

# Predicting Organizational Commitment of Teaching Staff in Pakistan: A Comparative Study of Distributive and Procedural Justice

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## Abstract

*Organizational Justice has been recognized having positive association with commitment profile of employees. In addition, two factors (Distributive and Procedural) Organizational Justice model is the most extensively utilized framework in research field. However, the difference of opinions exists among researcher about the relative strength of procedural and distributive dimensions of the Justice over commitment. In existing study, the Colquitt two factor model was employed and data was collected from a sample of 312 faculty members both from the private and public sector Universities of Pakistan. Analysis and results of collected data reveals that distributive justice has stronger impact over the commitment profile of employees compare to the Procedural component of Justice.*

**Keywords:** Organizational Justice, Organizational Commitment, Procedural Justice, Distributive Justice

## Introduction

Organizational Justice (OJ) has been demonstrated as perception regarding the impartial and just treatment of employees over the jobs by their respective organizations (Moorman, 1991). Perception of Organizational Justice evolved when the staff members are treated impartially and paid with an equitable reward for their outputs (Paulin, Ferguson, & Bergeron, 2006). Mamman, Kamoche, and Bakuwa (2012) explained Organizational Justice association with positive employee's attitudes, including Commitment, for, equity of reward and fair treatment, always results in positively replication on part of the employees. Literature is full of evidence (Ahmad, 2010; Aryee, Budhwar, & Chen, 2002; Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Murtaza, Shad, Shahzad, Shah, & Khan, 2011; Ng & Sorensen, 2008; Paulin, et al., 2006; Sweeney & McFarlin, 1997) of positive impact of organizational Justice over commitment profile of employees. Meyer and

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Smith, (2000) and Meyer J. P., Stanley, Herscovitch, and Topolnytsky(2002) also reported strong positive correlation between all forms of Organizational Justice (including Procedural & Distributive components) and affective commitment. Eisenberger, Huntington, Hutchison, and Sowa, (1986) expounded that by providing a favorable and compassionate work environment, the level of employee's commitment with their organization increases and obviously, the first element of a conducive environment inter alia comprises impartial and just implementation of rules and regulations and equitable reward system.

In existing study, the researcher investigated two factor OJ model, containing Procedural Justice and Distributive Justice as two important dimensions of organizational Justice. The two-factor model of organizational justice has been described as the most extensively utilized framework in research field (Colquitt, 2001).Greenberg (1990) also inclined and favor the support of two-factor organizational justice model. Sweeney and McFarlin (1993) argues that Distributive justice mainly explained the personal outcomes of employees, including satisfaction from reward/compensation etc., whilst procedural justice act as a bond and connect the employees with organizational outcomes, such as the commitment with organization etc. Some of other arguments available in literature regarding procedural and distributive component of two factor model and their association with Organizational Commitment (OC) are as follow.

### **Literature Review**

#### *Procedural Justice*

Procedural Justice conceptualizes the decisional impacts of organization upon its employees who are directly affected of the judgment of organization by virtue of having stake or the interest in the outcome of organizational decisions (Ahmad, 2010; Johnson, Korsgaard, &Sapienza, 2002). Procedural justice has been described as the perception of employee's about rule of law and procedures in an organization (Colquitt, 2001). Procedural law ensures the strict compliance of procedures and equality of entire individual before rules and regulation. Colquitt (2001) ascribes the traits of proper observation of rules, equality of each individual in the eyes of law, proper and accurate provision of information, right of hearing of the parties before the decisions in a trial or inquiry, right of appeal before higher authorities against adverse decision, fairness, morality and ethically attributes of the process etc. to the procedural justice (Colquitt, 2001). Ceylan and Kaynak (2010) argue

that existence of procedural justice build a confidence among employees regarding the fairness and impartiality of organizational actions and decisions. The previous research strongly support the positive linkage of procedural justice with commitment profile of workers (Begley, Lee, & Hui, 2006; Jones & Martens, 2009; Masterson, Lewis, Goldman, & Taylor, 2000; Murtaza, et al., 2011). In a recent study, Özgan (2011) also found a positive medium level association between procedural justice and commitment profile of the workers in an organization. Hence, following hypothesis is developed.

