

THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND JOB SATISFACTION WITH ORGANIZATIONAL COMMITMENT IN SPORT ORGANIZATION

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Abstract

In order to investigate the relationship between organizational justice and job satisfaction with organizational commitment of employees in employees of sport national governing bodies, 150 employees working in the department were selected as the study sample using census method (N=n). To collect data, Organizational Justice Questionnaire (Niehoff and Moorman, 1993), Job Satisfaction Questionnaire (Brown and Peterson, 1993) and Organizational Commitment Questionnaire (Allen and Meyer, 1991) were used and to analyze data, descriptive and inferential statistics (multiple correlation coefficients and multiple regression analysis) were applied. The components of organizational justice [distributive justice (0.515), procedural justice (0.567) and interactional justice (0.587)] had a significant effect on organizational commitment and there was a significant and direct relationship between organizational justice and its dimensions with organizational commitment. In addition, the components of job satisfaction [supervisor (0.774), work (0.896), salary (0.753), promotions (0.826), general satisfaction (0.848)] had a significant effect on organizational commitment. Also, a significant and direct relationship was observed between job satisfaction and its dimensions with organizational commitment. In general, it can be said that lack of organizational justice in any organization results in no commitment to the organization and job dissatisfaction in people. In order to prevent problems within the organization, managers should ensure organizational justice before making any decision.

Key words: *organizational justice, job satisfaction, organizational commitment, employees of sport national governing bodies*

Introduction

Justice and its implementation are some of the basic needs and nature of human beings, which has always provided a suitable context for developing human communities throughout history. The theories related to justice have been developed in parallel with the development of human community and its range has expanded from religious and philosophical theories to empirical research. Studies show that organizational justice is a predictor of a bulk of organizational variables and that one of the most important outcomes of the phenomenon which has recently been considered in the field is organizational commitment, its dimensions and job satisfaction of employees (Yaghobi et al., 2009). Employees' satisfaction with their jobs and commitment to their organization are considered as the major determinants of organizational effectiveness (Ghamari, 2011). Job satisfaction means that individuals generally like their jobs, evaluate it and have a positive attitude towards it (Kahe and Hiyudi, 2012). Organizational commitment is the kind of a job attitude which is important in the perception, understanding and prediction of employees' organizational behavior (Hosseini et al., 2009). Employees with high commitment are probably eager to do more attempts for their organization (Ghamari, 2011). Accordingly, this study sought to examine the relationship between organizational justice and job satisfaction with organizational commitment among employees in Sport and Adulacent Organization of Chaharmahal and Bakhtiari, Iran. The researchers

are also looking for the relationship between organizational justice (procedural, distributive and interactional justices) with job satisfaction and organizational commitment. Research shows that the processes of justice play an important role in the organization and the way to deal with individuals in organizations is believed to affect feelings, attitudes and behavior of employees (Bos, cited by Hosseinzade and Naseri, 2007). Perception of injustice has detrimental effects on the spirit of collective work because of overshadowing the efforts of human source and employees' motivation (Sayeed Javadin, Farahi and Taheri Attar, 2008). According to the studies conducted by Niehoff & Moorman, if employees feel inequality, they will be a potential source of dissatisfaction in the organization which will in turn leave irreparable consequences for the organization (Poursoltani, Mirzaee and Zareian, 2011). Baron and Greenberg believe that when people feel unfair treatment by the organization, aggressive and dangerous behaviors arise (Ganjnia et al., 2010). Folger and Konovsky (1989) found that the perception of distributive justice was significantly associated with increasing the satisfaction of payment and job satisfaction. Also, increasing employees' positive perception on organizational justice affects the various types of job behaviors including organizational commitment, organizational citizenship behavior, rate of employee absenteeism, level of their trust to managers and organizational performance and productivity (Sayeed Javadin et

al. 2008). On the importance and necessity of organizational justice, it should be noted that justice in organization results in the growth of plans and huge force for synergy, development and creation of opportunities for organizational excellence (Poursoltani et al., 2011). Human resources dissatisfied or with a sense of low organizational dependency will have an adverse effect on the accomplishment of the objectives. Therefore, the investigation of job satisfaction, organizational commitment and its results are effective studies in the sciences of organizational behavior (Mohamadian, Eskandari, Mahdavi and Hosseininejad, 2010). Job satisfaction is the phenomenon whose consequences are not limited to the organization and involve person's private life outside the organization. According to previous studies, satisfied employees have long lives and are healthier. When an individual is satisfied with his job, he is committed to his organization and his rate of absenteeism and displacement are lower, which can reduce the cost of organization and increase its efficiency. By strengthening the factors associated with job satisfaction and organizational commitment, the efficiency and effectiveness of organization increase and finally lead to high productivity in the organization (Mohamadian et al., 2010). One of the reasons that reflect the importance of investigating organizational commitment is the fact that organizations with members at high levels of organizational commitment usually have higher performance and lower absenteeism and latency of their own employees and in many cases, organizations need people who attempt beyond their duties in favor of the organization (Nehrir et al. 2010). Given the importance of organizational justice, job satisfaction and organizational commitment in Sport and Adolescent organization of Chaharmahal and Bakhtiari, the current study sought to answer the following research questions: Is there any relationship between organizational justice and its components and organizational commitment in employees of sport national governing bodies? Is there any relationship between job satisfaction and organizational commitment employees of sport national governing bodies?

