

# Investigating the Relationship between Organizational Justice, Organizational Commitment and Staff's Quality of Work Life (Case Study: Islamic Azad University employees Shabestar)

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To Link this Article: <http://dx.doi.org/10.6007/IJAREMS/v4-i2/1657> DOI:10.6007/IJAREMS/v4-i2/1657

Published Online: 09 January 2015

## Abstract

Nowadays, in the majority of management researches, human resources and improvement of the quality of work life are considered as the main indices in the measurement of the function and sustainability of the organizations. Therefore, investigating the quality of work life and its affecting factors such as organizational justice and organizational commitment is crucial for organizations. The main objective of the present study is to investigate the relationship between organizational justice, organizational commitment and staff's quality of work life in Azad University of Shabestar. Based on research model, the required data were collected through questionnaires which distributed among the staffs of Azad University of Shabestar. To investigate the relationship between values and test the hypothesis, the multivariate regression and structural equation modeling (path analysis) were used. The results showed that in confidence level of 0.95, there is a significant and direct relationship with a high correlation between organizational justice, organizational commitment and quality of work life. It means when the justice and commitment increases, the quality of life also increases in the job environments.

**Keywords:** Quality of Work Life, Organizational Justice, organizational Commitment.

## Introduction:

In recent years, researchers suggest that creating conditions with high quality of work life is necessary for staffs to enhance the function and increase the profits (Davoudi, 2014). For the reason that, in the world competition arenas, responsible, honest and

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loyal staffs are one the most important resources of competitive advantages in organizations (Bhatnagar, 2005). So, investment on the persons are considered as one the most important variables in the strategic management. In the other words, meeting the needs of the staffs leads the long term efficiency in the organizations (Richards, 2007). In fact, the quality of work life is a comprehensive plan which enhances the satisfaction and learning of the staffs in the work environments. It also helps them in terms of the changes (Davoudi, 2014). In addition, nowadays, in the majority of management researches, human resources and improvement of quality of work life are considered as the main indices in the measurement of the function and sustainability of the organizations (Zare and et al., 2014). Therefore, investigating the quality of work life and its affecting factors such as organizational justice and organizational commitment is crucial for organizations.

In recent years, the study of justice in the work environments has increased dramatically (Timossi and et al., 2009). Researches suggest that the justice process plays an important role in organizations. This issue also has been at the center of focus for the human resources, organizational behavior and organizational psychological researchers (Bish and et al., 2004). Organizational justice is associated with the viewpoint of the staffs. It relates to this question: does the organization treat them with justice? (Abu Elanain, 2010).

Organization's commitment is another issue which managers, experts and researcher of the management science are concerned about it. This concept indicates to the relative extent of determining a person's identification with a special organization, involvement and participation with such organization (Steers R.M & Lyman, 1983). Meyer & Allen suggest that the commitment is a psychological state which indicate a kind of desire, need and obligation in order to continue services in an organization. These scientists have classified commitment into three aspects such as emotional, continuous and normative.

Therefore, the present study is aimed at answering this important question: is there a significance relationship between organizational justice, organizational commitment and staff's quality of work life in Azad university of Shabestar? To do this, first, the literature of the research will be reviewed and after describing of the method, the results will be discussed.

### **Quality of work life**

Quality of work life is seeking new systems which can help the staffs to make a balance between their work life and personal life (Akdere, 2006). It includes any enhancement in the organizational culture which can give staffs a boost in the organization (Dockel, 2003). Hence, the value system of the quality of work life is regarding the investments on the persons (Richard, 2007). As a matter of fact, the quality of work life includes opportunities for active participation in team works or problem solving which can be useful both for staffs and employers (Dargahi & Nasle Seragi, 2007). Keith and Newstorm (2002) suggest that in the viewpoint of the business and staffs, the quality of work life means the favorability and lack of favorability in the work environments. Elias and Saha (2005) suggest that the quality of work life is a reflection of the relationship between the

staffs and their work environments. This relationship indicates the compatibility of the staffs with their works.

