire) has been developed to identify the impact of organizational justice on the job commitment of employees of banking sector by reference to theoretical literature and previous studies (Nasr Alddin and Salami, 2019; Al Shawabkh 2018; Al-Shamri and Al-Karoui 2016; Suifan, 2019) this resolution has consisted of three parts:

Part I: includes demographic information, consisting of: gender, academic qualification, scientific degree, experience, and position.

Part II: includes the organizational justice paragraphs, where the following dimensions have been addressed: (distributive justice, (9) paragraphs, procedural justice, (8) paragraphs, evaluative justice to include (8) paragraphs, and interactive justice to include (8) paragraphs).

Part III: includes the paragraphs of functional commitment, addressing the following dimensions: (emotional commitment, (7) paragraphs, and continuous commitment, which included (7), and normative commitment, which included (7) paragraphs).

Study Tool Verification (content veracity):

The measure was presented to (6) arbitrators of the teaching staff of the Department of Public Administration of the University of Jordan, appendix (3), for their opinion on the truthfulness of the content and the belonging of the phrases to the scale and its suitability for the variables and objectives of the study, and appropriate amendments were proposed. (80%) was adopted to indicate the validity of the paragraph.

Study Tool Stability:

To illustrate the consistency of each paragraph of the scale with the dimension to which the paragraph belongs, the calculation of correlation factors between each paragraph of the scale has been used by using the alpha-cronbach coefficient. Table 2 shows the test results.

Table (2)
The Calculation of Correlation Factors between Each Paragraph Using the Alpha-Cronbach Coefficient

Stability Coefficient Using Alpha Cronbach	Paragraphs	Study Variables
Distributive Justice	9	0.886
Procedural Justice	8	0.866
Evolutional Justice	8	0.886
Interactive Justice	8	0.882
Organizational Justice	33	0.958
Emotional Commitment	7	0.913
Ongoing Commitment	7	0.891
Normative Commitment	7	0.896
Job Commitment	21	0.957
The Tools in Total	54	0.971

Table (4) shows that the alpha-cronbach coefficient values for sub-dimensions of the scale were higher than (0.70), ranging from (0.958 for organizational justice dimensions to 0.957 for jobcommitment dimensions) and the alpha-cronbach coefficient was valued for total scale grade (0.971), values accepted for the current study (Hair et al., 2010).

Scale Correction Key

To make sure that the 5-point Likert's scale comes in accordance with the rules and characteristics of the measures of the study as follows:

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5

According to the above mentioned, the values of the study's calculation averages were treated as follows according to the following formula:

The upper value - the lower value of the answer alternatives is divided by the number of levels, i.e.:

$$\frac{(1-5)}{3} = \frac{4}{3} = 1.33 \text{ This value is equal to the length of the category.}$$

Which means low level of 1.00 - less than 2.33

The average level is 2.33 - less than 3.67

High level of 3.67- 5.00

Study Variables

The study has many variables:

First: The independent variable: organizational justice. It includes the following subordinate variables: (distributive justice, procedural justice, evaluative justice and interactive justice).

Second: The subordinate variable, organizational commitment includes subordinate variables: (emotional commitment, continuous commitment, normative commitment).

Statistical processors used:

Descriptive statistical methods have been used to answer the study's questions, as follows:

- Extract duplicates and percentages to describe the study sample individuals, use the alpha-cronbach test to make sure the tool is stable, there was also - The use of averages to identify the level of responses of the study sample individuals to the paragraph and field, and standard deviations, to illustrate the level of dispersion of the study sample individuals' responses to their computational medium, while the multistep wise multiplier regression test was used to identify the ratio of the interpreted variation, or determination factor (effect = R2) of the independent variable with its dimensions on the dependent variable, and the use of the simple regression test to identify the effect of each independent variable on its own in the dependent variable, and also depends on the determination factor R2.

Results of the study

Findings on the first question: How far has the bank management applied the four dimensions of organizational justice (distributive justice, interactive justice, evaluation justice and procedural justice)?

To answer the first question, averages of calculation and standard deviations were extracted to identify the responses of the study sample individuals on the extent to which management at the bank implement the four dimensions of organizational justice (distributive justice, procedural justice, evaluation justice, interactive justice), and table (3) reflects it:

Table (3)

Averages and Standard Deviations of Sample Responses on the Application of the "Four Dimensions of Organizational Justice" Ranking Downward

Number	Organizational Justice	Average	Standard Deviation	Ranking	Level
4	Interactive Justice	3.51	0.71	1	Moderate
2	Procedural Justice	3.45	0.72	2	Moderate
3	Evaluative Justice	3.26	0.77	3	Moderate
1	Distributive Justice	3.13	0.80	4	Moderate
	Scale Total	3.34	0.67		Moderate

Table (3) shows that the averages of (organizational justice) (3.51-3.13), with overall aggregate average of 3.34, which is of an average level. The first was interactive justice, with the highest arithmetic average of 3.51 and a standard deviation of 0.71. Second, procedural justice, with an average of 3.45 and a standard deviation (0.72). It is at the moderate level, and in third place the evaluative justice came with an average arithmetic (3.26) and a standard deviation (0.77), It is at the moderate level, and in fourth place distribution justice is at the average arithmetic (3.13) and a standard deviation (0.80), which is at the moderate level.