**H<sub>1</sub>:** *Procedural Justice has positive association with organizational commitment.*

#### *Distributive Justice*

Colquitt et al., (2001), elaborate Distributive justice (DJ) as employee's perception about the impartiality and fairness of organization with respect to job outcome such as equality in rewards, salary, promotion inter alia monetary/financial benefits etc. (Colquitt, 2001; Colquitt et al., 2001). This dimension of two factor of justice model rely on equal and just provision of rewards and rule of equity in all circumstances (Leventhal, 1976; Colquitt, 2001). Rule of equity play a foundational part in explanation of the distributive justice (Leventhal, 1976) which can be elaborated as provision of rewards merely on basis of merit and keeping in consideration the contribution and input of employee to the organization (Leventhal, 1976).

According to Fortin (2008), distributive justices prevail in organization in the form of regulations and rule of equal distribution of rewards and outcomes, commensurate with the work, employee's performed in organization. Sieger, Bernhard and Frey (2011) also argues that employees of an organization always match the proportions of their contribution towards their organization and magnitude of the outcome as a reward with other employees and in case of variance, the perception of violation of distributive justice develops among them (Sieger, et al., 2011).

Management Literature posits strong positive association of distributive and procedural dimensions of organizational justice with the affective commitment (Begley, et al., 2006; Finley, Muelle, & Gurney, 2004; Jones & Martens, 2009; Masterson et al., 2000). In the context of Universities and colleges employees, Magner and Welker (1994) also describe positive association between procedural justice and OC. Wallace 1995a, 1995b also refer positive association between OC and distributive justice. The result of positive linkage between procedural

component between commitment with organization and procedural justice was described by the results of meta-analysis study of Colquitt et al. (2001) and subsequently supported by scholars (Ahmad, 2010; Chughtai & Zafar, 2006; Lambert, Edwards, Camp, & Saylor, 2005; Malik & Naeem, 2011).

Different researchers have investigated to explore the causes and phenomena that binds the organizational justice constructs with employees' OC (Ahmad, 2010; Murtaza, et al., 2011). A Majority of the researcher see for e.g. (Erdogan, Liden, & Kraimer, 2006; Masterson et al., 2000; Tekleab, Takeuchi, & Taylor, 2005) attributed the cause to the social exchange theory. Literature is full of evidences, where it was empirically proved that organizational justice creates an exchange perception with the employees in an organizational setup (Rupp & Cropanzano, 2002; Tekleab et al., 2005) and as a response to the treatment by justice, employee demonstrate the commitment towards their organization in addition to the satisfaction from their jobs and organizational citizenship behaviors (Tekleab et al., 2005; Mamman, et al. 2012). Some of other researchers like, Tyler & Blader, (2000) describe the relation between OC and OJ for the reason of self-esteem of employees and organizational identification as a response (Carmon, Miller, Raile, & Roers, 2010). Henceforth, this develops the following hypothesis.

**H<sub>2</sub>:** *Distributive Justice has positive association with organizational commitment.*

*Relative Strength of Distributive and Procedural Component of Justice*

As one of the objective of investigation in hand is to explore factual relation of distributive and procedural component of the organization with the commitment, for, difference of opinion exists among the researcher about the relative association of both type of justice component with the commitment. For e.g. Murtaza et al.(2011)is the supporter of Procedural justice whereas, some scholars (Ahmad, 2010; Chughtai & Zafar, 2006; Lambert et al., 2005; Malik & Naeem, 2011; Masterson et al., 2000) favors the strong impact of Distributive component over the commitment. Despite the above argumentation and confirmations of associations, Choi and Chen (2007) stated that need is still there to investigate the factual and realistic relation between Organizational justice and OC. In order to reveals the true relationship, we framed the following hypothesis.