The main objectives of an effective quality of work life plan are to improve the work conditions (in the viewpoint of the staffs) and increase effectiveness in organizations (mostly in the viewpoint of the employers) (Lau, 2000). Regarding paying more attention to the quality of work life in the work environments, various models of that have been proposed (Timossi and et al., 2007). From the viewpoint of Wallton (1973), the quality of work life includes components such as fair and enough payments, secure and sanitary of work environments, providing the sustainable growth and opportunities, obeying the rules and regulations in the work environments, loyalty to social work life, general life space, social integration and homogeneity in work environments and development of human capabilities.

### **Fair and enough payment**

Fair and enough payment is characterized by equal payment in work and also the appropriateness of payments in accordance with staff's criteria and with other type of work (wallton, 1997).

### **Secure and sanitary of work environments**

Secure and sanitary work environments involve creating secure work conditions in terms of physical and determination of rational work hours (Ibid).

### **Developing of human capabilities**

This concept indicates the available opportunities such as use of authority and self-controlling in work, getting enjoyment from various skills, access to information in accordance with work and schedule of staffs (wallton, 1997). Social integration and homogeneity in work environments:

Social integration and homogeneity in work environments indicate the importance of creating a suitable work atmosphere which can enhance dependency to the organization (Ibid).

### **Providing the sustainable growth and opportunities**

This concept involves providing setting of personal capability improvements, opportunities for advancement and applying personal gained skills, income and employment security (Ibid).

### **Social dependency of work life**

This concept indicates the understanding of staffs to social responsibility of the organization (Ibid).

### **General life space**

The general life space includes creating balance between work life and other staffs sectors such as leisure time, education and family life (Ibid).

### **Obeying the rules and regulations in the work environments**

This concept indicates the settings for freedom of expression and dominance of regulations than domination of the human (Ibid).

### **Social justice**

Aristotle has classified the justice into general and specific groups. General Justice includes all kinds of preponderances. Specific justice means to give everybody right appropriately (Naizotak, 2008). It also means the study of equality in the work (Byrne & Cropanzo, 2001). For the first time, social justice theory was proposed by Adams and Hamo. They suggested that the social interactions which people receive should be fair. After that, the researchers considered the conceived equality of the resource allocation such as the payment level for the persons and budget allocation to a sector (Cropanzano, 1991). Various researches have been conducted about the procedural and distributive justice. Most researches are based on Tiberius & Vaker studies. They have studied different problem solving technique in staffs reactions. Initially, Tiberius & Vaker focused on the person influence on adopted decisions and also on the process which result in decision making. The opportunity for offering information which associated with a decision can enhance the judgment about justice in the decision making process (Lind & et al., 1990). Another form of organizational justice is procedural justice, which is distinguished from the procedural and distributive aspects (Skarlicki and Folger, 1997). The initial study about interaction justice include the way of treating of the organization representatives with the people who are in their authorities and decisions (Cobb & et al., 1995). The initial study about interactional justice was focused on social aspects or expectations which the organization representatives gave the persons to judge about their decisions and activities. After that, the way of designating the procedures by leaders and treating of the leaders with their inferiors was regarded increasingly (Tyler and Lind, 1992). In general, the researchers of the organizational justice agree about this issue that organizational justice are classified into three aspects, including organizational justice, procedural justice and interactional justice.

Distributive justice indicates the conceived justice from the organizational results (Forret & Sue Love, 2008). In the other words, it indicates the fair judgment of results distribution such as payment level or enhancement opportunities in organizational texture (Cohen & et al., 2001). Procedural justice is associated with received justice from used procedure for decisionmaking in terms of allocations and results (Olsen & et al., 2006). The Procedural justice has two main goals: one is the preservation of a person's benefit, the other is the intensifying of personal relationship with its group. Because the application of procedural justice is symbolic (Lind & et al., 1992). The researchers have found that the enhancement of the procedural justice can affect the organizational changes on conceived commitment of the staffs to their organization and determination to remain in the organization during the planning (McFarlin & Sweeny, 1993).