These generated results came from the fact that the bank management is concerned with the relationship of heads with subordinates as an interactive justice based on the principles the Bank was founded on. Accordingly, bank employees have the greatest impact on its success; they are the base as reflected in the bank policy towards working staff. Noting that, in second place, the application of procedural justice and may be attributed to the Bank's interest in the provision of all labor requirements to their employee; to ensure the success of the work and continuity, competition, and also perhaps due to the belief of bank officials that if all employees' requirements are provided this will lead to make the employees comfortable and raise their level of professional commitment. Evaluative justice was third, owing to bank management's interest in employee evaluation procedures. Allowing them to object to some evaluation procedures may have been allowed to do so to remove grievances about some employees and take the right course in evaluating the employees and their performance. In the latter place, the application of distributive justice, perhaps due to the perception among employees that wages and bonuses need to be reviewed and also that the tasks assigned need to be reviewed in proportion to the qualifications and capabilities of bank employees, the results of which are consistent with the results of a study (Al Shawabkeh, 2018), which showed that all dimensions of organizational justice came at an average level in Jordanian ministries, and the results of this study also coincided with the results of a study (Banu Dahil and Suhail, 2017), which showed that the level of awareness of the staff of the National School of Customs in Oran of organizational justice was moderate.

For the subparagraphs of the organizational justice dimensions, averages and standard deviations have been calculated, as follows:

1- Distributive Justice:

Averages and standard deviations were extracted for the responses of the study sample individuals to the distributive justice paragraphs.

Table (4)

Averages and Standard Deviations of Sample Responses to "Distributive Justice" Paragraphs are in Descending Order

Number	Paragraph	Average	Standard Deviation	Ranking	Level
9	The Bank works to create a work environment in which women have equal opportunities, to empower them and to promote their active participation at work.	3.82	0.97	1	High
8	The Bank supports equal rights and duties.	3.27	1.07	2	Moderate
4	The salary I receive is appropriate considering similar employee at the same position.	3.09	1.11	3	Moderate
7	The salary I receive is appropriate considering the Bank working hours.	3.07	1.07	4	Moderate
2	Rewards and incentives are distributed in a transparently within the bank and without bias.	3.06	1.13	5	Moderate
5	Monthly salaries is appropriate considering my scientific qualification.	3.05	1.07	6	Moderate
6	The powers are allocated to the employees according to their specialties.	3.02	1.04	7	Moderate
1	All employees have equal opportunities to apply fairly.	2.97	1.21	8	Moderate
3	My salary is appropriate to my efforts.	2.82	1.22	9	Moderate
	Total Average	3.13	0.80		Moderate

Table (4) illustrate that the averages of (Distributive Justice), ranging from 3.82 to 2.82, where Distributive Justice received an average of (3.13), which is of the moderate level. Paragraph (9) had the highest average (3.82) and a standard deviation (0.97), which was of the high level. (The Bank works to create a work environment in which women have equal opportunities, to empower them and to promote their active participation at work) This result may be attributed to the bank interest in the female and male components, therefore the women's component is so reassured, and they feel that opportunities are equal, and there is even an opportunity to reach the highest administrative ranks of the bank, In application of distributive justice, the act is not limited to the male element, women also have an enormous role to play in the work. This is actually noticeable when visiting a branch of the bank, work is shared between males and females, and administrative processes depend on them together so, this proves the application of distributive justice in this regard and the bank success in doing so.

Lastly, paragraph (3) came with an average (2.82) and a standard deviation (1.22), which is at the moderate level (My salary is appropriate to my efforts). This result can be expressed to the cost of living experienced by bank employees. In the light of the huge inflation suffered by the world over, and that this inflation affects workers negatively, which leads them to see that the bank needs to review the salary system, which is one of the most important concerns to reach a high level of belonging and loyalty to the Bank for the employees.

Moreover, this result can also be explained to the large numbers of employees working at the banking sector. And increasing the branches of the bank, that increases the business requirements, which need a very high operating cost. This may also be due to the financial crises that the world is experiencing today, which have curtailed business operations and resorting to banks remuneration. Thus, limiting its profits and thus adversely affecting the application of distributive justice in respect of salaries.

The results of this study were in line with the results of the study Aroniyiaso (2016). It examined the monthly impact income and employment status on job satisfaction and commitment between female officers and men in the customs service in Nigeria. The results of this study also matched the results of (Shawabkeh, 2018) study, which expressed that all dimensions of organizational justice came at a moderate level in Jordanian Ministries.

2- Procedural Justice:

Averages and standard deviations were extracted for sample responses to procedural justice paragraphs.

Table (5)

Averages and Standard Deviations for the Sample Responses to “Procedural Justice” Paragraphs in Descending Order

Number	Paragraph	Average	Standard Deviation	Ranking	Level
8	The Bank provides work-specific supplies (computers, systems...) to complete the tasks	4.16	0.92	1	High
5	Decisions related to employees shall be amended whenever they are appropriate for the nature of the work.	3.52	0.90	2	Moderate
3	Administrative decisions are applied on everyone without exception and in accordance with legal regulations.	3.49	1.00	3	Moderate
1	Penalties shall apply fairly on workers and in accordance with the powers of the immediate head of each employee.	3.42	1.00	4	Moderate
7	Each employee is trained according to their need.	3.39	1.12	5	Moderate
6	The Bank's administrative procedures are just.	3.29	1.00	6	Moderate
4	Decisions are explained and workers are provided with details before they are applied.	3.27	1.01	7	Moderate
2	Procedures whereby salaries are distributed based on reasonable logic.	3.07	1.02	8	Moderate
	Total Average	3.45	0.72		Moderate

Table (5) shows that averages of "Procedural Justice" ranged from (4.16 to 3.07), with procedural fairness having an average gross calculation (3.45), which is of the moderate level. Paragraph (8) had the highest average (4.16) and a standard deviation (0.92), which is of the high level (The Bank provides work-specific supplies (computers, systems...) to complete the tasks. The result may be attributed to the bank interest in the accurate consistency and high quality of the tasks, by providing work-specific supplies for the employees' comfort and all necessary tools and supplies in the light of their needs. Along with, not to differentiate one person from another in providing of such tools, in order to complete work through all employees at the same level. This assures the Bank's interest in the fairness of the procedures. The results of this study are consistent with the results of (Abu Samaa'n, 2015) study, which illustrate that the justice of the procedures came at amoderate level too.

