

The Impact of Organizational Justice Dimensions on Organizational Commitment among Bank Employees

Mohammed A. Karem¹, Alaa S. JAMEEL² and Abd Rahman Ahmad³

Abstract--- Organizational commitment has been acknowledged as a psychological state describing the connection between an employee and his or her organization, and this state means the choice to proceed or discontinue participation in an organization. However, limited studies have been conducted in bank sector to examine the impact of organizational justice on organizational commitment, especially in Middle East countries. **Purpose:** of this study to examine the impact of organizational justice on organizational commitment among employee bank. **Methodology:** The study conducted in Trade Bank of Iraq, Baghdad. data collection tool by questionnaire. 177 valid questionnaires have been analyzed by SPSS software. **Main Findings:** showed that all the three components of organizational justice, namely; distributive justice, Procedural justice and Interactional justice has a positive and significant impact on organizational commitment among bank employees. **Implications/Applications:** The research is useful to banks that face decreased their employees ' commitment and, make the banks less fear of decreasing employee allegiance to the bank and, on the other, allow it to accomplish its objectives effectively and efficiently. **Originality/Novelty:** This study contributes to enrich the body of knowledge in Middle East countries particularly in Iraq and bank sector by examining the impact of organizational justice on organizational commitment.

Keywords--- distributive justice, Procedural justice, Interactional justice, organizational commitment, bank.

I. INTRODUCTION

A committed worker is key to any organization's success. Managers and scientists are interested in finding methods and means to raise their employees ' level of commitment. Organizational commitment(OC) is one of the many job-related attitudes examined for the effective management of employee behavior in relation to other factors. OC in the area of management and organization is one of the most researched organizational behaviors studied in organs and organizations for a long time[13]. There are several negative effects caused by lack of organisational commitment such as high absenteeism, turnover, intention to leave and poor performance which negatively affects organization efficiency and effectiveness[6]. It becomes the basis of wide-ranging literature with the objective of concentrating on the causes of OC and its importance for employee conduct and efficiency in the organization[39] as this OC has a beneficial impact on the behavior of staff and the required results of the job,

¹Department of Public Administration, Cihan University-Erbil, Kurdistan Region, Iraq. E-mail: mohammad.abdulkarem@cihanuniversity.edu.iq

²Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia, Malaysia

³Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia, Malaysia. E-mail: arahman@uthm.edu.my

researchers' interest in this area is increasing. Moreover, Individuals who are extremely committed to their institutions are regarded as important compared to those with low levels of OC[5]. OC is a notion that is increasingly seen as an important factor in explaining the conduct of staff at job[5]. Commitment relates to the binding strength that leads a person to a certain course of action to achieve certain objectives [38]. Meanwhile, organizational commitment is affected by organizational justice[48]. Organizational justice (OJ) is a subject that captures the biggest interest of social researchers, It is basically people's awareness of organizational fairness[48]. Generally speaking, three kinds of justice prominent in organizational and managerial environments have been frequently differentiated and discussed by Adam's organizational scientists. Prior to 1975, the focus in justice studies was on distributive justice (DJ), referring to people's perception of fair distribution of reward and resources among themselves, their co-workers, and their followers. Most of their attempts were based on Adams' (1965) [1] postulated equity theory in which individuals are suggested to determine whether the benefits they get for their hard works are reasonable through making social decisions. equity implies that the result is determined by a worker's efforts and contribution [47]. In the mid-1970s, Thibaut and Walker had pioneered the notion of judicial procedures. Procedural justice (PJ) relates to the belief that the processes employed by the organization to achieve significant results are just and fair. Interactional justice (IJ) is the final category of justice. In 1986 the interactional side in organizational practice was launched and clarified by Bies and Moag. This category of justice emphasizes how respect and dignity are provided to a person by the authority [27].

Most of the previous studies which related to OJ and OC has been conducted in public administration area such as In Prisons [26, 33], Police [19,47], and correctional officer[4,25, 32], and limited study has been conducted in bank sector[3]. Despite the increasing body of organizational justice literature, a restricted amount of research has examined OJ and OC in Iraq setting particularly in Trade Bank of Iraq Baghdad. The objective of this study to examine the impact of OJ on OC among employees of Trade Bank of Iraq-Baghdad.

