

The Impact of Organizational Justice and Commitment on Employee Performance: A Foundation University Case

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Abstract

Organizational commitment and organizational justice are among the most frequently discussed and researched topics in the business world. The main purpose of this study is to measure how the organizational commitment of employees reflects on their job performance in the light of the perception of organizational justice in the institution. In order to reach these results, the survey method was used and the data were analyzed with the SPSS package program and correlation and regression analysis was examined. The results show that organizational commitment increases at a certain level in a fair working environment, and this situation can affect the job performance of employees both directly and indirectly. In the conclusion part, the findings were discussed and various suggestions were made to administrators and academics.

Keywords: Organizational Justice, Organizational Commitment, Job Performance, Employee Performance



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INTRODUCTION

Organizational commitment is among the topics of management and organization sub-discipline which is being widely studied in academic researches. Many researchers propose that lots of academic scholars are deeply interested in the prescriptive and consequences of organizational commitment (Hanaysha, 2016, 289). Fard and Karimi (2015) have found that organizational trust and organizational silence have a significant effect on organizational commitment for university employees. Research conducted by Chen et al. (2015) organizational trust and organizational identification significantly and positively affect organizational commitment. Studies of Neubert and Halbesleben (2015) claim that spiritual calling and job satisfaction affect organizational commitment.

According to Kim et al. (2016) organizational support is a driver of organizational commitment. Hanayasha (2016) has found that employee engagement, work environment and organizational learning have a positive effect on organizational commitment. Ammari et al. (2017) claims that sub-dimensions of communication satisfaction such as; communication climate, relationship to superiors, organizational integration, media quality, horizontal and informal communication, organizational perspective, relationship with subordinates and personal feedback have a significant and positive effect on organizational commitment. Rawashdeh and Tamimi (2019) suggest that employee perceptions of training has a positive and significant effect on organizational commitment. According to Saputra and Saufi (2019), the role of conflict has a negative and significant effect on organizational commitment, job satisfaction has a positive and significant effect on organizational commitment. Research of Nguyen et al. (2020) suggests that corporate social responsibility have a significant and positive effect on organizational commitment through organizational trust and organizational identification. Numerous researches suggest that various variables affects organizational commitment via the historic literature of management and organizational literature.

Organizational justice theory has a long history in business management literature. In fact, several meta-analyzes show strong empirical support to the conclusion that working individuals are more likely to engage in a wide variety of useful work-related behaviors when they perceive that they are operating their organization fairly. There are three main components of organizational justice. The first of these is justice in distribution. Employees partly based their assessment of supervisors on their perception that organizational outcomes such as salary and promotion decisions are equally distributed throughout the organization. The second component, interactional justice, concerns the degree to which employees feel that they are treated with respect and courtesy by supervisors. The third and most important element of

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organizational justice is transactional justice (Nix and Wolfe, 2016, 11). In this research, the effects of two independent variables (Comiitment and Justice) on job performance were examined.