Last place was for paragraph (2) with an average of (3.07) and a standard deviation of (1.02), which is of the moderate level, the paragraph stated that (Procedures whereby salaries are distributed based on reasonable logic) and this result may be attributed to the fact that there are many special issues in the bank related to salaries. This is a very sensitive issue that needs specific procedures, expertise and systems, this reason has brought its level to the moderate level from the point of view of bank' employees and they think that this issue is applied to a limited extent. The results of this study are consistent with the results of a study for (Abu Samaa'n, 2015), which showed that the justice procedures came at amoderate level, and also agreed with the results of a study for (Al-Shawabkeh, 2018), which revealed that the fairness of the procedures was of moderate standard among the Jordanian Ministries.

3- Evaluative Justice

Averages and standard deviations were extracted for sample responses to evaluative justice paragraphs.

Table (6)

Averages and Standard Deviations for the Sample Responses to “Evaluative Justice” Paragraphs in Descending Order

Number	Paragraph	Average	Standard Deviation	Ranking	Level
3	I am allowed to file an objection against the performance evaluation if I feel it is unfair.	3.55	0.96	1	Moderate
1	My official appreciates the work I do.	3.49	1.01	2	Moderate
4	My official depends on the effort to evaluate my performance.	3.46	0.96	3	Moderate
8	The Bank holds workshops to reduce deviation at work.	3.39	0.94	4	Moderate
2	The Bank has a special committee responsible for evaluating employees' performance.	3.36	1.04	5	Moderate
5	In-bank decision makers reward me whenever I make high level performance.	3.10	1.08	6	Moderate
6	The Bank uses its promotion policy on the basis of made efforts.	3.01	1.14	7	Moderate
7	My official writes a daily report about my performance and submit it to senior management.	2.75	1.09	8	Moderate
	Total Average	3.26	0.77		Moderate

Table (6) shows that the averages of "Evaluative Justice" ranged from (3.55 to 2.75), with evaluation justice receiving an average aggregate (3.26). Paragraph (3) has the highest average calculation (3.55), and a standard deviation (0.96) of the moderate level, the paragraph states that (I am allowed to file an objection against the performance evaluation if I feel it is unfair.) This result may be attributed to the fact that there are many employees working at the bank who wish to submit objections to the performance evaluation. So, this process may confuse the management while they are concerned about other matters directly related to the finish work, profits, and other problems that it pays close attention rather than focus on employees' objections and engaging in some matters that management does not consider important. Therefore, the management of the bank may not pay serious and repeated attention to these matters. It can only be considered an important subject for a person once, but when the issue gets repeated more than once, it is considered a waste of time and employees' dissatisfaction with many things that may hinder work.

As for the last place, paragraph (7) with an average of (2.75) and a standard deviation (1.09), which is of the moderate level, where the paragraph states that (My official writes a daily report about my performance and submit it to senior management) This finding may be attributed to the fact that the officials, who are heads of departments or human resources managers, can't write reports on a daily basis, they write them on a weekly or monthly basis, which they see as fairly applied. If the writing of reports is on a daily basis, it may overwhelm officials and preoccupy them with what is more important than the writing of daily reports. On the contrary, employees see it as not in their favor; that this type of justice is not applied well or at the required level. To the researcher's knowledge, the results of this study did not match or differ from any of the previous studies, due to a lack of studies on evaluative justice.

4- Informative Justice

Averages and standard deviations were extracted for sample responses to informative justice paragraphs.

Table (7)
Averages and Standard Deviations Extracted for Sample Responses to “Informative Justice” Paragraphs
Descending Order

Number	Paragraph	Average	Standard Deviation	Ranking	Level
8	The bank provides all facilities for the employee needs.	3.84	0.86	1	High
4	The manager shares the employees’ joys and sorrows.	3.83	0.90	2	High
3	When the manager makes a decision about my job, they treat me with respect.	3.78	0.88	3	High
1	The direct manager encourages the development of a spirit of cooperation and good human relations with all workers.	3.46	1.02	4	Moderate
2	The employee feels the integrity of the official in resolving disputes between colleagues.	3.39	0.96	5	Moderate
5	The management shall take into account the personal circumstances of the employees when making career decisions.	3.35	1.00	6	Moderate
6	I have the opportunity to participate in work-related decision-making.	3.24	0.99	7	Moderate
7	Meetings are held within the bank to discuss employees’ needs.	3.15	1.03	8	Moderate
	Total Average	3.51	0.71		Moderate

Table (7) shows that the averages of (Interactive Justice) ranging from (3.84-3.15), where interactive justice received an average of (3.51), which is of the moderate level. Paragraph (8) had the highest average (3.84), and a standard deviation (0.86), which was of the high level and the paragraph stated that (The bank provides all facilities for the employee needs). This result may be attributed to the employee’s need for such facilities and management’s appreciation of that. Such facilities make the employees comfortable and make them feel valuable. It also makes the management them interacted with them, takes into account their personal affairs, which goes hand in hand with their requirements of employees’ comfort is one of the priorities of management and maintaining them is a duty. The life cycle of the bank cannot be achieved with; the employees are the bank’s human capital. Further, interacting with the employees and taking into account their needs lead to their loyalty, belonging to and wanting to stay at the bank, thereby increasing the level of employees’ career loyalty.

