

STUDYING THE EFFECT OF ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL COMMITMENT, WITH THE MEDIATOR ROLE OF JOB SATISFACTION IN THE CUSTOMS OF KHUZESTAN

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ABSTRACT

Organizational justice issue due to relation to critical organizational issues such as organizational commitment, organizational citizenship, job satisfaction and efficiency has become important. Regarding this point the effect of organizational justice on organizational commitment, with the mediator role of job satisfaction was studied. In this study, it is tried to test the various dimensions of organizational justice (procedural justice, interactional justice, justice normative) on job satisfaction and organizational commitment. Based on the purpose the research is applied and regarding the method of data collection, it is descriptive, correlative and specifically based on partial least squares (pls) technique. The study population will comprise all managers of Khuzestan customs offices that by available random sampling, 108 managers were chosen as a sample. Measurement tools include standard questionnaire of Matthew and Chang (2012). To analyze the data, partial least squares approach (pls) with the help of software Smart PLS in form of outer model and internal model is used. Based on the results of the external model, it was found that in all cases, the loadings observed is a little larger than 0.2 that shows a good correlation between visible variables and latent variables. As well as a significant amount in all cases greater than the critical value 1.96 was obtained. So we can conclude each main variable is evaluated properly and due to the findings of this scale, the hypotheses of the study were tested based on internal model. Based on internal model, organizational justice impact on job satisfaction, with organizational commitment with the role of mediator was calculated as 0.922, which indicates that the effect is very good.

KEYWORDS: Organizational justice, organizational commitment, job satisfaction, techniques Partial Least Squares (PLS)

INTRODUCTION

Justice is the highest human value and a is of great value in human rights realization. The basic goal of humans is getting to justice, on the hand organization is a social system whose life and stability depend on the existence of a strong link between its components that constitute it. So, fairness is the key for survival and sustain of development of the organization and its staff. Of the main tasks of managing is maintaining and developing fair practices in management, and a sense of justice in the staff. Considering justice especially in some treatment of managers with the staff (distribution of rewards, patronage relations, promotion and appointment) is important to the staff (Seyed Javadein, Seyyed Reza, Farakhi, Mohammad Mehdi Taheri Attar, Ghazala, 2008). Injustice in organizations through direct manager or supervisor or through the organization can make staff become unhappy persons and reduce their work and organizational commitment, and show this deficit with the absence, negligence or encouraging others to create dissatisfaction and eventually discontinuation of cooperation.

Fisher (2004) in a study by collecting data from America, England, New Zealand and Germany confirmed that staff loyalty is measured by fair treatment, distributive justice perception is associated with job satisfaction (personal level) and justice is a perceived procedure with organizational commitment (system level). (Panggabean, S.M) Given the role of customs as the second of government revenue, as well as its important role in the implementation of economic-commerce policy of the country have caused the writer, due to the lack of research, to investigate the relationship between organizational justice and organizational commitment with job satisfaction intermediary role in Khuzestan Province's Customs Office.

Organizational Justice:

In Human Sciences Research, justice is considered as a structure that is created in the space of social relations. In one approach, an act is considered as justice that most people perceive it to be fair. And the concepts of justice and fairness discussed in corporate environments and among the employees are generally defined as organizational justice (Lambert 2003, 155-167)

The term *organizational justice* was raised first by Greenberg in 1987. According to Greenberg, organizational justice is connected with the perception of fairness in the organization's work. In other words, this theory classifies and describes the people's feeling about the fairness of treatment with them and others.

Fair treatment is the demand of all employees in an organization that spends their time and energy on the organization. These expectations cause the managers tend to have an emphasis on fairness. Greenberg concluded that the managers who violate these norms by unfair practices make their employees show a negative reaction to this behavior. So justice reflection in the behavior of managers makes good conditions for organization and co-workers (Greenberg, 1993: 85)

In classification of organizational justice, three concepts of distributive justice, procedural justice, and interactional justice have been proposed.