Organizational Justice

Organizational justice is about the interaction between individual and organizational level factors. Organizational justice includes a cognitive process that is internal to the individual (Balven et al., 2018, 36). Studies on organizational justice have started with Adams' Equality Theory. In the Equality Theory, the degree of job success and job satisfaction of the individuals are related to the equity / inequality perceived by the working individuals. In this theory, Individuals working for the earnings they earn as a result of their own efforts with the earnings of their other colleagues. For example, it is the application of equal pay for equal work rule to employees and leave and rights given to employees. The perception of justice is not limited to the comparison of outcomes. Organizational rules, principles and the way these rules are applied and the interaction between employees are also taken into consideration (Bayarcelik and Findikli, 2016, 404-405). The concept of organizational justice explains many forms of behavior within the organization. Until this time, many studies show that organizational justice is an element that affects organizational trust, organizational commitment, job satisfaction, employee performance, intention to leave, organizational citizenship behavior, organizational identification and shapes the behavior of employees in the organization. When the individual working in the institution is exposed to injustice due to the sharing of organizational resources, he loses his will to work and motivation. On the contrary, if the working individual; Individual accepts the organization as fair in terms of practices and distribution of resources and processes in the organization, it makes an effort to show commitment to the organization. It is stated that there is a strong and positive relationship between organizational justice and organizational trust. It also improves organizational trust, which is another important issue such as organizational justice and organizational commitment. The weakness in the justice structure of the organization, which causes the employees' perception of justice to be negative in an organization, negatively affects the performance of the employees regarding the work they are doing, and thus the productivity of the organization. Identification of the goals and values of the organization with the goals and values of the employees, as well as the reputation of the organization in the eyes of the employees, is shaped by the employees' perception of justice. Organizational justice, employees' feeling that they are valued increases their identification with the organization or the group they are in (Coşkun, 2020, 20-25). Organizational justice is related to subjective justice perceptions of employees in employment relations. The allocation of egalitarian rewards and resources is reflected in the term justice within organizations. Procedural justice is considered as fairness in the allocation process and represents fair decisions in terms of procedures, processes and dispute resolution. Interpersonal justice is the first dimension of interactional justice and refers to the level at which employees are treated with courtesy and self-respect by the senior management of the organization that implements the procedures and determines the results. Informational justice is the second dimension of interactional justice and it focuses on conveying information to employees about different procedures and practices to explain why certain procedures are followed or why rewards are distributed following a specific procedure (Hameed et al., 2019, 752). It is a multifaceted, highly complex phenomenon about why individuals care about justice, how they judge different aspects of justice, and how they use their perceptions of justice to guide their attitudes and behaviors. Distributive justice is stated to be related to the fair distribution of corporate resources to employees, and it has a significant impact on working individuals (Unterhitzenberger and Bryde, 2019, 58). Therefore, organizational justice is a theory used to describe an employee's perception of justice within the organization. An employee's perception of fairness or organizational justice has an instrumental effect on burnout, job satisfaction, stress, work commitment, and quit intentions. Various job factors such as performance appraisals, promotions, job assignments, job arrangements, and mentoring can affect the employee's perception of rigid treatment or fairness. The most common organizational justice model includes distributive justice, procedural justice, and interactional justice. Distributive justice is a term that defines the sense of justice in organizational outcomes or rewards such as raises, bonuses, and recognition in an employee's salary. This concept is based on Adams' Inequality Theory, which

explains the psychological effect when there is imbalance in a relationship. Operational justice is used to describe neutral treatment in the decision-making process that determines organizational outcomes. The more control employees believe they have over the situation, the more fair the situation is perceived. Organizations in which employees perceive low levels of operational justice experience more employee turnover. As with distributive justice, procedural justice has a strong positive relationship with organizational commitment (George and Wallio, 2017, 115).

Organizational justice is one of the more dominant and frequently studied topics in industrial-organizational psychology, organizational behavior and human resource management. Organizational justice is mainly about the members' sense of moral conformity in how they are treated, allows people to work together effectively. Justice defines the essence of individuals' relationship with employers. On the contrary, injustice is corrosive, harming individuals and can even be detrimental to organizations. Fair treatment gains importance among individuals working in institutions. Because it can provide stability, predictability and a sense of security in the institution; A higher sense of meaning is created through universal norms regarding how individuals working in social cohesion within and between groups should be treated (Rupp et al., 2017, 3). Organizational justice also reinforces employees' sense of obligation to their organization in the form of improved performance. For example, the fair distribution of resources in the organization among employees encourages employees to fulfill a contractual agreement that characterizes exchange relationships. Performance is often seen as a critical responsibility that employees are hired to fulfill in exchange for external rewards. For this reason, it is stated that an employee who is considered to have received a missing salary will contribute less to the institution. Similarly, employees who believe that their organization has fair decision-making procedures are likely to reciprocate these fair employee-organization relationships with beneficial actions that improve job performance. If employees perceive that their managers show interest and respect and provide adequate information on decision-making procedures, employees will respond to their managers through improved performance (Moon, 2017, 7-8).

