



The effect of Organizational justice on personnel empowerment

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Abstract: Today, organizations are seeking to understand the factors affecting organization's success. Strategies of these organizations are paying special attention to Empowerment. But the important point is that Empowerment in the fulfillment of the shadow of many things and this research is seeking one of these points. In light of the fact the main objective of this study was to investigate the Impact of Organizational Justice on Empowerment, based on Trainer & MISHRA model. In this study Trainer model as a model of Organizational Justice & MISHRA model has used. This research is an applied research, addition, in this study Method of data collection was based on descriptive – survey. The population for this study is 336 employees. In this study samples have selected by a randomized sampling. Sample size in Staff part (361 people) & was determined by kookran. Due to data analysis, First Measured normality of data research, then Espierman test and Fridman test was used. Results of the study showed that all aspect of trainer model have a significant impact on Empowerment. But Distributive justice was the most important factor in this study. Further more Result of Ranking component of Organizational Justice investment showed that Distributive justice Among the Dimension of Organizational Justice, has the greatest impact on Empowerment

Keywords: Organizational justice, Empowerment, satisfaction, Competition.

Introduction

Organizational commitment is termed as one of the foremost goals considering the efforts of organization regarding maintenance of its existence (Yavuz, 2010). It is the level of allegiance an employee feels for his employer (Meyer, 1997). Employees with greater level of organizational commitment are more productive, compatible, have more loyalty towards his work, possesses more responsibility and satisfaction resultantly cost lesser to the organization (Balci, 2003). Although the relationship and impact of employees job satisfaction, organizational justice and employee empowerment on organizational commitment were observed individually by numerous researchers but collective impact of these three variables on organizational commitment requires to be explored. Job satisfaction and Organizational commitment are extensively explored factors in the literature of management (Bodla & Danish, 2009; Bodla & Naeem, 2009a; Bodla & Naeem, 2009b; Parker et al, 2005; Allen & Meyer, 1990) that are the basics of employees' performance. Previous studies related to organizational justice and organizational commitment reported that the level of perceived fairness engages in an important role in commitment of the employees' with their respective organizations (Adams, 1965; Arif Hassan, 2002; Cropanzano and Randall, 1993; Folger and Konovsky; 1989, Greenberg, 1993; McFarlin and Sweeney, 1992; Sweeney and McFarlin, 1997). Similarly there are various studies that explored the relationship between employees empowerment and organizational commitment (Baker, Keltner, Denise, 2000; Mowday, R.T., R.M. Steers, and L.W. Porter, 1982; Yoon, Jeongkoo, 2001; Mishra and Spreitzer, Gretchen Marie, 2006 etc). In this study as described earlier, an effort is made to measure the effects of three important factors of management i.e job

satisfaction, organizational justice and employee's empowerment on organizational commitment that may be helpful for managerial decisions and for HR related individuals. Civil Aviation Authority of Pakistan is chosen as sample organization for our study mainly because of its relatively large and diverse manpower. Comparison of actual outcome with desired outcome based upon employee effective reactions to his job (Stone, Cranny and Smith; 1992). It is normally known as the multifaceted

construct that constitutes employees feelings/ emotions related to both extrinsic as well as intrinsic job/ elements (Howard and Frink; 1996). Arguments of Porter and Steers, 1973 suggests that employees job

satisfaction is the cumulative level of fulfilled worker expectations. Part of the interest entrusted in job satisfaction is primarily because of its impact upon turnover, employee commitment, absenteeism and intention to quit (Agho, Moeller and Prince; 1993).

Tests regarding casual ordering of job satisfaction and organizational commitment showed that the effects of variety of antecedents on organizational commitment were moderated by their effect on job satisfaction (Tsui, Egan, O'Reilly; 1992). Job satisfaction as per Kovach, 1977 has been identified as a part or component of organizational commitment. LaLopa (1997) efficiently utilized the Organizational Commitment Questionnaire for evaluation of three hundred non-supervisory resort employees' commitment levels. Further he developed a scale of Resort Job Satisfaction using the items of scale by adopting items from earlier studies. His findings presented further confirmation that job satisfaction is a significant predictor of organizational commitment. Many related studies utilizes

different facets regarding satisfaction for prediction of employee attributes like organizational commitment, service quality and performance (Dienhart & Gregoire, 1993 ; Yousef, 1998; Oshagbemi, 2000a, 2000b. Also, in a later study by Yousef (2000), employee organizational commitment effects leadership behavior, which in turn was affected through job performance

and satisfaction. Job satisfaction is generally considered to be a response regarding a specific job or several facets of that job. Where as, commitment is more global reaction towards an organization. Wiener (1982) explains that job satisfaction refers to an attitude related to work related conditions, facets/ aspects of the work. Commitment on the other side suggests an attachment towards employing organization in contrast to explicit tasks, environmental factors and places where the tasks are undertaken (Mowday, et al., 1982). Discussing further job satisfaction is lesser consistent than organizational commitment. Although the daily events at place of work may create effect on employees Job satisfaction but these momentary events may not force an employee to re-assess his

attachment to entire organization (Mowday et al., 1982, p.28). Satisfied employees are likely to remain more loyal towards their organization. In general, when people get satisfied with their work, they tend to feeling of positive attitude related to their jobs. Their minds are convinced that, other work/ jobs would not prove better than the existing one. Therefore, it is not likely that they would switch their jobs. Employees desire to stay with their company and strive hard in their job. Further to this, in order to retain their existing satisfied jobs, employees would exert more and work effectively, that is valuable for the company. Therefore, for the purpose of increasing employees' commitment level, the managers may try to enhance their employees' job satisfaction level (Côté and P. Heslin, 2003). So following relationship is needed to be tested.