1. **Distributive Justice:** denotes the perception of fairness in the distribution and allocation of resources and rewards. (Khurran khan, mohammad abbas, 2015) These resources can be economic or social emotional. However, most of the definitions provided for distributive justice emphasize economic and means aspects of fairness and most research see it as equal to people's reaction to economic allocation.

This type of organizational justice is rooted in Adams' Equity Theory (1965). The theories deal with how people respond to intervene and inequality in the distribution of opportunities and rewards of managers and supervisors in organizations. (Adams, 1965, 267-99)

Distributive justice has many applications in the enterprise environment, and researchers have studied the connection of this justice with many variables such as the quality and quantity of work. Due to the focus of this justice on outcomes, it is anticipated that this form of justice is mainly related to cognitive, emotional, and behavioral reactions. So when a particular outcome is unfair, this injustice must affect one's feelings (like anger, satisfaction, pride or guilt), cognition (e.g., cognitive distortion inputs and outputs or others), and eventually behavior (such as performance or turnover) (Charash and Spector, 2001).

2. **Procedural justice:** was first introduced by Thibaut & Walker (1975). Procedural justice refers to the perceptions of the fairness of current procedures in deciding to compensate for their service and not the actual income distribution. (Moorman et al., 1994)

3. **Interactional justice:** studies on interactional justice began by Bies & Moag (1986) and Tiler and Biez (1990). (Eslam, Sadaqat, 2011: 56) Interactional justice includes aspects of the process of communication such as politeness, honesty and respect between source and receiver (Spector and Cohen 281: 2001). Interactional justice focuses on people's perceptions of the quality of interpersonal behavior during the execution procedures. The concept is derived of the unfair attitude of the staff that often focuses on interpersonal behavior rather than structural factors. Interactional justice, includes the way that organizational justice is transmitted by supervisors to subordinates (Scandura, 1999)

Organizational Commitment

Potter et al., (1974) define organizational commitment (OC) as acceptance of organizational values and involvement in the organization and its measurement criteria are motivation, desire to continue the work and acceptance of the organization's values. Chatman and O'Reilly (1968) see the organizational commitment as support and emotional continuity with the goals and values of an organization, because of the organization itself away from its instrumental values "means to achieve other goals" (Ranjbarian 1996).

The most common way of dealing with organizational commitment in the related literature is the way in which commitment is seen as an emotional and psychological dependence, according to which a person who is strongly committed identifies himself with the organization, participates in the organization and engages and enjoys it (Rezaeian, 2003). Definitions outlined in the following refer to this aspect of the commitment.

OC have been divided into different dimensions by various scholars, Meuer and his colleagues are of pioneers of multidimensional approach, their three dimensional model of organizational commitment including emotional, continuous and normative dimensions are known as the three dimensions of organizational commitment. (Allen, NJ & Meuer JP, 1990)

Affective commitment includes three aspects:

A kind of emotional attachment to the organization

The willingness of the individual to be identified with the organization

And the desire to continue working in the organization (Shafagat Abutaleb, A., et al., 2013)

Continued commitment

Allen and Meuer (1990) see continued commitment as a form of psychological attachment of the individual to the organization that derives from the employee perception of the things that he loses if he leaves the organization. In fact, it can be said that the continued commitment include the individual's awareness of the costs of leaving the organization. Thus, the main reason for the association to the organization in this kind of commitment and the employees' decision to remain in the organization is an effort to preserve the advantages resulting from the organization (A. Shafagat, MJ Zahedi and H Nazoktabar, 2013).

Normative commitment

In 1992, Alan and Meuer offered a third form of organizational commitment, normative commitment, a commitment associated with the task, feeling, and behavior that forces a person to remain in the organization. (Arjun Kumar Shrestha, Ajaya Kumar Mishra, 2015)

Randall & Kuti (1990) have seen normative commitment from a moral duty that a person feels in return for the investments that the organization he has done on him. They believe that these feelings arise in individual when the organization has spent a lot of time and money for him to work better, a feeling will arise in him to stay in the organization (Randall, Kuti, 1991st)