Organizational Commitment

Organizational commitment is a concept that attracts great attention from researchers. Commitment is a factor that connects employees to the organization and helps the organization succeed. It is stated that commitment is associated with positive organizational outcomes such as job performance and employee satisfaction (Yahaya and Ebrahim, 2016, 200). Organizational commitment is defined as a psychological connection defined by the desire of working individuals to stay and continue in the organization by accepting the values and goals of the organization and caring them on a personal level (Suifan et al., 2017, 1139). In general, organizational commitment is expressed as the total power of identity unity and commitment brought together by the individual included in the organization. Commitment is a kind of bond that develops and occurs between an employee and the organization he/she works for. The strength of this bond depends on several factors. Organizational commitment has a strong relationship with employee behavior. If an employee is affiliated with an organization, it will reduce their absenteeism and turnover behavior or occurrence. Commitment refers to an employee's willingness to work positively in an organization and to continue working for him. Commitment is defined as the degree of commitment of an individual to a series of behaviors and motivates the person to act. Once identification with the organization begins, individuals are likely to be concerned with the broader interests of the organization, including its reputation, survival, and continued success, which produces the exchange of activities and resources (reflecting increased concern between the organization and employee) that encourages greater identification. Organizational commitment is the measure of the employee's identity overlapping with the goals and values of the organization and the strength of the supervisor. Individuals who are dedicated to the organization make extra effort, want the continuity of organizational membership, protect the assets of the organization, and share the organizational goals and values. This passion is associated with a variety of desired job outcomes, including employee job satisfaction, motivation, and performance. However, if commitment behaviors are not transferred from individuals and sub-groups to the entire organization, it may lead to dysfunctional behaviors among

employees whose goals contradict the goals of the organization (Akkuş, 2020, 31-34). Organizational commitment is the willingness of employees to remain loyal and express their best concerns for well-being, which is aimed for the continued success of the organization, A dedicated employee knows corporate ethical standards, values, goals, norms and goals (Malik et al., 2017, 152).

Organizational commitment refers to the bond or commitment an employee has for their organization. Emotional commitment describes an employee's desire for emotional engagement. The commitment to continuity is the commitment to the organization by meeting the needs, while the normative commitment reflects the loyalty or moral obligations an employee feels for their organization. Determinants of organizational commitment can be categorized as organizational and individual-level factors with specific reference to knowledge workers (Razzaq et al., 2019, 926). The benefits of organizational commitment to the organization and its employees can be summarized as follows (Anchor, 2020, 76):

- It contributes to the improvement and positive change of the organizational environment.
- Includes employees in management and increases team spirit.
- Organizational relations help the system to work properly.
- Provides coordination within the organization.
- It encourages trust, cooperation and solidarity among employees.
- Increases the performance of employees and the organization as a whole.
- It provides flexibility to the organization to adapt to changes occurring outside the institution.
- It reduces work stress. - Increases employees' confidence in the organization, managers and colleagues.
- Helps employees contribute to more consensus in business conditions.
- Contributes to the increase of job satisfaction by interacting with job satisfaction.

Human resources are critical to organizational effectiveness, as they have a major impact on promoting organizational competitive advantages through teams of dedicated employees. Organizational commitment is becoming one of the most popular business attitudes studied by practitioners and researchers, due to its significant impact on organizational outcomes such as job performance. Significant research has been conducted over the past years to determine how employee commitment to an organization has developed. Because it is an important concept for an organization in terms of employee engagement and productivity. Organizational commitment emphasizes commitment to the organization, including the organization's goals and values. For the institution, it is important that organizational commitment is stable over time. Of course, organizational commitment of employees is one of the attitudes that can lead to high performance. Employees who are affiliated with the organization are more likely to perform better than less engaged employees, as they strive for success on behalf of the organization and strive to achieve their goals and missions. Employees with higher commitment are expected to be more motivated and perform at their highest performance levels. It is argued by researchers that organizational commitment can be thought of as a link or link between an employee and the organization, as both employees and organizations benefit from the organizational commitment of employees (Al Zefeiti and Mohamad, 2017, 152). In addition, organizational commitment binds managers to their organizations. Thus, it has several important functions in supporting the health and well-being of the organization. It also helps organizations adapt to innovations in difficult conditions. When considering employees in commitment to organizations, a major challenge for most organizations is not only attracting and motivating talented people, but also retaining them and gaining their loyalty. Three characteristics of organizational commitment are defined as follows (Chordiya et al., 2017, 3-4):

- strong belief in and acceptance of organizations' goals and values;
- willingness to make an effort on behalf of the organization;
- A strong desire to maintain membership in the organization.