II. LITERATURE REVIEW

A. *Organizational Commitment*

OC acknowledged as a psychological state describing the connection between staff and their organization, and this state means the choice to proceed or discontinue participation in an organization. In terms of definitions, there is quality and contradiction [40]. defined OC as a psychological connection between an organisation and its employees. occasionally, organizational commitment to organisations is essentially more relevant than job satisfaction. Most of the organisational commitment research concentrate on an organization's emotional attachment and commitment to organisational principles. according to [45] describe OC as Relative strength of the identity and participation of an employee in a specific organization, defined by three variables (1) Strong confidence and understanding of the objectives and principles of the organization ;(2) A readiness on behalf of the organization to make significant efforts ;(3) A great desire to preserve organizational membership. the principle of OC relates to an individual's readiness to contribute to an organization's success, allegiance and engagement to achieve its objectives and not only offering the utmost to the organization but also acting as an obstacle to the organization's leaving[42]. conceptualize it as an organisational model consisting of three parts:

(a) **Affective**, (emotional connection and organizational identity) which refer to the employees' readiness to engage their egos with the organization activities due there is a mutual ground in organization values [2]. Individual emotionally linked to, distinguish with and is involved in the organization [40, 41]. According to [24,40, 41,37] When the individuals agree with organization value and goals the affective commitment will increase and individual will prefer to stay with it and support the organization to achieve the mission and they feel the free will to do so [50]. reported the manager assess of affective commitment positively associate with profitability of individuals which is not positively association with continuance commitment, confirmed by Meyer and Allen's reported that individuals who gain a high level of continuance commitment likely gain a low degree from their supervisor

(b) **Continuance**, (awareness of the costs of leaving the organisation).commitment that emerges from the fear of losing profits and advantages of an organization [2], Because the cost of leaving the work individual obliged to stay with the organization [40, 41]. The individual with long-time stay with the organization will be more commitment, this because the individuals realize since leaving the organization may be facing great risk to lose what has been invested during employment with the organization [24].

(c) **normative**, normative (feeling obliged to proceed working with the organisation). commitment that arises from the individuals that feel the desire to stay in the organization [2]. Happening When the individual feels obligated to stay with the organization [53], individuals with a strong commitment could feel more obliged to stay and continue with the same organization [40, 41]. Individual if decided to leave the workplace will give importance to the feeling and negative assessment of others around it due to carrying a high level of normative commitment [24].

OC is received a high attention from current scientists. the commitment is constantly acknowledged as an important factor in the way staff operate in organizations, among other factors [38, 39].Commitment is the link between staff and the organization [20] and helps the success of the organisation [20].

B. Organizational Justices

OJ is one of the issues of tremendous concern to researchers, executives and scientists in the field of organisational behaviour, industrial and organizational psychology and human resources management for years. It was the focus of interest and shows how individuals in their organisations view fairness and justice. However, A significant aspect of society is the notion of justice (i.e. fairness). This concept refers to OJ as it applies to the work environment [23].OJ relates to the perception that individuals are treated fairly and just by the employing organisation[15].

C. Distributive Justice

DJ relates to the perception of fair and equitable organisational results such as (pay, advantages, shift assignment, work assessments, promotions, and workplace discipline)[25,28]. It is essential to remember that equity and not equality are the basis of distributive justice [21]. Equality implies that all employees are treated the same, regardless of their effort or their effect. Equity refers to the results that determined by a particular individuals' efforts and contribution. Under the concept of equity exchange, an individual evaluates organisational outputs based

on inputs, comparing them with what other employees have received in comparable circumstances and what is considered to be just input [21].where individuals assess input-based organisational outputs, compares them with what others have received in comparable circumstances and what is considered to be fair[4]If individuals consider the outcome-rewards to be reasonable, they tend to have a strong perception of organisational DJ and if they feel that the output-rewards are unfair, then the individuals will have a reduced perception of DJ [4].If individuals with greater contribution and another small contribution to the same organisation gets an equal advantage, it considers unfair[18].Recently, most organization studies on DJ, it focuses on employees ' perceptions of how outcomes are distributed across the board. Individuals operating in comparable organisational environments may perceive DJ differently because they evaluate their own performance differently or match their own contributions and results with other staff contributions [28].