Job satisfaction

Classic attempt to define job satisfaction was conducted in 1935 by Robert Hapa. He believes that job satisfaction is a complex and multidimensional concept that is related to psychological, social and physical factors. Job satisfaction does not happen only by one cause. The individual feels job satisfaction with the emphasis on different factors such as income and social value of jobs, working conditions and employment at different times in different ways. (Heavy and Mixel 1371, p. 276)

Research methodology

In this study, given the nature of the study, 1 library method using books, journals, conference papers and scientific sites is applied to collect information on theory and literature and (2) field method is used to collect primary data and information to confirm or reject the hypotheses. So as a research tool, in this study, with respect to its subject, objective and also taking into account the type of methodology, the most important data collection tool is questionnaire, and the most data and information necessary to analyze the questions is through collecting field data from subjects with the use of questionnaires and the distribution that is done in person.

The questions are divided into two general and specialized questions. General questions include questions about demographic characteristics of the sample. These questions include: gender, age, education and work experience. Moreover, specialized questions are derived from Matthew and Chang research (2012) in terms of three key variables. However, according to the territory of the research which is customs of Khuzestan, the items of Matthew and Chang research (2012) questionnaire are adjusted whose validity and reliability should be studied. To determine the validity of the questionnaire, first the face validity of the questionnaire is verified by the supervisor and advisor professors, technology experts and then using exploratory factor analysis (external model in pls technique), construct validity is determined. Internal reliability (Cronbach's alpha) for organizational justice questions is 84%, and for organizational commitment it is 79%, and for job satisfaction it is 74%. Thus, reliability is desirable.

In this study, with regard to access to all of the population simple random sampling (probability sampling methods) is used. The study population was 108 Khuzestan customs managers. In this method, the researcher must give a qualifying exam at first to obtain population parameters. After that the sample size is 108 by using Morgan table for the sample and using the table shows the same number.

To analyze the data two statistical methods were used; Descriptive statistics and inferential statistics.

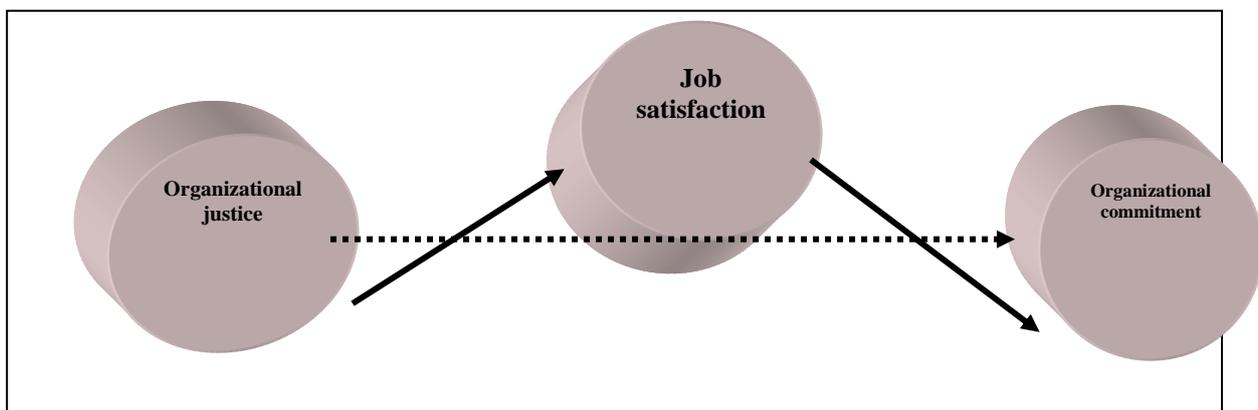
A) Descriptive statistics: In the descriptive statistics, statistical methods such as frequency tables, histograms and so on were used to describe demographic characteristics
 B) Inferential statistics: in inferential statistics to test hypotheses partial least squares PLS approach was used. For this purpose, Excel, SPSS and Smart PLS software were used in both descriptive and inferential statistics.
 To measure the relationship between the variables, the standard questionnaire of Matthew and Chang (2012) survey is used.