Methods

This was a descriptive and correlational study. The statistical population (N= 150) was selected as the study sample using census method. The instrument to measure the study variables included: 1. Researcher-made demographic questionnaire including demographic characteristics of employees (gender, age, marital status, level of education and years of service); 2. Organizational justice questionnaire used standard questionnaire of Niehoff and Moorman (1993) which measures three components of organizational justice by 20 questions (5 questions on distributive justice, 6 on procedural justice and 9 on interactional justice). Internal reliabilities (Cronbach's alpha method) were 78%, 82% and 72% for questions to the distributive, procedural and interactional justices, respectively. Cronbach's alpha coefficient was about

73% for the whole questionnaire. 3. Job satisfaction questionnaire (Brown and Peterson, 1993). Job satisfaction has several aspects including supervisor, work, payment, promotional opportunities, colleagues and customers (Brown and Peterson, 1993). However, in this study, job satisfaction was integratedly measured in 3 questions in Likert 5 point scale (1= strongly disagree, 5= strongly agree) and a modified version of the study by Egan et al. (2004). Cronbach's alpha of job satisfaction was 0.94 in the study conducted by DJ. To ensure the results in the target population, its face and content validity were again determined by professors and the construct validity and its reliability were assessed using confirmatory factor analysis and Cronbach's alpha coefficient 4. Organizational Commitment Questionnaire i.e. standard questionnaire of Allen and Meyer (1991). The questionnaire measures three components of organizational commitment with 24 questions (8 questions on emotional commitment, 8 on continuous commitment and 8 items on normative commitment) and put them in a 5- point range of completely disagree and completely agree based on Likert scale. The questionnaire had been used by researchers in Iran and Cronbach's alpha coefficient was reported as 0.85, 0.79 and 0.83 for subscales of emotional, continuous and normative commitments, respectively. Experts' views were used to determine the face and content validity and exploratory and confirmatory factor analysis for construct validity. Cronbach's alpha was used to determine the reliability whose results were 0.92 for job satisfaction and 0.82 for organizational commitment questionnaires indicating their high reliability. Table 1 shows general and demographic characteristics of employees in the Sport and Adolescent organization of Chaharmahal and Bakhtiari.

Test of normality for data distribution

Kolmogorov–Smirnov test indicates the aspects of organizational justice, job satisfaction and organizational commitment in Sport and Adolescent organization of Chaharmahal and Bakhtiari and difference was not significant in any variable (P>0.05) and distribution is natural.

Table 1. General and demographic characteristics of employees of sport national governing bodies

Variables	Group	N	(Percentage)	Variables	Group	N	(Percentage)
Gender	Woman	98	65.3	Organizational post	Manager	68	45.3
	Man	52	34.7		Expert	104	54.7
Age	Less than 30 years	52	34.7	Work	1-5 years	61	40.7
	31-40 years	48	32		6-10 years	65	43.3
	41-50 years	50	33.3		11-15 years	24	16
Level of education	Diploma	5	3.3	Employment status	Contractual	12	8
	Associate	73	48.7		Contractual	32	21.3
	Undergraduate	46	30.7		Experimental Official	64	42.7
	M.A.	26	17.3		Contractual Official	42	28
Marital status	Married	49	32.7				

Results

Table 2. Correlation matrix among the components of organizational justice and organizational commitment employees of sport national governing bodies

Independent variable		Organizational commitment	Organizational justice	Distributive justice	Procedural justice	Interactional justice
Organizational commitment	Pearson correlation	1	**0.617	**0.515	**0.567	**0.587
	Level of significance	-	0.000	0.000	0.000	0.000
	Variance	160.51	69.84	19.97	19.53	30.32
	Mean	81.21	58.68	16.47	16.7	25.5
	S.D.	12.66	8.94	3.06	2.71	4.07
Organizational justice	Pearson correlation	**0.617	1	**0.923	**0.871	**0.918
	Level of significance	0.000	-	0.000	0.000	0.000
	Variance	69.84	79.92	25.27	21.16	33.49
	Mean	81.21	58.68	16.47	16.7	25.5
	S.D.	150	150	150	150	150

** Significant at the significance level of 0.01), * Significant at the level of (P<0.05)

Pearson correlation test was used to examine the relationship between organizational justice and organizational commitment. The obtained results in Table 2 indicate that from the perspective of employees in Sport and Adolescent Organization of Chaharmahal and Bakhtiari, there is a significant relationship between organizational justice and its dimensions: distributive justice (**0.515), procedural justice (**0.567) and interactional justice (**0.587) with organizational commitment (P<0.05) and null hypothesis based on non-linear relationship between organizational justice and organizational commitment is rejected.