The interactional justice focuses on the intra-personal aspect of the decision-making, especially equality of decision maker's behavior in the decision-making processes. The intra-personal behavior includes trust in the relations and behavior of persons with courtesy and respect (Cropanzano & Folger, 1991). The interactional justice includes two main aspects: one is the intra-person aspect, indicating the respectful behavior of a

person. The other is the expectations and social responsibility, indicating that the endurance of persons against an unfair result increase when they will be justified sufficiently (Cropanzano and Greenberg, 1997). Some researchers suggest that the interactional justice is associated with the theory of the social changes, due to the state of the social interactions among persons and others in the organization (Staley&etal, 2003).

### **Organizational Commitment**

Prof (2006) suggests that the commitment is a kind of emotional dependency of values and objectives of an organization (Prof, 2006). The organizational commitment is a multi-aspect concept which can cause a various positive results, including citizenship behavior, work efforts, improvement in work function, reducing absents and movements (Goffin & Gellatley, 2002). In addition, the organizational commitment makes a kind of psychological stability and help to staffs in organization (bentein & et al., 2005). Allen & Maye offered their three dimensional model based on the observation of the similarities and differences, which was in the onedimensional concepts of the organizational commitment. They argued that commitment connect the person to the organization. Consequently, this connection decreases the possibility of quitting the job. Emotional commitment indicate the emotional dependency of the staffs to the organization, their solidarity feeling to the organization and their active attendance in the organization. Normally, the staffs who have an emotional commitment tend to remain in the organization and that's one of their wishes (McKenna, 2005).In the other words, it includes the emotional dependency of the staffs to determine their identification in the organization and involve themselves in organization activities in a positive feeling state (Allen & Mayer, 1997).The normative commitment is characterized as a kind of commitment and obligation which leads the staffs into the feeling of remaining in the organization (Chang & Lin, 2008).In the other words, it includes the feelings of the persons to remain in the organization (Herscovitch&Meyer,2002).The continuous commitment is a kind of the commitment which is based on the valuing to the organization, especially, when the employee participate in the organizational life (Allen & Mayer, 1997).In the other words, it is a result of the processes which can give various benefits such as retirement wages, social status and access to social networks for an employee (Powell & Meyer, 2004).In general, according to three-dimensional model of Allen & Mayer, the staffs can adapt themselves to the various aspects of three forms of the commitment. In addition, if we consider three forms of the commitment all together, the staffs can conceive their relationships with the organization in a better way (Currie& Dollery, 742).

**The research Model:** The research model proposed in this paper is based on the available literature. This model is illustrated in fig. (1).