Methods

This study is a descriptive- survey and in terms of target is applied. To test the reliability of the questionnaire, the Cronbach's Alpha was used. Thus, at first the questionnaire was distributed among 30 persons, and then the collected data was tested and was confirmed by calculating Cronbach's alpha reliability. Cronbach alpha questionnaire of job satisfaction consisting of 23 questions is equal to 0/91. The organizational commitment questionnaire that is containing 23 questions, amount of Alfa was calculated 0/90 (Tables 1 and 2).

Table 1: Test the reliability of the questionnaire of job satisfaction

Cronbach alpha	Number of questions
0.91	23

Table2: Test the reliability of the questionnaire of organizational commitment

Cronbach alpha	Number of questions
0.90	23

Results

Since the measure of all variables, is less than 0.05 (0.95 confidence level), As a result, the zero hypothesis is based on data normality is rejected (Table 3). As regards both of the variables in each hypothesis, have non-normal distribution, and taking into account the purpose of the test, regarding assumptions that are affected by measurement, Spearman test was used.

Table 3 (assessment of data normality)

Variable	z	Significant level	result
H0: variable data capacity of a normal distribution. H1: the data are not normally distributed variable of empowerment.	1.57	0.000	Reject the null hypothesis
H0: distributive justice variable data from a normal distribution. H1: the data are not normally distributed variables of distributive justice.	1.70	0.003	Reject the null hypothesis
H0: the data followed a normal distribution variable interactional justice. H1: the data are not normally distributed variable of interactional justice.	1.66	0.000	Reject the null hypothesis
H0: data of the procedural justice variables followed a normal distribution. H1: the data are not normally distributed variable of procedural justice.	1.51	0.003	Reject the null hypothesis

As can be seen, Spearman correlation coefficient was used and Spearman correlation coefficients is (r = 0/730) and this indicates that there is a significant and positive relationship Between organizational justice and empowerment of employees in the social security branches in West Tehran at the level of P < 0/01 and the null hypothesis is rejected. So we can say that with confidence 0/99 that the higher the level of job satisfaction in the organization, commitment will be higher (Table4).

Table 4: Relationships between organizational justice and employee empowerment

Indexes Variables	Correlation type	Value of correlation	Direction of correlation
Organizational Justice and Empowerment	Spearman	0/730**	positive

**P<0/01

On the other hand, the correlation between the components of the Factors influencing choice, merit, significance of organizational justice work, respectively, is 0/666, 0/662, 0/685, 0/585, 0/450 and indicating that there is a positive an significant correlation between organizational commitment and all elements of job satisfaction at the level of P <0/01. So we can say that the higher the organizational commitment, job satisfaction levels will be higher (Table 5).

Table 5: Correlation between organizational justice and empowerment components

Variables	influencing choice	Choice	Competence	Significant	Trust
Organizational Justice	0/666**				

Organizational Justice		0/662**			
Organizational Justice			0/685**		
Organizational Justice				0/585**	
Organizational Justice					0/450**

**P < 0/01

As can be seen, to investigate the effect of job satisfaction hypothesis on emotional commitment of staff of the Ministry of Industry, Mine and business Tehran, Spearman correlation coefficient was used and Spearman correlation coefficients is (r = 0/600) and this indicates that there is a significant and positive relationship between Distributive Justice and Empowerment at the level of P < 0/01 and the null hypothesis is rejected.

Table 6: Correlation between distributive justice and empowerment

indexes Variables	Correlation type	Value of correlation	Direction of correlation
Job satisfaction on emotional commitment	Spearman	0/600**	positive

**P < 0/01

On the other hand, The correlations between the components of efficiency, choice, competence, meaningful, trust and distributive justice, respectively, is 0/412, 0/472, 0/480, 0/483, 0/542 and indicating that there is a positive an significant correlation between organizational commitment and all elements of job satisfaction at the level of P < 0/01 (Table 7).

Table 7: Correlation between distributive justice and empowerment components

Variables	influencing choice	Choice	Competence	influencing choice	Choice
Organizational Justice	0/542**				
Organizational Justice		0/483**			
Organizational Justice			0/480**		
Organizational Justice				0/472**	
Organizational Justice					0/412**

**P < 0/01

number	5
Chi-Square	85.211
Degrees of freedom	4
Decision criteria	.000

Table 8: Friedman test

Test results (value of test criteria is equal to zero which is less than 0.05) and is calculated at 0.95 confidence level, indicates that There are significant differences between the mean values of the dimensions of empowerment. (Table 8) Accordingly, the effect of each of these aspects is prioritized in Table 9.

Aspect	component	Mean	rank
Organizational Justice	Distributive Justice	3.69	1
	Interactional justice	3.11	2
	Procedural justice	2.98	3

Table 9: Friedman test for ranking organizational justice

Conclusions

To investigate the effect of Distributive justice on employee empowerment, social security, Spearman correlation coefficient was used and Spearman correlation coefficients is ($r = 0/730$) and this indicates that there is a significant and positive relationship between Distributive justice on employee empowerment at the level of $P < 0/01$ and the null hypothesis is rejected. So we can say that with confidence $0/99$ that the higher the level of job satisfaction, emotional commitment will be higher. And indicate that a significant positive relationship between empowerment and distributive justice elements of the $P > 0/01$ there.

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