Table 3. Regression coefficients of organizational commitment in employees of sport national governing bodies (N =150)

Model	Non-standardized regression coefficients		Standard coefficients	t-test	Level of significance
	Estimation of model parameters	Estimation of S.D.			
Intercept (constant)	29.93	5.44	0.61	5.5	0.001
Organizational commitment	0.87	0.09		9.52	0.001
Distributive justice	26.51	5.59	-0.051	4.74	0.001
Procedural justice	-0.209	0.486		-0.43	0.668
Interactional justice	1.59		0.341	3.34	0.001

The obtained results in Table 3 and multivariate regression test revealed a significant relationship at the level of (P<0.05) using the same login data and considering the obtained value of beta. The coefficient of determination (r²=0.38) represents common variance between the two variables. In other words, 38% of changes related to the organizational commitment can be predicted by organizational justice. The coefficient of determination (r²=0.53) represents common variance between two variables.

Table 4. Statistics of regression model of employees of sport national governing bodies (N=150)

Model	Correlation coefficient	Coefficient of determination (r ²)	Adjusted coefficient of determination	S.D. of adjusted coefficient of determination
1	**0.617	0.380	0.376	10.008

Table 5. Statistics of regression model

Model	Correlation coefficient	Coefficient of determination (r ²)	Adjusted coefficient of determination	S.D. of adjusted coefficient of determination
1	**0.743	0.53	0.549	8.71

In other words, 53% of changes related to the organizational commitment is predicted through job satisfaction. According to the obtained results in Table 6 and the obtained value of Beta at the level of (P<0.05), there is a significant relationship between salary satisfaction and promotion satisfaction. Therefore, these components are able to predict organizational commitment while other components are not able to forecast (organizational commitment)

Table 6. Regression coefficients

Model	Non-standard regression coefficients		Standard coefficients	t-test	Level of significance
	Estimation of model parameters	Estimation of S.D.			
Intercept (constant)	14.96	3.81	-	3.92	0.001
Job satisfaction	0.725	0.054	0.743	13.51	0.001
General satisfaction	0.34	0.26	0.09	1.28	0.20
Work satisfaction	-0.55	0.31	-0.14	-1.80	0.07
Supervisor satisfaction	0.17	0.22	0.04	0.80	0.42
Promotion satisfaction	2.16	0.30	0.47	7.09	0.001
Salary satisfaction	1.94	0.26	0.47	7.35	0.001

Table 7. Matrix correlation between job satisfaction and organizational commitment

Test statistical		Job satisfaction	Organizational commitment	General satisfaction	Work satisfaction	Supervisor satisfaction	Promotion satisfaction	Salary satisfaction
Job satisfaction	Pearson correlation	1	**0.743	**0.848	**0.896	**0.774	**0.826	**0.753
	Level of significance	-	0.000	0.000	0.000	0.000	0.000	0.000
	Variance	168.59	122.27	37.16	37.21	33.74	30.02	30.45
	Mean	21.28	15.86	15.96	16.26	15.26	81.21	84.64
	S.D.	3.37	3.20	3.35	2.79	3.11	12.66	12.98
Organizational commitment	Pearson correlation	**0.743	1	0.521	0.570	0.425	0.796	0.774
	Level of significance	0.000	-	0.000	0.000	0.000	0.000	0.000
	Variance	122.27	160.51	22.27	23.12	18.08	28.24	30.54
	Mean	21.28	15.96	15.96	16.26	15.26	81.21	84.64
	S.D.	3.37	3.20	3.35	2.79	3.11	12.66	12.98

Table 7 shows that there is a significant and direct relationship between job satisfaction and its components with organizational commitment at the level of (P<0.05) suggests that the better the Sport and Adolescent Organization of Chaharmahal provides better job satisfaction for employees, the more the organizational commitment of employees increases.