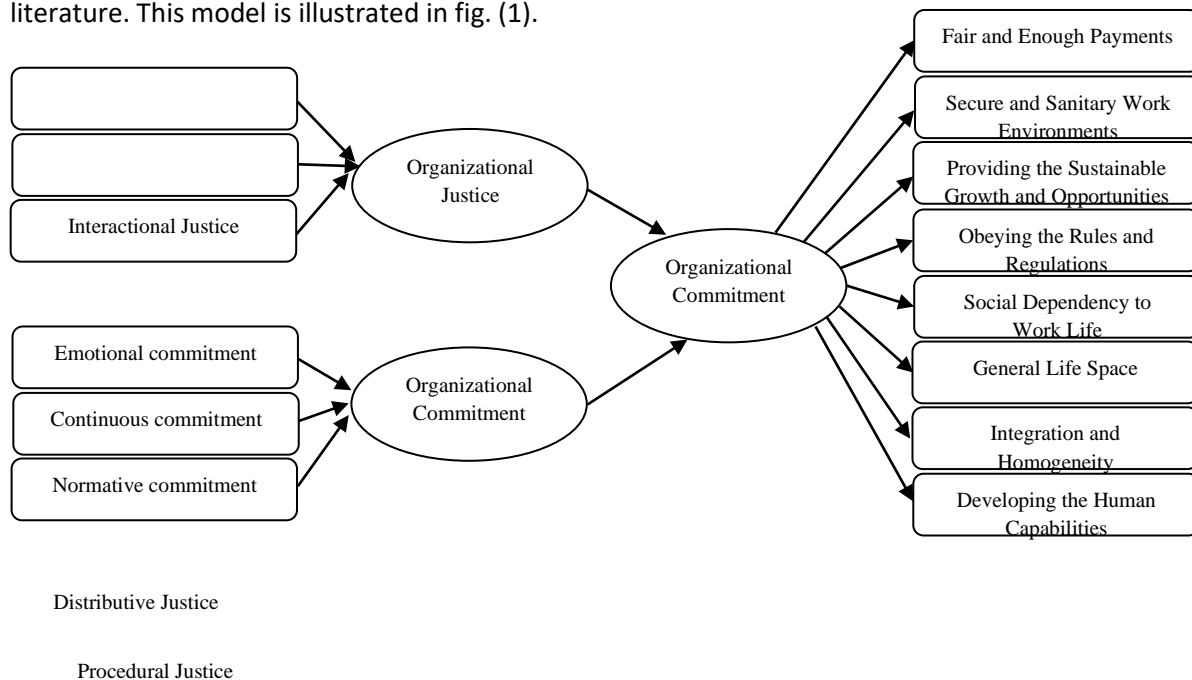


Figure 1: The research model

### Research hypotheses

Based on the research model and the research questions, the present study is aimed at investigating the following hypotheses:

Hypotheses 1: There is a significant relationship between organizational justice and staff's quality of work life in Azad University of Shabestar.

Hypotheses 2: There is a significant relationship between organizational commitment and staff's quality of work life in Azad University of Shabestar.

### Research Method:

In terms of the objective, method, data collection and the relationship between the variables, the present study is an applied, survey, descriptive and none experimental and linear regression one research, respectively. The population of this study includes all of the staff at Azad university of Shabestar. For determining sample size of the population, the Morgan table was used. Based on the sample size and sampling method, the questionnaires were distributed among the staffs. Finally, among the distributed questionnaires, 120 of them were certified and used in the next analysis. It should be mentioned that the questionnaires were distributed at the Azad University of Shabestar. The required data also were collected through the researcher made questionnaires in spring 2015. To do this, the questionnaire of the quality of work life with 29 of question for measuring the 8 aspects, the questionnaire of the organizational justice with 24 of question for measuring 3 aspects and the questionnaire of the organizational justice with 24 of question for measuring the 3 aspects were used in Likert-scale ranging from completely disagree to completely agree. In this study, the validity and reliability of the

questionnaires were confirmed by using the expert's opinions and Cronbach's alpha, respectively. The results of Cronbach's alpha were estimated 84.27, 74.09 and 85.70, respectively, indicating the suitable reliability of the questionnaires.

For analyzing the relationship between the variables, multivariate analysis or multiple regressions was used. To do this, the structural equation model (path analysis) was used. Thus, to analyze data, the suitability of the model was studied based on the fitting indices, and then the causal relationship between the variables were discussed through the standardized coefficient and significance number and based on these two criteria, the hypotheses of the research will be verified or rejected.

### Model fitting

The obtained values about the fitting of the model is shown in table (2). These values show that the conceptual model of the research is suitable. In addition, they indicate that based on the theoretical backgrounds of the research, the organized relationships of the variables are rational.