This questionnaire has 26 questions. According to the researchers, the items of this questionnaire are adapted from various questionnaires, so that the first five questions are related to distributive justice and its items are gotten from the Moormen (1991) questionnaire, next five questions gauge procedural justice and its items are adopted from Leventhal (1980) Two (2002), from 11 to 15 the questions are related to interactional justice items are derived from the research questions of Moormen (1991) and Young 2002). From questions 16 to 21, there are also questions to measure job satisfaction and its items are gotten from the questionnaire of Lee (2002), and 5 last question also measure organizational commitment and these questions are derived from studies by (O'Reilly & Chatman and Matthew & Chang, 2012).

These items are measured using the 5-point Likert scale (1 = totally disagree, 2 = somewhat disagree, 3 = neither agree nor disagree, 4 = to a large extent agree 5 = strongly agree).
 The questionnaire included two parts: general and specialized questions. General questions included four questions on personal characteristics of respondents. These questions include: gender, age, level of education and professional experience. Valuing answers to specialized questions was through five-point Likert scale. These dimensions and their measuring items are listed in Table 3-2.

Conceptual model of the research

The conceptual model presented in this study studies the impact of organizational justice on job satisfaction and organizational commitment. Dependent, independent and intermediary variables of the model include organizational commitment, job satisfaction and organizational justice. Conceptual model is from the model by (Matthew & Chang, 2012) and theoretical background given in in Figure 1.1. To measure the relationship between the variables the standard questionnaire of survey by Matthew and Chang (2012) is used.



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The findings of the study:

Analysis of descriptive data of the research

According to related statistics, 92 people, 85% of the respondents are men and 16 people 15% are female. Regarding age, 27 people, 25% of people are less than 30 years old. Forty two, about 40% of people are between 30 and 40 years old who have had the highest frequency. 29 people, 26% of people are between 40 to 50 years of age and 10 are older than 50 years. In addition, in statistical description, the degree of 6 people, 5% is diploma or lower. Fifteen people have associate's degree, and have 13% of the sample volume. A total of 61 of the respondents, i.e. 56% have bachelor's degree. People who have a MA degree are 16 making up about 15% of the sample. Ten people have doctoral degree. Based on descriptive statistics employed, 20 people have less than 5 years of work experience, which is about 20% of the sample. Thirty two are between 5 and 10 years, 35 people have 10 to 20 years of experience and 21 others have more than 20 years' experience.

Analyzing the inferential findings of the research

In this study, the Kolmogorov-Smirnov test is used for testing the normality of data. If the data is normally distributed statistical tests can be used.

According to Kolmogorov-Smirnov test in all cases an amount smaller than the error level (0.05) is obtained. Therefore, the null hypothesis is rejected, that is the data distribution is not normal. Because the data is not normal distributed, so to examine the relationships among variables partial least squares analysis will be used and non-parametric statistical tests will be used again for the side findings of the research as the distribution is not normal. Mann-Whitney and Kruskal-Wallis test can be used based on the case.

Table 4-7: Data normality test (Shapiro-Wilk and Kolmogorov-Smirnov)

	Procedural justice	Interactional justice	Distributional justice	Job satisfaction	Organizational commitment
N	108	108	108	108	108
Average	3.998	4.044	3.678	3.995	3.976
SD	0.473	0.457	0.578	0.462	0.442
Kolmogorov-Smirnov	1.845	1.540	1.465	1.502	1.987
Significance	0.002	0.017	0.027	0.022	0.001

Based on the results, each of the research hypotheses have been analyzed in the form of a general model and using partial least squares. Partial Least Squares technique some points are very important:

1. The power relationship between factors (latent variables) and visible variables is shown by the time factor. Load factor is a value between zero and one. If the load factor is less than 0.2, the relation is considered poor and ignored. Load factor between 0.2 to 0.6 is acceptable and if it is greater than 0.6, it is very desirable.
2. When the correlations between variables were identified, significance test should be done. To investigate the correlations observed, the authority methods (bootstrap) or cross cutting Jackknife are used. In this study, authority (bootstrap) is used, which gives t statistics. At confidence level of 5%, if the statistic t-value is greater than 1.96, correlations observed are significant.