Lastly, paragraph (7) with an average of (3.15) and a standard deviation of (1.03), which is of the medium level, where the paragraph states that (Meetings are held within the bank to discuss employees’ needs), perhaps because the Bank prioritizes matters other than employees’ needs. The Bank management knows what employees’ requirements and needs are, due to that does not need these meetings that take time and effort. These meetings may lead management to some issues that are not important to the Bank. The results of this study goes hand in hand with the results of (Hamdi, 2015) study which showed that interactive justice came higher than procedural justice. It also agreed with the results of (Abu Samaa’n, 2015) study which showed that the justice of the procedures came at a moderate level. Additionally, it agreed with the results (Al-Shawabkeh, 2018) study, which showed that the justice of the procedures was at moderate standard among the Jordanian Ministries.

Results Related to the Second Question: What is the Level of Job Commitment of bank employee?

To answer the second question, averages and standard deviations were extracted for sample responses about the level of job commitment of bank employees, and table (8) illustrates it:

Table (8)

Averages and Standard Deviations Extracted for Sample Responses to “Job Commitment” Level Descending Order

Number	Job Commitment	Average	Standard Deviation	Ranking	Level
1	Emotional Commitment	3.66	0.88	1	Moderate
2	Ongoing Commitment	3.55	0.81	2	Moderate
3	Normative Commitment	3.47	0.83	3	Moderate
	Total Scale	3.56	0.78		Moderate

Table (8) shows that firstly, the averages of (Job Commitment) were between (3.66-3.47), with overall average of (3.56) which is at the moderate level. Whereas for emotional commitment, it came first, Holding the highest average of (3.66) and a standard deviation of (0.88) moderate level. Secondly, the ongoing commitment, with an average of (3.55) and a standard deviation of (0.81), It is at the moderate level. Third is the normative commitment with an average of (3.47) and a standard deviation of (0.83), which is also at the moderate level.

This result can be referred to the fact that bank employees feel proud of being a part of the bank, because of the bank good reputation and many advantages fitted them economically and socially. They feel that working at Bank is an honor for them, aside to feel desiring to make efforts to achieve what they are looking forward and achieve the Bank's objectives.

The Bank's reputation has an enormous impact on his employee's, which makes them feel safe and reassured, able to continue working without any problems or threats, but rather the overwhelming desire to continue doing so in the light of the advantages they receive from the Bank, and possibly due to the implementation of organizational justice at a level that suits them. This result can also be attributed to the fact that bank employees are well qualified, and within specific criteria. This can be noticed through the employees' high morals, ethics and principles that help them to stick at the Bank while working hard to raise ITS level with their efforts and ethics, they are appreciated to have, which is consistent with the results of (Suifan, 2019) study, that showed that organizational justice influences employees' behavior and attitudes. It also matched with the results of (Al-Shamri and Al-Karowi, 2016) study, that demonstrated a relationship of organizational justice over organizational commitment and citizenship behavior.

To learn about the subparagraphs levels for the job commitment dimensions; averages and standard deviations have been calculated, there are the results:

1- Emotional Commitment

Averages and standard deviations for the sample responses to emotional commitment paragraphs

Table (9)
Averages and Standard Deviations for the Sample Responses to “Emotional Commitment” Paragraphs in Descending Order

Number	Paragraph	Average	Standard Deviation	Ranking	Level
6	I am proud when I am talking about the Bank I work at	4.05	1.00	1	High
1	I am filled with the desire to make extra efforts to achieve the Bank's objectives	3.84	0.96	2	High
7	I feel that the Bank I work at is the best institution you can work at	3.82	1.08	3	High
5	My personal values fits the Banks'	3.60	1.06	4	Moderate
2	I am emotionally connected to the Bank	3.51	1.19	5	Moderate
3	I work in a family-like environment at the Bank	3.44	1.07	6	Moderate
4	I consider the Bank problems as if they were mine, and think about solutions at my off days.	3.33	1.19	7	Moderate
	Total Average	3.66	0.88		Moderate

Table (9) shows that the averages of (Emotional Commitment) are in a range from (4.05-3.33). The emotional commitment have an average of (3.33), which is of the moderate level, paragraph (6) having the highest average (4.05) and a standard deviation (1.00), which is of the high level, the paragraph states that (I am proud when I am talking about the Bank I work at) This result may be

attributed to the good reputation of the bank, and the satisfaction of employees that this bank is the best bank they can work at, because it offers some benefits that help employees cope with life conditions in the light of the stability, security and confidence they feel being a part of the bank.

Last, paragraph has (4) an average of (3.33) and a standard deviation of (1.19). It is on the moderate level. The paragraph states that (I consider the Bank problems as if they were mine, and think about solutions at my off days) This result may be attributed to belonging and loyalty to the bank, and the employees being a part of the bank creates a good reputation for them. Therefore, any influences or problems that may occur may affect them and their reputations. This loyalty and commitment may result from the availability of factors such as organizational justice that generate this feeling or this commitment. The results of this study are consistent with the results of (Khaza'i, 2015) study, which made it clear that distributive justice had an enormous role to play in determining the level of emotional commitment.

2- Ongoing Commitment

Averages and standard deviations for the sample responses to ongoing commitment paragraphs.