Table 2:

#### *Analyzing The Model Fitting Indices*

Result	Value of total index	Value of standard index	Name of statistical index
Suitable	2.86	Less than 3	$\chi^2/df$
Suitable	0.16	More than 0.05	P-value
Suitable	0.98	More than 0.9	GFI
Suitable	0.94	More than 0.9	AGFI
Suitable	0.046	Less than 0.1	RMSEA
Suitable	0.99	More than 0.9	CFI
Suitable	0.95	More than 0.9	NFI
Suitable	0.071	Less than 0.9	RMR
Suitable	0.97	More than 0.9	IFI

### Structural Model:

For analyzing the hypotheses which are shown in diagram 1 and 2, the estimate of the research model in the form of standard estimate (standardized coefficient) and coefficients of significance (significance value) has been discussed.

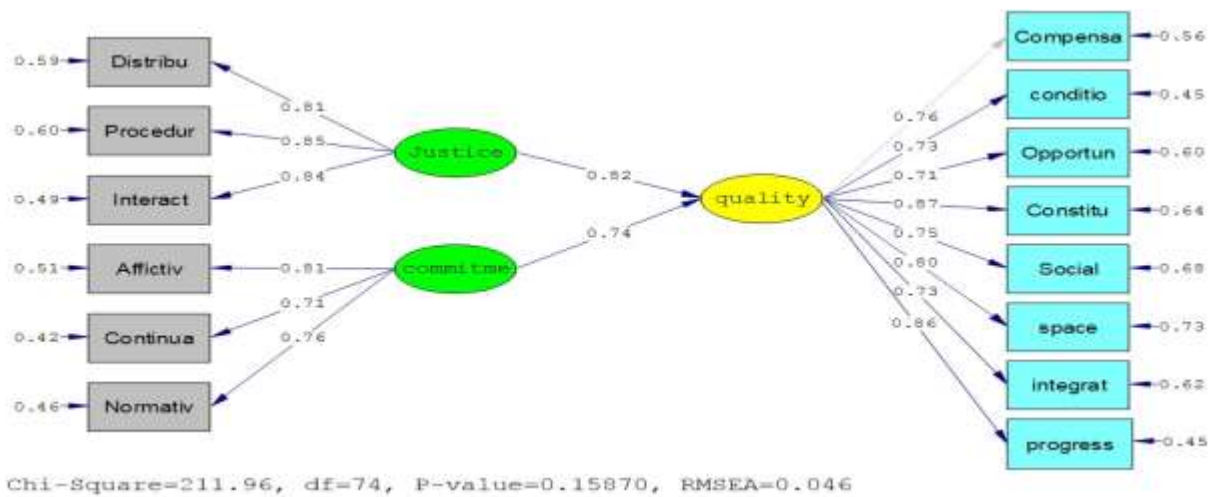


Diagram 1: structural equation model (standard estimate)