Organizational commitment is considered to be an important organizational problem faced by managers. Organizational commitment is the degree to which an employee takes energy and pride in being in the organization. In other words, an individual's identification and respect for the organization is stated as organizational commitment. Three forms of organizational commitment are defined in the literature. These; emotional commitment, normative commitment and calculative commitment (Nazir

and Islam 2017, 100-101). Organizational commitment, defined as the psychological commitment of employees to their organizations, has been a subject of extensive research in recent years. Emotional commitment means a positive sense of affection for the organization, reflected by a strong desire to stay and a sense of pride to be part of the organization. Normative adherence reflects a moral sense or obligation to continue in the organization. Employees with high levels of the normative component think they should stay and feel bad for leaving the organization even if a new employment opportunity arises. Therefore, these three commitment components are related to the work and results of the employees, and it is stated that well-performing employees focused on the job are critical to the success of an organization (Cesário and Chambel, 2017, 153). Organizational commitment represents the degree to which employees identify with the organization they work in, how busy they are with the organization and whether they are ready to leave it. Various studies show that there is a strong link between organizational commitment, job satisfaction, and volatility, and the more connected people to an organization are less likely to leave their jobs. Organizational commitment can be considered as an extension of job satisfaction, as it addresses the positive attitude of an employee towards the organization, not his / her own job. However, in the case of organizational commitment, emotions become much stronger and are characterized by the employee's commitment to the organization and the readiness to sacrifice for the organization (Ćulibrk et al., 2018, 2-3).

RESEARCH DESIGN

As can be seen in Figure 1, the main purpose of this empirical study, which investigates the effects of Organizational Commitment and Organizational Justice on Employee Performance with all sub-dimensions, is to measure the extent of employee performance increase in companies where such a climate is provided. In this direction, the following hypotheses have been developed in the light of related literature:

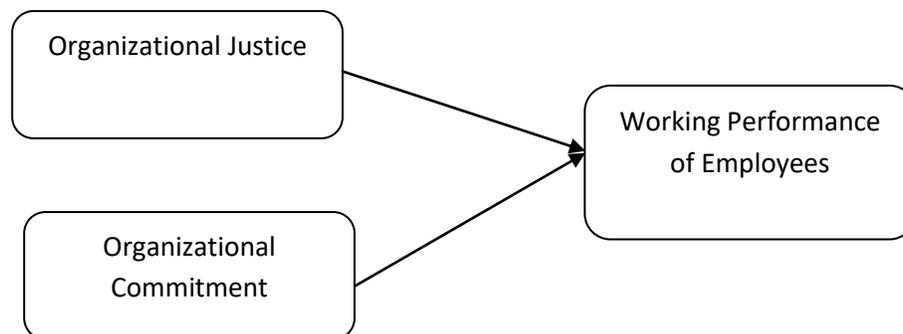


Figure 1: Research Model and Hypotheses

H₁: Organizational commitment has a positive and directly effect on the employee performance.

H₂: Organizational Justice has a positive and directly effect on the employee performance.

H₃: Organizational commitment and Organizational Justice have a positive and simultaneously effect on the employee performance.

Measurement and Sampling

Job Performance survey is taken from Choo, F. (1986). (Job stress, job-performance, and auditor personality-characteristics). Organizational Justice survey is adapted from Niehoff ve Moorman (1993). The organizational commitment research questions are adapted from Allen and Meyer (1993). All scales are seven point Likert scale has been used for this study. Surveys have been distributed to a foundation university's administrative staff in Turkey. 397 surveys have been collected from staff. Surveys have been collected via both hand-delivery and online-delivery methods.

ANALYSIS

Reliability Analysis

Cronbach Alpha explores the relationships in a variable between random samples and allows the associations of that sample to be used in data set research to be indicated by a coefficient (Cronbach, 1951). Cronbach's Alpha is among the most classically accepted measure of reliability. Cronbach's Alpha values which are close to 1,00 are regarded as strongly reliable. CA values higher than 0,700 are accepted (Erdal and Altındağ, 2020, 129).

