

# The relationship between organizational justice and organizational commitment from the view of administrative and supportive personnel in Teaching Hospitals of Ahvaz Jundishapur University of Medical Sciences

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## Abstract

**Introduction:** Organizational justice is the employee perceptions on fairness and justice in work relationships and behaviors in the organization. Organizational commitment is individual's participation in organization and their sense of belonging to the organization and job. This study was conducted to identify the relationship between organizational justice and organizational commitment from the view of administrative and supportive personnel in teaching hospitals of Ahvaz Jundishapur University of Medical Sciences in 2012.

**Methods and Materials:** This was a cross-sectional study which was conducted on two teaching hospitals. The sample was all administrative and supportive personnel that were working in these hospitals (n=300). Staff viewpoints were investigated using Moorman and Niehoffs organizational justice questionnaire and Mc Gee & Fords organizational commitment questionnaire. Results were analyzed using One Way Anova and Pearson correlation test in spss18 software.

**Results:** The organizational justice score was relatively low ( $45.3 \pm 7.8$ ). The mean of organizational commitment score was in medium level ( $45.49 \pm 8.9$ ). There was a positive correlation between organizational commitment and procedural justice ( $p < 0.05$ ) and there was no significant relationship between both distributive and interactional justice dimensions and organizational commitment. Also the variables including age, employment type, education and experience had significant relationship with organizational justice and commitment.

**Conclusions:** According to the study results it is essential that hospital managers improve organizational justice in particular procedural justice among personnel. In this regard setting the organizational procedures accurately, providing correct and reliable information and preparations for stability of organizational procedures could be helpful.

**Keywords:** hospital, organizational commitment, organizational justice.

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## Introduction

Organization is a social system; its consistency and existence is based on potent bond between components and ingredients. The perception of injustice has a destructive effect on team work spirit, because it overshadows human recourses' effort and personnel's motivation. Inequity and unfairness distribution of organization achievements and outputs demoralize staff and decline their moral to make an attempt. Thus, justice is a secret in personnel and organization development and progression (1). Initial consideration was for organizational justice in accordance with "inequality theory", to maintain the personnel who provide the inputs such as education, efforts and experience for organization. On one hand, for these inputs the staff are expecting fairness outcomes like; salary, attitude, job promotion, social rewards, institutional appreciation and proper evaluation of their performance (2). Justice and its perception by the organization and personnel is one of the variables that has drawn researchers and experts' consideration more than four decades and implies the efforts that are explaining the effects of justice in organization and it is related to fairness treatment with staff in this organization. It can be supposed as a component of social justice (3, 4).

Justice in organization has three different components including; distributive justice (fairness in consequences and outcomes for the staff), procedural justice (conceptualized justice from determining reward distribution process) and interactional justice (the way of conveying organizational justice by supervisors to subordinates) (5, 6).

In developing fairness functions is more vital than creating justice sense in staff, recognizing how actions based on justice influence organizational interactions such as organizational commitment, job satisfaction, organizational civil behavior and counterproductive behavior and the staff motivation are very important.

Moreover, achieving appropriate knowledge of organization justice dimensions' effect organizational commitment and its scope allow the managers to make suitable situation to improve justice sense in organizations (7). Generally, organizational commitment is referred to as including the components of organizational loyalty, familiarity with organization (i.e. Pride in organization and internalizing its purposes) and motivation for participating in organization(2).

The staff that has commitment and faithfulness show more discipline in their work and spend more time at work in the organization. They have superior intensity and their agreement with the organization and company is more. People with low commitment would be more get the sack and often they aren't present at work. Thus, the managers should preserve and bring up their and personnel's commitment and persistency to the organization (8, 9). The organizations can realize the aims of the concerned center through defining the rate of its staff's commitment and changing effective factors on it. Some researchers as Randal, proved that each level of commitment i.e. Low, Intermediate and Upper intermediate can have desirable and undesirable effects on person and organization. So the balance should be among these different levels (10).

Diverse studies have examined the effect of organizational justice dimensions on organizational commitment. For instance, Lambert et. al. revealed the different effect of organizational justice dimensions on organizational commitment so that procedural justice has more impact on organizational commitment (11). Yagoubi and et. al, in their research have shown that there is a meaningful statistical relationship between organizational commitment and procedural justice(9). Besides, the results of Charash study has verified that of the three dimensions of organizational justice, procedural justice

has the most effect on organizational commitment (12).