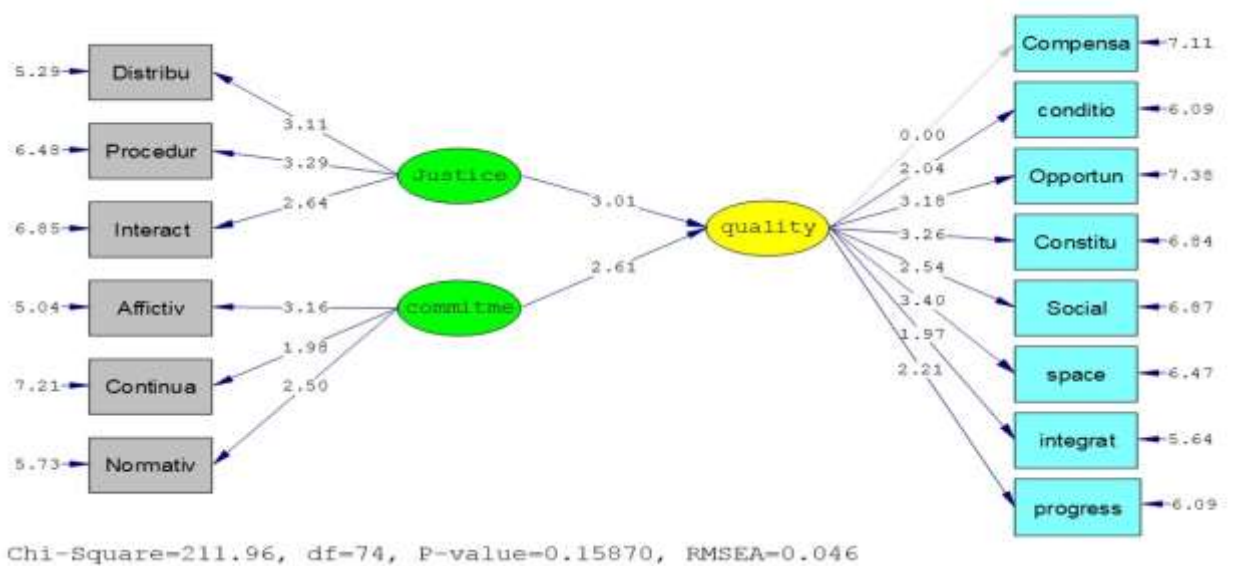


Diagram 2: structural equation model (significance value)

**Analyzing the research hypotheses**

The results of the estimation of structural model and analysis of the hypotheses are illustrated in table (1).

Table 1:  
the results of the structural equation model (path analysis)

Verification or rejection	Significance value	Standardized coefficient	Path		Hypothesis
Verification	3.01	0.82	Quality of work life	Organizational justice	1
Verification	2.61	0.74	Quality of work life	Organizational commitment	2



The path of the organizational justice- quality of work life has been for testing of hypothesis 1. Whereas the significance value of the path (3.01) is more than 1.96, this path is significant at a confidence level of 0.95. So, the first hypothesis (i.e. the relationship between organizational justice and quality of work life) is verified. The correlation of these two variable is 0.82. In the other words, organizational justice is affecting %80 on the quality of work life in Azad university of Shabestar.

The path of the organizational commitment- quality of work life has also been for testing of hypothesis 2. Whereas the significance value of the path (2.61) is more than 1.96, this path is significant at a confidence level of 0.95. So, the first hypothesis (i.e. the relationship between organizational commitment and quality of work life) is verified. The correlation of these two variable is 0.74. In the other words, organizational commitments affecting %74 on the quality of work life in Azad university of Shabestar.

### **Results and Recommendations**

In recent years, creating of high quality of work life for staffs in order to enhance their function and increase their benefiting has been considered as one of the necessary issues. So, investment in this issue has been regarded as one of the most important variables in the strategic management. It means that meeting the needs of the staffs would enhance the efficiency of them in the long term. In addition, nowadays, in the majority of management researches, human resources and improvement of the quality of work life are considered as the main indices in the measurement of the function and sustainability of the organizations. Therefore, investigating the quality of work life and its affecting factors such as organizational justice and organizational commitment is crucial for organizations. Hence, in the present study, after reviewing the literature, various components of quality of work life, including fair and enough payments, secure and sanitary work environments, providing the sustainable growth and opportunities, obeying the rules and regulations in the work environments, social dependency to work life, general life space, social integration and homogeneity in work environments and development of the human capabilities, were analyzed. For measuring organizational justice, the distributive, procedural and interactional aspects and for organizational commitment, emotional, continuous and normative aspects were identified. The results show that at a confidence level of 95%, there is a significant relationship between organizational justice and organizational commitment among the staffs of the Azad University of Shabestar. So, two hypotheses of the research were verified. The relationship between the variables was calculated with direct and high correlation. So, it can be said that whatever the organizational justice and organizational commitment increases, the quality of work life increases too. So, it is recommended that the organization should implement the plans such as creating the equality and justice in terms of the wages and rewards and creating job opportunities in order to enhance the quality of work life.

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