D. Procedural Justice

PJIt relates to a sense of fairness and justice in the processes and procedures used by the organisation to achieve significant results [23, 47]. most employees want to have coherent, open and honest procedures in their decision on distributive results, regardless of the outcome. The method can be as essential or even greater than the result itself[21] .while procedural justice and distributive justice are different concepts, study findings reveal that both are crucial in determining employee's perceptions of justice and have a significant impact on organizational results [22, 36].OJ,does not transact with the equity of the results and benefits received by a worker, but also transacts with the equity of making-decision method used among them for better distribution. OJ identified first element which isDJ, commonly researched over the previous years. the second element is PJ that comparably novel to organizational researches [21]. Procedures generating appropriate, accurate and reliable acknowledged data are usually recognised as fair therapy and coping. Such fair treatment is eligible and should be correctly implemented reasonably from time to time. While PJ shows that organisational processes and procedures for achieving significant results are considered fair [4,21]Higher rates of DJ and PJ attitudes regular lead to more favourable opinions of the work and the organisation while reduced concentrations of perceived distributive and procedural justice can lead to adverse emotions such as disappointment, outrage, and wrath[33].This may causes to OC[4]. The work attitudes and affective organisational engagement among the employees should be linked in a favourable way with both types of OJ [33].

E. Interactional Justice

IJ as the third elements of OJ,[7] proposed another construct, interactional justice. IJ is a distinct understanding of fairness in the organization's interpersonal therapy, whereas procedural justice is linked to fairness in the procedure used to resolve conflicts and assign results[7, 8, 9]. In terms of results (distribution) and processes, an organization's staff also assess whether they are treated with regard and dignity by others – including peers and managers.

III. HYPOTHESES DEVELOPMENT

OJ was regarded as a key contributor to employee commitment to their organisation [48].several studies empirically confirm the impact of OJ on OC[43].the connection between OJ and OC could be discussed from

different perspectives, the first is the theoretical similarity of commitment to continuity and distributive justice both of these aspects require comparing the employee's benefits with his\her contributions to organisational development. the second view is a theoretical result of the OJ-OC connection associated with Adams ' Equity Theory (1965).research indicates that OJ is usually consistent with affective commitment but not with continuance or normative commitment[34].there is much evidence that PJ (as opposed to DJ) is a helpful predictor of OC as fair processes generate the impression that staff will receive a fair distribution from their organisation if they did well, despite the reality that modern benefits are unfair[33,34, 47].reported, in addition to procedural justice, that DJ also has positive impacts on affective OC.[32] indicated both dimensions of DJ and procedural positively impact on OC and the impact on commitment of PJ was much greater than that of DJ. employees feel more allegiance to the organization, feel proud of their employment, take care of the organizations destiny and be motivated by job performance when they perceive that they have been impartially and similarly rewarded with regard to the quantity of effort spent on their duties and the results of their work within their institutions. While PJ and IJ Positively connected to affective commitment, but not with continuance and normative commitment [29].Input into organizational decision-making is, in reality, a significant factor influencing the perception of OC irrespective of supervisory status or job position[31].the literature on organizational justice also shows that the elements of justice interact PJ and DJ[11]; PJ and IJ[51].People use their perception of PJ and IJ when they evaluate or determine if the distribution of the outcome is fair [10, 14].Research indicates a correlation between the perception of OJ and several organisational variables, including OC[30].However, DJ and PJ positively correlated with OC[48] and Interactional[43].

This suggests that it is worth pursuing studies to uncover the unique effects of DJ, PJ and IJ on OC in the Iraqi banking sector. moreover, the reviews above have been summarized studies on the variable of OJ in explaining OC. while we recognize this remarkable academic job, we think it only contributes to a partial examination of the idea. Nearly all of these researches concentrated as two parts of organizational justice on the impact of procedural and distributive justices on OC [47,48] However, the third dimension of OJ (IJ) has not widely discussed and can contribute to understanding the OC. While we acknowledge the importance of fairness in processes and outcome equity, regardless of how fair the rules, processes and outcomes are, employees may still be disappointed if the rules and processes are not correctly discussed and conveyed. Meanwhile, limited studies have been conducted in bank sector [3]particularly in Iraq.

H1. DJ has a positive and significant impact on OC among employees Trade Bank.

H2. PJ has a positive and significant impact on OC among employees Trade Bank.

H3. IJ has a positive and significant impact on OC among employees Trade Bank.