Table 8. Correlation matrix between organizational justice and organizational commitment

Organizational justice and its components		Organizational commitment	Organizational justice	Distributive justice	Procedural justice	Interactional justice
Organizational commitment	Pearson correlation	1	**0.617	**0.515	**0.567	**0.587
	Level of significance	-	0.000	0.000	0.000	0.000
	Variance	160.51	69.84	19.97	19.53	32.30
	Mean	81.21	58.68	16.47	16.70	25.50
	S.D.	12.66	8.94	3.06	2.71	4.07
Organizational justice	Pearson correlation	**0.617	1	**0.923	**0.871	**0.918
	Level of significance	0.000	-	0.000	0.000	0.000
	Variance	69.84	79.92	25.27	21.16	33.49
	Mean	81.21	58.68	16.47	16.70	25.50
	S.D.	150	150	150	150	150

** Significant at the significance level of (0.01), * Significant at the level of (P<0.05)

Table 8 indicates there is a significant relationship between organizational justice and its components with organizational commitment (P<0.05) and a direct relationship between organizational justice and its components with organizational commitment. The coefficient of determination (r²=0.4019) represents common variance between two variables. In other words, 0.4019% of changes related to organizational commitment are predictable through organizational justice.

Table 9. Analysis of variance and statistical regression parameters

Model	Correlation coefficient	Coefficient of determination (r ²)	Adjusted coefficient of determination	S.D. of adjusted coefficient of determination
1	0.859	0.739	0.73	6.588

a. Predictors: (Constant), supervisor satisfaction, general satisfaction, promotion satisfaction, salary satisfaction and work satisfaction

Conclusion

In general, it can be concluded that, like in other studies, lack of organizational justice in every organization causes non-commitment to the organization and lack of job satisfaction in individuals. Before any decision, managers should ensure organizational justice to avoid problems within the organization. It seems that all components of organizational justice (interactional, procedural and distributive justices) have a significant effect on organizational commitment. The results obtained from this study indicate that there is a direct relationship between organizational justice and organizational commitment, which suggests that the better the Sport and Adolescent Organization of Chaharmahal provides better job satisfaction for employees, the more the organizational commitment of employees will be. In this study, it was found that all components of job satisfaction had a significant and direct relationship with organizational commitment, indicating that the better the organization acts to its commitments to employees, the higher the employees' job satisfaction will be.

In addition, due to the significant level of obtained beta value, it is observed that components of salary satisfaction and promotion satisfaction are able to predict organizational commitment; however, other components cannot predict organizational commitment. Following the results, the lack of job satisfaction among the staff of the organization results in a low level of performance. According to the results, it is observed that 40 percent of changes of organizational commitment in Sports and Adolescent Organization can be identified and predicted through the variable of organizational justice and its components. Also, due to the significant level obtained, it is observed that there is no linear relationship between distributive and organizational commitment and that the significant levels of the value of beta of three components of

organizational justice indicated that distributive justice cannot predict organizational commitment. According to the findings of this study, it is also estimated that the higher the level of satisfaction in each of the components of job satisfaction among employees of Sports and Adolescent Organization in

the province is, the higher the organizational commitment will be. It was also shown that 73% of changes of organizational commitment is determined and predicted through the components of job satisfaction in Sports and Adolescent Organization.

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ODNOS IZMEĐU ORGANIZACIJSKOG PRAVA I ZADOVOLJSTVA POSLOM S ORGANIZACIJSKOM PREDANOŠĆU U SPORTSKOJ ORGANIZACIJI

Sažetak

Kako bi se istražio odnos između organizacijskog prava i zadovoljstva poslom uz organizacijsku predanost zaposlenika kod zaposlenika sportskih državnih upravnih tijela, 150 zaposlenika koji su radili u odjelu odabrani su kao uzorak istraživanja koristeći cenzus metodu ($N=n$). Kako bi se prikupili podaci, korišteni su Upitnik organizacijskog prava (Niehoff i Moorman, 1993.), Upitnik o zadovoljstvu na poslu (Brown i Peterson, 1993.) i Upitnik organizacijske predanosti (Allen i Meyer, 1991.) te je u svrhu analize podataka primijenjena deskriptivna i inferencijalna statistika (višestruki koeficijenti korelacije i višestruke regresijske analize). Komponente organizacijskog prava [distributivno pravo (0.515), proceduralno pravo (0.567) i interakcijsko pravo (0.587)] imale su značajan učinak na organizacijsku predanost te je postojala značajna i izravna veza između organizacijske pravde i njenih dimenzija s organizacijskom predanošću. Zatim, komponente zadovoljstva poslom [nadzornik (0.774), rad (0.896), plaća (0.753), unaprijeđenja (0.826), općenito zadovoljstvo (0.848)] imale su značajan učinak na organizacijsku predanost. Također, značajna i izravna veza je opažana između zadovoljstva poslom i njegovih dimenzija s organizacijskom predanošću. Općenito, može se reći da nedostatak organizacijskog prava u bilo kojoj organizaciji rezultira u odsustvu predanosti organizaciji i nezadovoljstvu poslom kod ljudi. U svrhu sprječavanja problema unutar organizacije, upravitelji bi trebali osigurati organizacijsko pravo prije donošenja ikakvih odluka.

Ključne riječi: organizacijsko pravo, zadovoljstvo poslom, organizacijska predanost, zaposlenici sportskih državnih upravnih tijela

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