Reliability Analysis		
Cronbach's Alpha	N of Items	
,961	49	
	Cronbach's Alpha	N of Items
GE	,864	6
OJ	,959	21
OC	,880	18
CP	,929	10

Table 1. Reliability Analysis

According to the reliability analysis; overall of items have CA value of 0,961 and all items have CA values which are higher than 0,700. Organizational justice variable has the highest CA value with 0,959 whereas general evaluation variable has the lowest CA value with 0,864.

Component Matrix								
	1	2	3	4	5	6	7	8
OJ1	,885							
OJ2	,893							
OJ3	,894							
OJ4	,314							
OJ5	,468							
OJ6		,894						
OJ7		,917						
OJ8		,934						
OJ9		,906						
OJ10		,882						
OJ11			,919					
OJ12			,912					
OJ13			,930					
OJ14			,892					
OJ15			,942					
OJ16			,629					
OJ17			,962					
OJ18			,919					
OJ19			,928					

OJ20			,948				
OJ21			Discarded				
OC1				,882			
OC2				,883			
OC3				,901			
OC4				,668			
OC5					,725		
OC6					,811		
OC7					,833		
OC8					,699		
OC9					,772		
OC10					,674		
OC11					,698		
OC12						Discarded	
OC13						Discarded	
OC14						Discarded	
OC15						,659	
OC16						,785	
OC17						,816	
OC18						,718	
CP1							,703
CP2							,690
CP3							,717
CP4							,785
CP5							,841
CP6							,873
CP7							,896
CP8							,809
CP9							,856
CP10							,711
GE1							,850
GE2							,912
GE3							,902
GE4							,904
GE5							,799

Table 2. Exploratory Factor Analysis

Exploratory factor analysis is among the most frequently used methods for the analysis in social sciences (Karaman et al., 2017, 1174). EFA have been applied to determine the load of items to factors. EFA requires values higher than 0,500 in order to load items to desired factors. According to EFA; OJ21, OC12, OC13 and OC14 items have been discarded as these items have values lower than the required value of 0,500. All other items have relatively high factor loads and have been loaded to desired factors.

Table 3: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,792 ^a	,628	,622	,67951

R² means the coefficient of determination (Welc and Esquerdo, 2018, 4). With this value, the power of the variables to measure the dependent variable is determined. According to the Model Summary table, R2 value of 0,792 can be accepted as a high determination coefficient.

Correlation Analysis

Correlation analysis is among the most frequently used statistical analysis methods (Güriş and Astar, 2014, 249). Correlation analysis has been conducted to check the relation of variables among each other.

Tablo 4: Correlation Matrix

	Organizational Commitment_ A	Organizational Commitment_ B	Organizational Commitment_ C	Justi ce_ A	Just ice_ B	Justi ce_ C	Perfor manc e	Individual Performan ce
Organizational Commitment_ A	1 397	,547** 397	,170** 397	,534* 397	,560** 397	,434* 397	,511** 397	,385** 397
Organizational Commitment_ B	,547** 397	1 397	,029 397	,464* 397	,393** 397	,266* 397	,391** 397	,249** 397
Organizational Commitment_ C	,170** 397	,029 397	1 397	,092 397	,161** 397	,144* 397	,149** 397	,158** 397
Justice_A	,534** 397	,464** 397	,092 397	1 397	,768** 397	,608* 397	,586** 397	,541** 397
Justice_B	,560** 397	,393** 397	,161** 397	,768* 397	1 397	,673* 397	,677** 397	,570** 397
Justice_C	,434** 397	,266** 397	,144** 397	,608* 397	,673** 397	1 397	,738** 397	,852** 397
Performance	,511** 397	,391** 397	,149** 397	,586* 397	,677** 397	,738* 397	1 397	,662** 397

	,000 397	,000 397	,003 397	,000 397	,000 397	,000 397	,000 397	,000 397
Individual Performance	,385**	,249**	,158**	,541* *	,570 **	,852* *	,662**	1
	,000 397	,000 397	,002 397	,000 397	,000 397	,000 397	,000 397	,000 397

Table 3. Correlation Table

According to the correlations table, all items ensure $p < 0,05$ value. Thus all items have a significant relationship with each other. According to the correlations table; most items have significant, positive and medium level of significant relationship with each other. Relationship of organizational commitment with other factors are relatively low, whereas sub-dimensions of justice, performance and personal performance have a relatively high correlation with other variables. The most critical issue in this table is in what direction and to what extent the independent variables are related to the work performance of the employees.