In general, the relationship between the variables in partial least squares technique has two categories:

1. The outer model: the outer model is equivalent to measurement model (confirmatory factor analysis) in structural equations and shows the relationship between latent and visible variables. (based on which it is identified, the items or the questionnaire questions measure hidden variables well)
2. The internal model: internal model is equivalent to structural model (path analysis) in structural equation and examines the relationships between latent variables together. (Amani, 2012). Where relationships between hidden variables with each other are studied to measure survey questions or hypotheses.

Table 4-8 outer model of partial least squares of research variables

	Procedural justice	Interactional justice	Distributional justice	Job satisfaction	Organizational commitment
Q01	0.667661				
Q02	0.629258				
Q03	0.670907				
Q04	0.717743				
Q05	0.530085				
Q06		0.473995			
Q07		0.663581			
Q08		0.625276			
Q09		0.682226			
Q10		0.714844			
Q11			0.30878		
Q12			0.365787		
Q13			0.333467		
Q14			0.347135		
Q15			0.53326		
Q16				0.677088	
Q17				0.648955	
Q18				0.586306	
Q19				0.691777	
Q20				0.713796	
Q21				0.6259	
Q22					0.750216
Q23					0.710196
Q24					0.655563
Q25					0.72493
Q26					0.552403

Table 4-9 Bootstrapping value of Partial Least Squares for outer model of research variables

	Procedural justice	Interactional justice	Distributional justice	Job satisfaction	Organizational commitment
Q01	7.991253				
Q02	4.528274				
Q03	6.044102				
Q04	8.068486				
Q05	4.687712				
Q06		4.63496			
Q07		8.181579			
Q08		4.577631			
Q09		6.620358			
Q10		8.056028			
Q11			2.789244		
Q12			2.342324		
Q13			2.417217		
Q14			2.209198		
Q15			4.832758		
Q16				6.08456	
Q17				7.254065	
Q18				4.31155	
Q19				6.85774	
Q20				8.607849	
Q21				4.689472	
Q22					5.222699
Q23					6.622514
Q24					6.805087
Q25					4.751142
Q26					4.434381

According to the results of the measurement model in Table 8, loading factors observed in all cases are greater than 0.2 that suggests a good correlation between visible variables and hidden ones. Based on the measurement results in Table 9 bootstrapping value (t statistics) in all cases is greater than the critical value is 1.96, indicating that the correlation between visible variables with latent variables is significant. Therefore, we can conclude that each main variable is evaluated properly and due to the findings of this scale one test the research hypotheses.

In inner model, the relationships between variables were analyzed based on the hypothesis, since the goal of this study was to investigate the effect of organizational justice on organizational commitment, with the mediator role of job satisfaction, the hypothesis of the study was designed on it, and to test the main hypothesis, three sub-hypotheses were considered. According to the research, the main hypothesis of the research is as follows:

The main hypothesis: organizational justice, with mediated role of job satisfaction has a significant positive effect on organizational commitment.

First sub-hypothesis: organizational justice has a significant positive effect on organizational commitment.

The second sub-hypothesis: organizational justice has a significant positive impact on job satisfaction.
 The third sub-hypothesis: job satisfaction has a significant positive effect on organizational commitment.
 The direct effect of organizational justice on organizational commitment: 0.353
 Indirect effect of organizational justice on organizational commitment with the mediated role of job satisfaction:
 $0.569 = 0.607 * 0.938$
 The total impact of organizational justice on organizational commitment:
 $0.922 = 0.569 + 0.353$