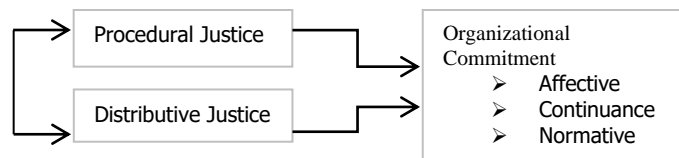
**H<sub>3</sub>:** *Procedural and distributive justice (Two factor model of organizational justice) significantly explain the variance in organizational commitment.*

### Organizational Commitment

Since the inception of concept notes by Becker (1960), organizational commitment (OC) was described and explained in a variety of ways by the researcher of different backgrounds. A number of definitions of commitment are available in the literature and Elias, (2009) said that, there is a little consensus regarding OC definitions among the scholars. It was Becker (1960) who first introduced the concept notes regarding the commitment and described it with the name of side bets that may include the benefits (something significant to the employee, like “seniority, pension” etc.) that an employee may lose if he discontinues his job with an organization.

In the beginning, it was Meyer and Allen (1984) who first proposed that there is a distinction between affective and continuance commitment. Whereas, Meyer and Allen symbolized the affective commitment as the employee’s emotional association, identification and involvement in the matters of his organization, while the continuance component of the commitment was categorized as the perceived costs/benefits lost by an employee, in case if he leaves his organization. Later on in 1990, Allen and Meyer (1990) proposed a 3<sup>rd</sup> distinct component of commitment named normative commitment, which reflects the perception of obligation of employees to continue their job within their department. Meyer and Allen (1991) are of the opinion that employees can experience and may have all above mentioned “forms of commitment to a varying degree and that the entire three forms of commitment be considered as components within a commitment profile”.

### Theoretical Framework of the Study



*Figure 1 Theoretical framework*

**Research Methodology**

Study is quantitative in its nature. The unit for analysis was the faculty of Management Sciences of Higher Education Institutions (HEIs) in Pakistan. In addition, a survey approach has been implicated for data collection for its frequent usage in previous research, see for e.g. (Gellatly, Meyer, and Luchak 2006; Gendron, Suddaby, & Qu, 2009; Somers, 2009).

Overall population and the sample size calculation by Cochran's (1977) formula is exhibited in table 1. As evident from the table, for the proper representation of entire groups, a stratified, proportionate simple random sampling technique was implied for having the share of entire groups (Sekaran, 2006).

Table 1: Population & sample size

S. No	Province/Chartered From	Public	Private	Total	Proportionate (n <sub>i</sub> )		
					Public	Private	Total
1	Federal	422	109	531	69	18	87
2	Punjab	225	256	481	36	42	78
3	Sindh	75	346	421	12	57	69
4	KPK	161	102	263	26	17	43
5	Baluchistan	105	19	124	16	4	20
6	AJK	28	62	90	5	10	15
Total		1016	894	1910	164	148	n=312

For primary data, web-based questionnaire technique was implied and for the purpose, Google doc package was utilized. Web based survey approach in the commitment field has been implied by a number of researchers(Chan, Lau, Nie, Lim, & Hogan 2008; Linares, 2011;Panaccio&Vandenberghe, 2009) for the reason of its time & cost effective nature, affluence coverage of the data collection from a bigger geographical area and better instrument graphics and designing etc.(Beins& McCarthy, 2012; Cobanoglu, Cihan, & Moreno, 2001; Neuman, 2006; Couper, Traugott, & Lamias, 2001; Kaplowitz, Hadlock, & Levine, 2004; Sills & Song, 2002).

Out of 599 distributed questionnaires, 328 were responded altogether making the response rate of 54.75 %. Among the 328 collected responses, 13 were deleted for different reasons, like incomplete number of questions, missing responses etc. In total, 312 complete responses were analyzed by the help of SPSS software. Among the analyzed responses, 62 were female while 250 were male.