IV. METHODOLOGY

The research was performed in Trade Bank of Iraq-Baghdad, State Bank. the study employs quantitative method and used a survey strategy to collect the data by Structured questionnaires. The population of this study 177 valid questionnaires (N=177) from 330 questionnaires was distributed in Trade Bank of Iraq - Baghdad by self-administrative. The confidentiality of their answers has been ensured to participants who voluntarily participated in

this research by answering the questionnaire. The questionnaire close-ended questions and used 5-point Likretscale 1 = strongly agree and 5 = strongly disagree. The data were analysed by statistical package for the social sciences (SPSS) version 23.

Two bilingual researchers converted the research tools into Arabic and then converted them back into their initial language (English), as indicated by [12]guidelines. Table 1 provides the source of the measurement and number of items as well as the Cronbach Alpha and factors loading.

DATA ANALYSIS

A. Reliability and validity

We have used Cronbach's α indicator as a method of evaluating the reliability of scales and the acceptance of the quality of scales is achieved when Cronbach's α is higher than 0.70 [46, 52]. Reliability of this study has been achieved all Cronbach's α greater than 0.70 (see table 1).however, validity can test by factors loadings which should be significant and greater than ($\geq .5$).meanwhile, high factor loading reflects high convergent validity[27]. All factors loading of this study greater than 0.5 and consider valid (see table 1).

Table 1:Factor Loading, Cronbach's Alpha and References

<i>Variables</i>	<i>Number of items</i>	<i>Factor Loading</i>	<i>Cronbach's Alpha</i>	<i>References</i>
OC	OC1	.906	.836	[16,32,44]
	OC2	.907		
	OC3	.756		
	OC4	.603		
	OC5	.832		
	OC6	.844		
	OC7	.734		
	OC8	.862		
DJ	DJ1	.795	.893	[32, 44]
	DJ2	.817		
	DJ3	.861		
	DJ4	.839		
	DJ5	.813		
	DJ6	.736		

PJ	PJ1	.848	.947	[32, 44]
	PJ2	.856		
	PJ3	.866		
	PJ4	.896		
	PJ5	.857		
	PJ6	.868		
	PJ7	.903		
IJ	IJ1	.723	.854	[16,44]
	IJ2	.677		
	IJ3	.807		
	IJ4	.761		
	IJ5	.706		
	IJ6	.733		
	IJ7	.746		

B. Correlation analyses

The findings of the analysis of correlation are shown in Table 2. the three components of OJ which are DJ, PJ and IJ, was positively correlated with OC ($r = .367$, $r = .411$ and $r = .481$ respectively, at the 0.01 level). IJ showed highest correlated with OC than other variables.

Table 2: Correlations

Variables	DJ	PJ	IJ	OC
DJ	1	.248**	.445**	.367**
PJ		1	.295**	.411**
IJ			1	.481**
OC				1

** . Correlation is significant at the 0.01 level (2-tailed).N177

C. Regression analyses

The result of the hypothesis as shown in table 3 (H1) shows that DJ has a significant impact on OC with p-value of 0.033, < 0.05, significant and positive H1 accepted. This result consistent to the previous studies[32,47]which report that DJ has positive and significant impact on OC. the magnitude of standardized coefficient (Beta), DJ index ($\beta=0.151$) is a significant and positive impact on OC of bank staff. However, the result of second hypothesis H2 PJ positively impact on OC with P- value 0.00, <0.05 that is mean predicted significant and positive H2 accepted. Same

finding with [47] which reported PJ positively impact on OC. the magnitude of standardized coefficient (Beta), PJ index ($\beta=0.276$) is a significant and positive impact on OC of bank staff. Similarly, with the third hypothesis, the result as in table 3 indicated there is a positive and significant impact of IJ toward OC among bank staff with P-value $0.00 < 0.05$ the third hypotheses H3 accepted. Same finding reported by [35, 49]. the magnitude of standardized coefficient (Beta), IJ index ($\beta=0.332$) is a significant and positive impact on OC of bank staff. The coefficient of determination, R^2 measures the percentage of variation explained by the independent variables in the dependent variable. the equation R^2 indicates the model can explain 32% of the variance ($R^2=.328$).