Table (10)

Averages and Standard Deviations for the Sample Responses to “Ongoing Commitment” Paragraphs in Descending Order

Number	Paragraph	Average	Standard Deviation	Ranking	Level
7	Bank good reputation offers me job security.	4.01	0.89	1	High
1	I accept any assigned work, so that I can guarantee the continuity of my work in the bank.	3.92	0.92	2	High
3	I have a desire to work at the bank, because I see my future at it.	3.69	1.05	3	High
6	Bank gives me material benefits, additional monthly salaries, motivate me to stay working at it.	3.49	1.07	4	Moderate
4	Moving to work in another bank will cause me losses and benefits.	3.35	1.12	5	Moderate
5	I want to stay at the bank despite other opportunities.	3.23	1.11	6	Moderate
2	I am satisfied with my income and fulfil my personal needs as a result of working at the bank.	3.20	1.14	7	Moderate
	Total Average	3.55	0.81		Moderate

Table (10) shows that the averages of (ongoing commitment) in a range of (4.01-3.20), where the ongoing commitment has an average of (3.55), which is of on the moderate level. Paragraph (7) got the highest average (4.01), and a standard deviation (0.89), which is of a high level, the paragraph stated that (Bank good reputation offers me job security). This result may be attributed to the bank good benefits to employees. It depends on employees at work. Employees are considered the basis of work in the Bank, and workers are appreciated of their human value. This is what the individual wishes, and this motivates the individual desire to continue and stay in work.

At the end, paragraph (2) came with an average of (3.20) and a standard deviation of (1.14), which is of the moderate level, where the paragraph states that (I am satisfied with my income and fulfil my personal needs as a result of working at the bank.) It is worth mentioning that this paragraph is in the latter order, i.e. the employees feel limited satisfaction with salaries high standard of living, high obligations, high education expenses, house rents and apartment premiums, and car premiums. All of which need a financial return to cover it. Hence the employees feel that they need a raise in the level of salaries as a result of working at the bank. This may affect their continuity to stay at work, or feel willing to leave to work in other institutions or banks, or even try self-employment and special interests, and as noted, studies have shown that organizational justice affects normative commitment. This is consistent with the results of the study (Nasr Alddin and Salami, 2019).

3- Normative Commitment:

Averages and standard deviations for the sample responses to normative commitment paragraphs.

Table (11)

Averages and Standard Deviations for the Sample Responses to “Normative Commitment” Paragraphs in Descending Order

Number	Paragraph	Average	Standard Deviation	Ranking	Level
1	The Bank agrees with the norms and traditions of Jordanian society.	3.98	0.78	1	High
4	I believe that my commitment to working with the bank is a moral commitment.	3.69	0.98	2	High
7	My work at the Bank is the best job opportunity because of the bank good reputation in the community.	3.65	0.99	3	Moderate
3	I have friendships with the employees, who oblige me to stay a part of the bank.	3.48	1.08	4	Moderate
2	I feel affiliated with bank, and moving to another bank is incorrect.	3.27	1.14	5	Moderate
6	I feel owed to the bank because of the Bank's good privileges.	3.13	1.13	6	Moderate
5	I feel guilty if I think about leaving the Bank.	3.10	1.25	7	Moderate
	Total Average	3.47	0.83		Moderate

Table (11) demonstrate that the averages of (normative commitment) ranged between (3.98-3.10), with the normative obligation having an average of (3.47), which is of the moderate level. Paragraph (1) has the highest average (3.98) and a standard deviation (0.78), which is of the high level. The paragraph states that (The Bank agrees with the norms and traditions of Jordanian society) This result may be that the Bank seeks to work within certain criteria accepted by employees, which are within the norms and traditions of working individuals, thus making it desirable to work at the bank in the light of acceptable standards for employees.

Paragraph (5) is at the last place, with an average of (3.10) and a standard deviation of (1.25), which is of the moderate level. The paragraph states that (I feel guilty if I think about leaving the bank.). This result may be occurred because bank employees have belonging to the Bank because they see that the Bank suits their own standards, and that them leaving the Bank will make them feel that they are causing damage to it. The Bank is considered as one of the oldest banks operating in Jordan, which meets with the results of the (Nasr Alddin and Salami, 2019) study.

Results of the first sub-hypothesis (H01): There is no statistically significant impact at ($\alpha \leq 0.05$) level of distribution justice on the job commitment of the bank employees.

For testing the first sub-hypothesis, the Simple Regression Test was used, in order to explore the effect of distributive justice on the job commitment for bank employees, table (12) illustrates:

Table (12)

The Simple Regression Test to Explore the Effect of Distributive Justice on bank Employees Job Commitment

R	Beta	R ²	B	DF	(F)	Statistical Significance
0.595	0.595	0.354	0.583	185	100.918	*0.000

* Statistically significant at level ($\alpha \leq 0.05$)

Table (12) demonstrates that the value of the binding factor (R) between the two variables (Distribution Justice and Job Commitment) for bank employees is (0.595) and towards a positive relationship Beta also got 0.595, so the relationship between the two variables was a positive expulsion. The statistical value (F) was (100.918) with a statistical indicator level below (0.05) indicating that distribution justice R² explains (35.4%) of the value of variation in the job commitment of bank employees. Therefore, it indicates that (64.6%) of the variation in functional commitment is due to other variables, and the prediction factor for this effect or relationship has reached (B) (0.583), i.e. when distribution justice improves by 1%, the level of job commitment increases by 58%. Hence, points

out to the rejection of the zero hypothesis and the acceptance of the alternative hypothesis, meaning, that there is a statistically effect signifies the level of indication ($0.05 \geq \alpha$) of distributive justice of the job commitment of bank employees.