*Organizational Justice Constructs*

Both Procedural and Distributive Justice Scales utilized in the study had been adopted from the study of justice construct validation work of Colquitt (2001). The Procedural Justice scale comprising of 7 items, originally devised by Thibaut & Walker (1975) and Leventhal (1980). Similarly, the entire items of distributive justice, originally developed by Leventhal (1980) were later replicated in the work of Colquitt, (2001). All the item in the scale were measured by 7 point Likert scale with 1=SDA to 7=SA. Procedural construct was supposed to measure the fair implication of rules and regulations without any bias and impartiality of the procedures. The distributive justice component was utilized to measure the observations of the teachers regarding appropriateness and equity in the outcome of their job, i.e. Pay, promotions and reward etc. commensurate to the effort/contributions to their organization. In addition, for clarification and comprehension, the entire items of both constructs were reworded properly where deemed essential. The reliability of both the scales were assessed by alpha coefficient and a very high score  $\alpha = 0.933$  for distributive and  $\alpha = 0.953$  for procedural component were recorded respectively.

*Organizational Commitment Construct*

In the literature, different forms of instrument for measuring the OC are available (see e.g. Cook & Wall, 1980; Mowday, Porter, & Steers, 1982; Oliver, 1984; Ritzer & Trice, 1969), However, among all, Allen and Meyer (1990, 1997), defined scales are the most extensively utilized constructs for tapping the perception of the employee's commitment with their organization. Same 18 item construct was also engaged in the existing study and each item of the construct was measured in same way as stated above. The reliability value in term of Cronbach alpha observed was .873 whereas; the entire items of the 3 dimension of scales were loaded onto their respective factors exhibiting the validity of the scales.

**Data Analysis and Results**

In order to analyses the association of Distributive and Procedural Justice with the commitment of the teachers, Pearson correlation was applied with the help of SPSS software.

Table 1 Correlations of the analysis shows that procedural justice is moderately  $r = .333$  while Distributive justice is strongly  $r = .503$  correlated with the commitment level of the teacher in Higher Education Institutions of Pakistan.

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Therefore, both the hypotheses of the study are accepted and Distributive and Procedural justice is positively correlated with the commitment.

**Table 1 Correlations**

		Organizational Commitment	Organizational Justice procedural	Organizational Justice Distributive
Organizational Commitment	Pearson Correlation	1	.333**	.503**
	Sig. (2-tailed)		.000	.000
	N	312	312	312
Organizational Justice procedural	Pearson Correlation	.333**	1	.554**
	Sig. (2-tailed)	.000		.000
	N	312	312	312
Organizational Justice Distributive	Pearson Correlation	.503**	.554**	1
	Sig. (2-tailed)	.000	.000	
	N	312	312	312

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

Similarly, to measure the effect of two factor organizational justice model over the OC of the faculties members and teachers, both of its component of Distributive and Procedural Justice were regressed against the dependent variable i.e. *organizational commitment*(OC). In Addition, both the independent variables were regressed simultaneously by using the “enter” procedure of linear regression.

Table 2 Model Summary demonstrates the model summary of the regression model. The value of “R” depict the correlation strength (R= .514) of procedural and distributive justice with the OC. As the sample size (n=312) of the study was fairly enough for the taking into consideration the “R square” instead of Adjusted R Square, and the value of “R Square (R<sup>2</sup>)”, it can easily be construed that the distributive and procedural component of justice explain 26.4% variance in the OC level of teacher of HEIs in Pakistan.

**Table 2 Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.514 <sup>a</sup>	.264	.259		.76816

a. Predictors: (Constant), Organizational Justice, Distributive, Organizational Justice, procedural,

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Table 3 defined the regression model in terms of ANOVA, and as evident from the statistics, the overall model is fit with F value of 55.33 which is highly significant at ( $P=000$ ) at  $p<.05$ .

The ANOVA table of the study further recommends the rejection of null hypothesis of the study and accepting the alternate hypothesis as both component of organizational justice, significantly explains the variance in OC.

Table 3 ANOVA

MODEL		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
1	Regression	65.305	2	32.652	55.336	.000 <sup>b</sup>
	Residual	182.334	309	.590		
	Total	247.638	311			

a. Dependent Variable: Organizational Commitment

b. s (Constant), Organizational Justice Distributive, Organizational Justice procedural

In addition, Table 4 describes individual magnitude of the contribution of organizational justice components in explaining the OC in terms of Standardized Coefficients scores ( $\beta$ ).