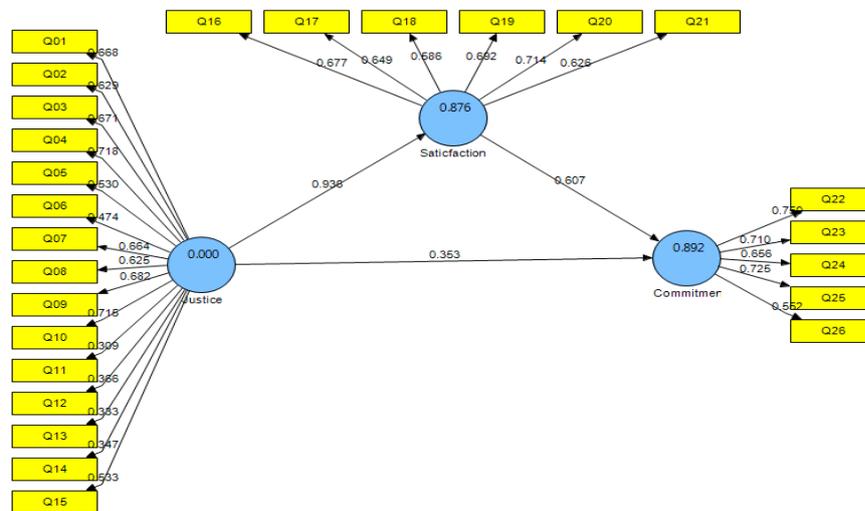
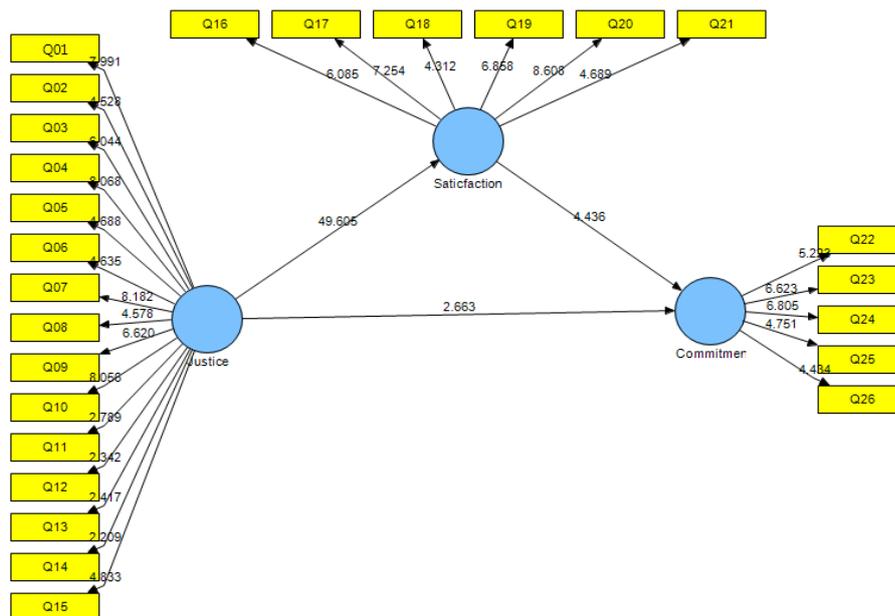


Figure 4-13 Partial Least Squares technique overall model research



T-value statistic of overall research model

4.5.1. testing the first hypothesis

-Organizational justice has a significant positive effect on organizational commitment.
 To assess organizational commitment five visible variables (questions 22 and 26) are used. The significance of the relationship between organizational commitment and organizational justice against is calculated as 0.353 that is a reasonable amount. The test statistic is 2.663 that is greater than the critical value of *t* at 5% error level that is 1.96 and

shows a significant factor loadings. So, organizational justice has a positive and significant effect on organizational commitment.

4.5.2. Testing the second hypothesis

Organizational justice has a significant positive impact on job satisfaction.

To assess job satisfaction variable six visible variables (questions 16 and 21) are used. The significance of the relationship between organizational justice and job satisfaction is calculated as 0.938 that is a reasonable amount. The test statistic is 4.605 that is greater than the critical value of *t* at 5% error level that is 1.96 and shows a significant factor loadings. So, organizational justice has a positive and significant effect on job satisfaction.

4.5.3. Testing the third hypothesis

Job satisfaction has a significant positive effect on organizational commitment.