***Results of the first sub-hypothesis (H02): There is no statistically significant impact at ($0.05 \geq \alpha$) level of procedural justice on the job commitment of bank employees.**

For testing the second sub-hypothesis, the Simple Regression Test was used, in order to explore the effect of procedural justice on the job commitment for bank employees, table (13) illustrates:

Table (13)

The Simple Regression Test to Explore the Effect of Procedural Justice on bank Employees Job Commitment

R	Beta	R ²	B	DF	(F)	Statistical Significance
0.687	0.687	0.471	0.748	185	164.080	*0.000

*** Statistically significant at level ($0.05 \geq \alpha$)**

Table 13 shows that the value of factor (R) between the two variables (Procedural Justice and job Commitment) for bank employees is (0.687) and towards a positive relationship Beta also reached 0.687 and the relationship between the two variables was a positive expulsion. The statistical was valued (F) (164.080) with a statistical indicator level below (0.05). Demonstrating that procedural justice R2 explains (47.1%) of the value of variation in the job commitment of bank employees, it indicates that (52.9%) of the difference in job commitment is due to other factors. Additionally, the prediction factor for this effect or relationship has reached (B) (0.748). So, when procedural justice improves (1%) this increases the level of functional commitment by (74.8%) indicating the rejection of the zero hypothesis, and the acceptance of the alternative hypothesis, which means that there is a statistically effect signifies the level of indicative ($0.05 \geq \alpha$) of procedural justice on the job commitment of bank employees.

***Results of the third sub-hypothesis (H03): There is no statistically significant impact at ($0.05 = \alpha$) level for evaluative justice on the job commitment of bank employees.**

In order to test the third sub-hypothesis, the Simple Regression Test was used, to explore the effect of evaluative justice on the job commitment for bank employees, table (14) illustrates:

Table (13)

The Simple Regression Test to Explore the Effect of Evaluative Justice on bank Employees Job Commitment

R	Beta	R ²	B	DF	(F)	Statistical Significance
0.566	0.566	0.32	0.575	185	86.510	*0.000

*** Statistically significant at level ($0.05 \geq \alpha$)**

Table 14 expresses that the value of the binding factor (R) between the two variables (Evaluative Justice and Career Commitment) for bank employees is (0.566) and towards a positive relationship Beta also reached 0.566. Whereas for the relationship between the two variables was a positive expulsion, and the statistician was valued (F) (86.510) with a statistical indicator level below (0.05) signifying that evaluative justice (R2) Interprets (32%) of the value of variation in the job commitment of the employees of the bank. Which reached the prediction factor for this impact or relationship (B) (0.575), remarking the rejection of the zero hypothesis, in other words, that there is a statistically signifies effect at the level of indicative ($0.05 \geq \alpha$) of evaluative justice on the job commitment of bank employees.

***Results of the fourth sub-hypothesis (H04): There is no statistically significant impact at ($0.05 \geq \alpha$) level for interactive justice on the job commitment of bank employees.**

To test the fourth sub-hypothesis, the Simple Regression Test was used, to understand the effect of interactive justice on the job commitment for bank employees, table (15) illustrates:

Table (15)

The Simple Regression Test to Explore the Effect of Interactive Justice on bank Employees Job Commitment

R	Beta	R ²	B	DF	(F)	Statistical Significance
0.619	0.619	0.384	0.682	185	114.567	*0.000

*** Statistically significant at level $(0.05 \geq \alpha)$**

Through table (15) we can understand that the value of the correlation factor (R) between the two variables (interactive justice and job commitment) for the bank employees is (0.619). Whereas the direction of a positive relationship (Beta) also reached (0.619) and the relationship between the two variables was a positive expulsion. Additionally, the statistician was valued (F) (114.567) with a statistical indicator level below (0.05) indicating that interactive justice (R²) Interprets (38.4%) of the value of variation in the job commitment of bank employees, and the rest of the percentage is (61.6%) of the variation in job commitment is due to other variables. Further, the prediction factor for this effect or relationship has reached (B) (0.682), that is, an increase in the level of interactive justice by (1%) is reflected in the level of job commitment by (68.2%). Meaning, the rejection of the zero hypothesis, and the acceptance of the alternative hypothesis, in other words, that there is statistically signifies effect at the level of indication $(0.05 \geq \alpha)$ of interactive justice on the job commitment of bank employees.

Summary

There are many results formed by the study, the results covered the research questions and hypothesis of the study, and the most significant are:

- 1- The results of the study showed that the calculation averages of the extent to which management in the bank applies the four dimensions of organizational justice (Distributional justice, procedural justice, evaluative justice and interactive justice) ranged from (3.51 to 3.13). Overall organizational justice got an average aggregate calculation of 3.34. High-level interactive justice, which is a moderate level of (3.51) and a standard deviation (0.71) of the medium level. Second, procedural justice, with an average calculation of 3.45 and a standard deviation (0.72), makes it at the moderate level. Following in the third place was evaluative justice, holding an average of (3.26) and a standard deviation (0.77) also at the moderate level. In the fourth place was distribution justice, with an average of (3.13) and a standard deviation of (0.80), which is as the before mentioned at the moderate level.
- 2- The Study came up with a result that job commitment of bank employees ranged from (3.66 to 3.47). In general, the job commitment received an average aggregate of (3.56). Which makes it at the moderate level. The first place was for emotional commitment; It had the highest average calculation of (3.66) and a standard deviation of (0.88) which also at moderate level. Ongoing commitment was second, with an average of (3.55) and standard deviation (0.81) moderate level too. At last, third is the interactive commitment with an average of (3.47) and a standard deviation (0.83), which makes it as the above at a moderate level.
- 3- While testing the study's main hypothesis, the results of the hypotheses show that the sub-variables related to organizational justice (Procedural Justice, Interactive Justice) have an impact on bank employees job commitment at a significant level $(0.05 \geq \alpha)$, and reached the level of impact or interpretation value of both variables (51.1%) in career commitment. The results of the study showed that distributive and evaluative justice has no impact on bank career commitment at an indicative level $(0.05 \geq \alpha)$.
- 4- After testing the first sub-hypothesis, distributive justice founded 35.4% of the value of the variation in the job commitment of bank employees.
- 5- After testing the second sub-hypothesis, procedural justice founded 47.1% of the value of the difference in the job commitment of bank employees.
- 6- After testing the third sub-hypothesis, evaluative justice created (32%) of the value of the difference in the job commitment of bank employees.
- 7- After testing the fourth sub-hypothesis, interactive justice formed (38.4%) of the value of the difference in the job commitment of bank employees.