Table 4 Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.494	.152		22.951	.000		
	Organizational Justice procedural	.093	.043	.145	2.147	.033	.521	1.921
	Organizational Justice Distributive	.216	.036	.402	5.943	.000	.521	1.921

a. Dependent Variable: Organizational Commitment

Statistics of the table clearly reveals that though procedural justice also explain to some extent the variance with beta ( $\beta$ ) score=.145 which is significant at  $p=.033$  in the model however the distributive justice have much greater impact over the OC of the faculty of that university with ( $\beta=.402, p=.000$ ) respectively.

For multicollinearity assumption, we refer the Variance Inflation Factor (VIF) and Tolerance values exhibited in the last two column of the Table 4. As the entire VIF values in the column are less than 5, similarly the tolerance values are also greater than 1 clearly suggesting that there is no multicollinearity in the independent variables of the study.

### Discussion

Both of the inferential hypotheses of the study that predicted the positive association of distributive and procedural component of organizational justice with the commitment was strongly supported by the results (See Table 1). Regression Table 4 reveals that organizational justice is significantly and positively correlated with OC ( $R^2=.264$ ) and explain the 26.4% cause of variance in OC of the faculty members of HEIs in Pakistan. These findings of the study were inconformity with the inferences of prior work of scholars (Ahmad, 2010; Aryee et al., 2002; Colquitt et al. 2001; Murtaza, et al., 2011; Ng & Sorensen, 2008; Paulin, et al., 2006; Sweeney & McFarlin, 1997).

In addition, the overall results of the regression reveals that distributive component of the Organizational Justice have more impact regarding of commitment of the teacher in respect of HEIs in Pakistan. This result is in line with the findings of previous studies conducted by other scholars seeing for e.g. (Ahmad, 2010; Chughtai & Zafar, 2006; Lambert et al., 2005; Malik & Naeem, 2011; Masterson et al., 2000). Although Procedural Justice also exhibited the moderate association ( $r=.333$ ) and ( $\beta$ ) score=.145 which was significant at  $p=.033$  however, its influence over the OC of the teachers was comparatively much less than the Distributive component where association strength ( $r =.503$ ) and ( $\beta$ ) score= .402, at  $p=.000$  was recorded. The existing findings of the study controvert the western approaches regarding organizational justice, which indicates that the procedural Justice is supposed to be a factor of organizational outcome including the OC, while Distributive component has association with personal outcome (Sweeney and McFarlin, 1993), like pay, reward etc. (Folger & Konovsky, 1989). Findings of the study also deviated from the previous studies held in the context of Pakistan see for e.g. (Murtaza et al., 2011) where a stronger correlation strength( $r=.469$ ) of procedural component with the OC was observed compared to the correlation coefficient ( $r=.423$ ) of distributive factor of justice.

Finding of the investigation can be justified on the basis of previous researches see for e.g. (Asghar, Qayyum, Zaheer, Mughal, & Khalid, 2011; Chughtai & Zafar, 2006; Malhotra, Budhwar, & Prowse, 2007; Naqvi & Bashir, 2012; Nawab & Bhatti, 2011) where reward and compensation was found positively associated with Commitment of the employees, and as the existence of the distributive justice assured the fair and equitable reward in lieu of performance and inputs of the employee in an organization which will certainly results in the increase of

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commitment level of teachers. In addition, Chughtai & Zafar, (2006) argues that being a developing country, teaching community in Pakistan will have more concern pertinent to the rewards and compensation compare to the fair and neutral treatment, the characteristics attributed to the procedural justice.

#### **Conclusion**

Findings of the study clearly indicates that distributive component of organizational justice was found stronger predictor of commitment compare to the procedural component of the justice.

Outcomes of the data analysis elaborates that provision of fair and just salary structure by the administration and management is indispensable for retaining committed teachers in the institutions.

Equally important, besides the transparent reward system, the policy makers also needs to evaluate the procedures and policies to bring impartiality in rules and regulations because any perception of injustice in the rewards or treatment may damage the employee's organization tie; making it obligatory for the authorities to uphold the balance of organizational justice in all circumstances.

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