To assess the structure of job satisfaction 6 and organizational commitment 5 visible variables are used. The significance of the relationship between organizational commitment and job satisfaction is calculated as 0.607 that is very low. The test statistic is 4.436 that is greater than the critical value of *t* at 5% error level that is 1.96 and shows a significant factor loadings. So, job satisfaction has a positive and significant effect on organizational commitment.

Variable power relationship between job satisfaction and organizational justice against 0.607 variable is calculated that the amount is very small. 436/4 obtained test statistic is greater than the critical value of *t* at the level of 5% was 96.1, indicating that the observed significant factor loadings. Thus, job satisfaction, organizational commitment and significant positive effect.

4.5.4. Testing the fourth hypothesis

Organizational justice with the mediated role of and job satisfaction has a significant positive effect on organizational commitment. The ultimate structural model of the research is shown in Figure 4 13. In this model, which is the output of the Smart PLS software, the summary of the results of the standard load factor of the variables are presented. T-statistics and the bootstrapping to assess the significance of relationships are given in Figure 4-14.

The direct effect of organizational justice on organizational commitment: 0.353

Indirect effect of organizational justice on organizational commitment with the mediated role of job satisfaction:

$$0.569 = 0.607 * 0.938$$

Impact of total organizational justice on organizational commitment:

$$0.922 = 0.569 + 0.353$$

In the table the summary of the overall results of research are presented:

Table 3- summary of the results of the relationships between variables

	Direct effect	Indirect effect	T statistics	Total effect
organizational justice → job satisfaction	0.938	-	4.605	
job satisfaction → organizational commitment	0.607	0.569	4.436	
Organizational justice → commitment	0.353	-	2.663	0.922

CONCLUSION:

Based on the findings of studying the impact of organizational justice on organizational commitment with the mediating role of job satisfaction, besides confirming three sub-hypotheses and thus the main hypothesis of the study, it was found that the impact of organizational justice and organizational commitment is direct and acceptable. However, by changing the effect of the mediator variable the number reached 0.922 that is an acceptable effect, this shows that job satisfaction variable moderates the effect of organizational justice on organizational commitment and leads to synergy between these variables. In other words, it can be suggested that to increase organizational commitment, while strengthening job satisfaction, while strengthening organizational justice, Customs managers must focus on job satisfaction. These results are consistent with with the results of Syed Javadein, Farakhi and Attar (2008) Ghafuri MR, Renosfaderany (2009), and

the Research by Dury ,Course, Glud, Hrya Spyyza (1995), Phillies Saygel, Karin past, Brakenr Joel, Carly Garden (1972), Weblix and Joiner (2006) in terms of positive impact of organizational commitment and organizational justice. The results are also quite consistent with the research by Ryvads Linda, Robert Aisenberger (2002) and research by Oberlin, Totam (2005) that consider the intermediate variable of job satisfaction in their study and consistent with the fact that organizational justice dimensions are correlated. The relationship between these dimensions should also be considered. For example, if the distribution of the results, (bonuses) are perceived as fair and equitable by the employees, the organizational practices, the ones that lead to distribution, are also considered as fair. Fair distribution of the results also leads to the perception that the interaction between administrators personal and guardians is fair. Regarding the relationship obtained between the variables, it is suggested that high-level officials show more sensitivity towards the impact on the perception of organizational justice and try to identify the status quo perceptions of organizational justice to determine the strengths and weaknesses. Then, based on the goals and prospects of the organization, develop a comprehensive program to improve the efficiency of human resource development and provide more efficiency of labor. In case of dissatisfaction of the management with the organizational justice, there should be a review of the distribution of corporate results, distribution procedures and the results of high-ranking executives responsible for communication. As stated perceptions of organizational justice is a new concept formed in order to focus on labor, and benefit due to it has been studied in different studies. Therefore, it is recommended that attention be given to this concept so that the obtained benefits get evident to the organization. Also the upper strata officials of Customs Organization of Khuzestan are recommended improve organizational justice with respect to non-discrimination, respect for merit, director's proper use of power, control and assessment, attention and participation, and thus increase managers' satisfaction and this leads to further commitment in them.

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