Recommendations

According to this study, the following is recommended:

- 1- Create equal opportunities for all employees to apply fairly and consider promotion in a manner commensurate with scientific qualifications, skills and abilities.
- 2- Review and evaluate the salaries and bonuses of working employees, and evaluate it based on their efforts.
- 3- Creating a room for the participation of working employees in the bank at the decision making process, explaining to them and providing them with details before they are applied.
- 4- Improve the justice of the Bank's administrative procedures.
- 5- Work on writing the daily report on the performance of the employees, with the need to submit it to the management to keep a continuous and sustained evaluation.
- 6- To held periodic meetings to discuss workers' needs and requirements in order to raise the level of interactive justice.
- 7- To raise the level of the family environment of bank employees in order to increase the level of emotional commitment of bank employees.
- 8- Increasing the normative commitment through making the employee feels as if the Bank's identity is his/her identity, and making the employee feel belonged to this Bank in order to preserve it.

References

- Abu Samaan, Mohammed (2015), Determinants of Organizational Justice and its Relationship to Organizational Citizenship Behaviour from the Point of View of Officers in the Gaza Strip Police, Unpublished Master's Thesis, Islamic University of Gaza.
- Adams, J. S. (1965). Inequity in social exchange. *Advances in experimental social psychology*, 2, 267-299.
- Al Asmari, Said (2013) Perceptions of Organizational Justice and its Relationship to Organizational Commitment, Unpublished Master's Thesis, Naif Arab Academy of Security Sciences, Saudi Arabia.
- Al Khazae, Maher (2015) The Role of Distributional Justice in Achieving the Organization's Emotional Affiliation, Field Study at University Hospitals in Damascus, *Tishreen University Journal of Research and Scientific Studies*, vol. 37, No. 1.
- Al Obaidi, Nama' (2012) The Impact of Regulatory Justice and its Relationship to Regulatory Commitment, Field Study at the Ministry of Higher Education and Scientific Research, *Kuwait Journal of Economic and Administrative Sciences*, vol. 8, No. 24.
- Al-Shahri, Mohammed (2014) Organizational Justice Level of High School Principals in Jeddah Governorate and Its Relationship to Teachers' Achievement in Their View, Unpublished Master's Thesis, Umm Al-Qarya University, Saudi Arabia.
- Al-Shammari, Ahmad Al-Karoui, Bilal (2016) The Relationship between Organizational Justice and both Organizational Commitment and Organizational Citizenship Behaviors and their Impact on the High Performance of Organizations, *IRAQI JOURNAL FOR ADMINISTRATIVE SCIENCES*, vol. 11, No. 46.
- Al-Shawabkeh, Yazan (2018) The Impact of Organizational Justice on Career Commitment in Jordanian Ministries, an unpublished master's thesis, University of Jordan, Amman, Jordan.
- Altek, Aseel (2010) The Interrelationship between some of the Core Issues of Social Responsibility and Building Workers' Commitment to Quality and its Implications for Organizational Value, Analytical Study in a Number of Hospitals in Mosul City, unpublished doctoral thesis, Faculty of Management and Economics, University of Mosul.
- Al-Zahabi, Hayat (2014) Organizational Justice and its Relationship with the Organizational Citizenship Behavior of the Algerian Institution Worker, Master's thesis, Department of Sociology, University of Adrar.
- Al-Zebari, Jaafar (2010) Management Leadership Skills and their Role in Supporting Organizational Commitment, Exploratory Study for the Sample's View of Directors of Departments and People of the General Company for Pharmaceutical and Medical Supplies, Master's thesis, Nineveh.
- Andrew, T., Dennis, A. (2019) Organizational Justice And Employee Commitment: Evidence From University Of Benin, *SSRG International Journal of Economics and Management Studies (SSRG-IJEMS) – Volume 6 Issue 7*.
- Askar, Sami Wurjab, Soessen (2016) Creative Performance Skills Course in Job Evaluation Survey of the Views of Working Nurses as a Sample of at the Azadi Teaching Hospital in Kirkuk City, *Kirkuk University Journal of Administrative and Economic Sciences*, No. 2.
- Batool, S., Parveen, N., & Batool, S. (2017) Emotional intelligence and job commitment: Meditational role of job satisfaction and job performance. *Pakistan Business Review*, 904 – 923.
- Ben Dahu, SUMia and Suhail, presented (2017) Organizational Justice and its Relationship to Organizational Loyalty, field study on a sample of staff at the National School of Customs in Oran, *Human Development Journal*.
- Bies, R. and Moag, J. (1986). Interactional Justice: Communication Criteria of Fairness, *Research on Negotiation in Organization*, 1: 43-55.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology*, 86(3), 425-445.
- Colquitt, T. (2004). Organizational Justice and Stress: The Mediating Role of Work-Family Conflict. *Journal of Applied Psychology*, Washington, 89 (3): 395-417.
- Gering, Geraled and Baron, Robert (2009), *Attitude Management in Organizations*, Arabization of Rifai Mohammed Rifai and Ismail Ali Bassiouni, Mars Publishing and Distribution House, Riyadh, Saudi Arabia.
- Gim, G., Desa, N. Mat (2014) The Impact of Distributive Justice, Procedural Justice and Affective Commitment on Turnover Intention among public and private sector employees in Malaysia. *International Journal of Social Science and Humanity*. 4 (6).
- Hair, J. F., & Black, W. C., & Babin, B. J., & Anderson, R. E., (2010). *Multivariate data analysis: A global perspective*. Upper Saddle River, NJ: Pearson-Prentice Hall.
- Hassani, Radia (2016) Organizational Justice and its Relationship to Organizational Commitment, Field Study of the State Property Directorate of Umm Al-Baqi State, unpublished Master's Thesis, Al Arabi University Ben Mohidi Umm Al-Baqi, Algeria.
- Humphreys, John & Brunsen. Bill & Davis, Dale (2005) Emotional Structure and commitment: implications for health Care Management, *Journal of health Organizational and Management*, Emerald Group publishing Limited.
- Ibrahim, M. E., & Perez, A. O. (2014). Effects of organizational justice, employee satisfaction, and gender on employees' commitment: Evidence from the UAE. *International Journal of Business and Management*, 9(2), 45.
- Jaguidal, Sumaia (2015), Organizational Justice and its Relationship to Organizational Commitment, Field Study on a Sample of Workers of the Electricity and Gas Distribution Foundation in Aghouat City, Master's Thesis, Mohamed Khidir University, Biskra, Algeria.