Regression Analysis

Regression analysis is a statistical method which estimates the relationship among variables that have reason and result relationship (Uyanık and Güler, 2013, 234). For the analysis of this study, regression analysis have been applied to determine the effect of independent variables to dependent variable.

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	304,029	6	50,671	109,742	,000 ^b
Residual	180,076	390	,462		
Total	484,105	396			

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,066	,192		10,754	,000
Organizational Commitment_A	,084	,037	,096	2,292	,022
Organizational Commitment_B	,085	,028	,115	2,995	,003
Organizational Commitment_C	,011	,020	,018	,560	,576
Justice_A	-,013	,034	-,020	-,395	,693
Justice_B	,181	,040	,248	4,562	,000
Justice_C	,345	,029	,508	11,876	,000

Table 4. Regression Table

As can be seen in the regression table (Table 5), it was seen that both organizational commitment and two sub-dimensions of organizational justice have direct and positive effects on job performance. When the beta values and significance values are examined, only one sub-dimension did not affect the dependent variable. .

Table 5: Analysis Results

NO	HYPOTHESIS	RESULTS
H ₁ :	Organizational commitment has a positive and directly effect on the employee performance.	Partially Supported
H ₂ :	Organizational Justice has a positive and directly effect on the employee performance.	Partially Supported
H ₃ :	Organizational commitment and Organizational Justice have a positive and simultaneously effect on the employee performance	Partially Supported

According to the Anova table, the model has been supported ($p < 0.05$). According to the regression table, hypothesis are partially accepted.

DISCUSSION AND CONCLUSION

Organizational justice and organizational commitment concepts form the basis of the atmosphere in businesses. Employees in the organization are closely concerned with the fairness of the task, responsibility and resource allocation assigned to them in the practices and processes they have actively participated in. Otherwise, they develop a negative attitude and judgment against the organization and the business. These attitudes can affect the functioning of the business and the effectiveness of the organization positively or negatively.

Organizations that want to adapt to changing and developing environmental conditions want to make the most of their individuals' talents and experiences. In addition, they aim to have high job satisfaction, organizational commitment and performance rates of their employees. While achieving these goals, it is strategically important for organizations to create a fair, correct and appropriate work environment. It has been proven by research that; Employees in enterprises where organizational justice is provided have become individuals who make intense efforts to become more productive and efficient individuals and use their potential to the full. Thus, employees whose mental, emotional and social development are supported will increase their commitment to the organization and their job satisfaction, and their perception of justice will affect their job satisfaction.

With the organizational commitment formed by developing attitudes and behaviors for the whole organization, the aims of the organization are effectively achieved. It also increases the employee's sympathy and loyalty to the organization. While the employee wants to maintain the title of being a member of the organization and meet his own needs, he also develops emotional loyalty to the organization. Some perceptions will occur while meeting the needs of the employees and fulfilling their job-related responsibilities. These perceptions are the indirect result of job satisfaction. Based on these perceptions, employees give internal and emotional responses to organizations. If the employees react positively and attitude towards the organization, their commitment to the organization and job satisfaction has improved.

The effects of organizational justice and organizational commitment on job satisfaction have been examined in many studies and significant relationships have been found between them. It has been proven that job satisfaction is increased in organizations with a sense of justice and trust in the organization and organizational commitment. If employees think that the work and processes in the organization are fair, if they believe that there is equality, they feel confident in the business, see themselves as valued and more enthusiastic and motivated in achieving the goals of the organization. As a natural result of this, they are satisfied while their performance increases. Similarly, these research

results show that organizational justice and organizational commitment partially affect job performance. These outputs are very similar to the relevant literature.

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