Table 3:Hypothesis Test

Hypotheses	Beta	P value	Sig.	Remark
H1. DJ OC	.151	.033	< 0.5	Supported
H2. PJ OC	.276	.000	< 0.5	Supported
H3. IJ OC	.332	.000	< 0.5	Supported

$R=.573$. $R^2=.328$. $N=177$ DJ: Distributive Justice, PJ: Procedural Justice, IJ: Interactional Justice

V. DISCUSSION

The aim of this research to investigate the effect of OJ components on OC among Trade Bank employees Iraq-Baghdad, this aim has been achieved. The findings indicate that either distributive, procedural and interactional justice play a major role in OC. All three hypotheses have been accepted. Distributive justice has a positive and significant impact on OC among employees bank, same result reported with [32]. However PJ has a positive and significant Influence on OC this finding consistent with [47]. and lastly interactional justice has a positive and significant impact on OC This result consistent with [49] finding . Interestingly, the impact on OC of procedural and interactional justice was greater than that of distributive justice among bank employees. this finding is probably a reflection of the scope and nature of procedural and interactional justice. Procedural justice in our case evaluates how a bank works and highlights the bank's key values. Procedural justice contributes to the bank's perception of legitimacy and trust. It is unlikely that an employee will bond with the bank without this sense of legitimacy and trust. According to [19], If staff consider processes fair, the bank may be viewed favourably (commitment), even if they are presently unhappy with such individual results. The magnitude of the impact of DJ on OC was again important but lower than that of procedural and interactional justice, reflecting the comparative significance of organizational justice policies. However, employee may be unhappy with what was given but stay committed to an organisation or bank, if the operation or cause of the non-results is considered to be fair. Bank supervisors and executives interacting with a subordinate relationship construction, communicating with subordinates will improve staff commitment. Given the effect of OJ dimensions (distributive, procedural and interactional) on working group attitudes and actions, managers or supervisor should point out that all members of the organization or bank are aware of attempts to achieve fairness. Such attempts should require organizational policies, communication and interpersonal therapy from bank managers as well as from the organization and bank as a whole. Past studies have reported that supervisors can be trained efficiently to be fairer in procedures, i.e. how supervisors can be taught to

create just climates and prevent unjust climate. We need to enhance the manner in which staff can comprehend choices and processes. The difference between procedural and interactional justice has long been discussed by scientists in organizational justice. Recently, several scientists have suggested using the theory of social exchange to distinguish procedural and interactional justice from one another. The exchange between the person and the employable organisation requires PJ in specific, whereas IJ usually relates to the exchange between the person and supervisor. The different kinds of justice have a direct impact on how individuals feel in their organisations. OJ is a very important variable to consider when examining employee motivation and support. This can be applied to the job of team construction, reorganization or core management and employee relations. Justice processes play a significant role and influence the quality of behaviour of people in organizations and banks, their attitudes and their OC. In addition, it was suggested that bank executives should be more aware of OJ and OC factors in instances which demonstrate the value of the organisation's justice and commitment. Moreover, it is suggested that efforts to improve equity and the workforce involvement should be one of the primary duties of the bank, given the organization's and bank's reliance upon the efficiency and effectiveness of the workforce, in particular executives. It is suggested that justice, particularly in management practices (distribution of rewards, relationships, promotion and workload) in interaction with staff that is very essential to them, would increase OC and avoid low employee morale and lack of motivation to try and work.

VI. CONCLUSION

OJ is a significant predictor of OC. Employees may develop an organizational commitment to the fair treatment they receive from their bank. This could indicate that when staff think that the organization's procedures are being conducted justly, and when staff feel that others are not being treated more fairly, that is, not favoured over others, they start to add more favourable emotional emotions to their employment, thus increasing their psychological attachment to their bank. The present study enriches the body of knowledge in two essential ways. First, the research is unique in Iraqi setting because the model has not been tested in Iraq's banking sector before. Secondly, the research is unique in Iraqi setting because it attempts to explore the relation and effect of OJ dimensions with OC which never tested in the context of Iraq before. The research is useful to banks that face decreased their employees' commitment. It specifically offers a profound practical understanding to the officials of various organizations (in specific the banking sector) to bring distributive, procedural and interactional justice into practice with the objective of enhancing their staff level of commitment. However, It will, on the one side, make the banks less fear of decreasing employee allegiance to the bank and, on the other, allow it to accomplish its objectives effectively and efficiently. This research has its limitations, similar to any other empirical research. the study conducted in one state bank with small sample size. Meanwhile, Trade Bank of Iraq, Baghdad has Various features with other banks so findings cant fully generalize to other banks. Future study, Interpretation of these longitudinal research results is required to discover stronger proof of the direction of a causal relationship since this regression study also does not remove the chance that there are other factors that might explain the connection between factors in the study. however, it is possible to conduct the study in different others sector and in private banks with large sample size.

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