- Kharmouche, Murad (2014) The Role of Organizational Justice in the Professional Mobility of Private Industrial Workers towards the Public Sector, Field Study in Setif State, Master's Thesis, Mohammed Khidar University, Biskra, Penal.
- Khuong, Mai Ngoc & Nhu, Nguyen Vu Quynh (2015) "The Effects of Ethical Leadership and Organizational Culture towards Employees" Sociability and Commitment—A Study of Tourism Sector in Ho Chi Minh City " Journal of Advanced Management Science Vol. 3, No. 4.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Lee, H. R. (2003). An Empirical Study of Organizational Justice as a Mediator of the Relationships among Leader-Member Exchange and Job Satisfaction. Organizational Commitment. and Turnover Intentions in the Lodging Industry. Unpublished Dissertation. Virginia Polytechnic Institute University. Blackburg. Virginia.
- Lodahl, T. M. & Kejnner, M. (1965) . »The Definition and Measurement of Job Involvement«. *Journal of Applied Psychology*. Vol. 49 (1) , 24- 33.
- Manesh, .S, Abolfazl S., and Hoseyn . (2015), "The relationship between organizational commitment with respect, compassion and professional moral superiority of Yazd staff governor" *Journal of Novel Applied Sciences*, 4 (2).
- Mukherjee, S., Singh, A., & Mehrota, S. (2016) Organizational Justice n relation to competence, Commitment and self motivation. *The International Journal of Indian Psychology*, 3 (2).
- Muthuveloo, Rajendran & Rose, Raduan Che, (2005), Typology of Organizational Commitment, *Journal of Applied Science*, Vol. (2), No. (6).
- Nasr Aludin, Qa 'idah and Salami, Munira (2019) The relationship of Performance Evaluation Justice to Organizational Commitment, the Case Study of the MilbanahOras Foundation, the first national forum on human resources as a source of activation of competitive advantage from a strategic (study of experiments) University of Blida University daily.
- Rahman, A., Shahzad, N., Mustafa, K., Khan, M. F., & Qurashi, F. (2016). Effects of organizational justice on organizational commitment. *International Journal of Economics and Financial Issues*, 6(3S).
- Rai, G.S. (2013). Impact of organizational justice on satisfaction, commitment and turnover intention: Can fair treatment by organizations make a difference in their workers' attitudes and behaviors, *International Journal of Human Sciences*, 10(2): 261
- Rego, A and Cunha, M. (2006). Organizational Justice and Citizenship Behaviors: a Study in Feminine. High Power Distance Culture. Submission of papers for Publication. University de Santiago.
- Saeed, I., Junaid, M., Fatima, T., Abrar, A., Gohar, M., & Benazir, S. (2017) Effect of organizational justice on job outcomes: Mediating role of affective commitment. *Journal of Management Research*, 3 (2).
- Salami, Samuel O., (2008) Demographic and Psychological Factors predicting Organizational Commitment among Industrial Workers, *Anthropologist*, Vol. (10), No. (1).
- Saleh, A., Muhammad D., Mahmoud H. (2014) " Organizational Commitment and Work Satisfaction among Jordanian Nurses: A Comparative Study", *Life Science Journal*; 11(2).
- Suifan, T. (2019). The effect of organizational justice on employees' affective commitment: the mediating role of job satisfaction. *Modern Applied Science*, 13(2), 42-53.
- Ugboro, Isaiah O., (2006), Organizational Commitment, Job Redesign, Employee Empowerment and Intent to Quit among Survivors of Restructuring and Downsizing, Institute of Behavioral and Applied Management, North Carolina A & T State University.
- Usmani, S., & Jamal, S. (2013). Impact of Distributive Justice, Procedural Justice, Interactional Justice, Temporal Justice, Spatial Justice on Job Satisfaction of Banking Employees. *Review of Integrative Business & Economics Research*, 2(1), 351-383.