According to the aforesaid and considering that realizing the level of commitment, types of organizational justice and aspects of justice related to commitment can present approaches to promote the level of commitment and organizational justice so this study has examined the relationship between organizational commitment and organizational justice among the administrative and supportive staff in two teaching hospitals in Ahvaz.

### **Methods and Materials**

This was an analytical cross-sectional study. The research environment was two hospitals of Ahvaz Jundishapur University of Medical Sciences which were selected randomly. The sample was the whole administrative, supportive and financial staff of the selected hospitals (n=300). Inclusion criteria in this study was more than 6 months job experiences and few illiterate staff were excluded from the study.

Study instrument consisted of three-part questionnaire. First part was personal information including gender, age, marital status, job experiences, position, education and employment type. Second part applied to investigate organizational commitment based on Mc Gee & Ford, standard questionnaire. This questionnaire composed of 16 questions and was drawn up in accordance with Likert's five-point scale (I strongly agree to, I strongly disagree). The scores were 16 to 80. Validity and reliability of this questionnaire was proved in Ashrafi's research (13). Moreover, it was used by researchers in two domestic studies to determine the organizational commitment of hospital staff (14, 15). It is worth noting that the reliability of the questionnaire in this study was determined through  $\alpha$  Cronbach test and it was 0/80. Third part of the questionnaire was to evaluate organizational justice. This questionnaire was a structural changed instrument and it

was made using Moorman and Neihof organizational justice questionnaire which included 24 questions in likert's five-choice ranges.

In this way, some questions in Moorman Neihof's questionnaire were omitted and finally the remains were 16 questions. They were applied based on Likert's five-point scale for measuring procedural justice (3 questions), distributive justice (5 questions) and interactional justice (8 questions). The overall range of scores was 16 to 80 and the average score on each dimension was 15 in distributive justice, 9 in procedural justice, 24 in interactional justice and 48 in overall justice. These ranges were considered as a comparison base. In each dimension higher score meant top justice and lower score, low justice. The validity of the tool's was determined through content validity and using four experts and management specialties ideas. Its reliability was also determined by  $\alpha$  Cronbach test (0/85). It should be noted that Moorman and Neihof organizational justice questionnaire was used in some of domestic studies for finding organizational justice between hospital staff (4, 16, 17). The procedure for completing questionnaires was in an order that the researcher distributed questionnaires with the necessary explanations for completing it among the participants and after four days he collected the questionnaires. In any case of not completing the questionnaire the researcher followed up the issue again. The analysis of data was done through using SPSS software version 18. For data analyzing, Pearson correlation, One Way ANOVA test and descriptive statistics and tables were applied. In order to consider the moral values, the researcher explained the purpose of the study to staff. The questionnaires were completed anonymously. The participants were assured that the information would be kept confidential.

## Results

In this study 240 questionnaires were answered by participants, response rate was 80% (suitable). Reviewing the demographic characteristics of staff showed that 8/3% of responders were under 25years, 52/1% in the age group between 25-35years, 27/9% between 36-45 years, 9/2% between 46-55years and 2/5% in the age group over 55 years. The maximum participants were men (60%) and married (70%).

Staff's organizational position checking has revealed that half of staff (50%) are in support units, 28/8% in administrative units, 21/2% in financial units of the hospital were working. Most of the study staff (42/5%) had 6-10 years job experiences, contractual employments (54/6%) and bachelors (37/1%); Table1. The average in the triple dimension of organizational justice is presented in table 2. Three dimension justice notice and total organizational justice were evaluated in a lower than intermediate level.

Organizational commitment average score was  $49/45 \pm 8/9$  that illustrates intermediate organizational commitment.

The results of studying the relationship between commitment and organizational justice showed that there is a positive correlation ( $p < 0/05$ ) between procedural dimension of organizational justice and organizational commitment. Pearson's correlation test results are presented in table3. Findings of staff demographic and organizational characteristics alongside organizational commitment and organizational justice through One Way ANOVA test revealed that organizational justice has statistical relationship with age ( $p = 0/04$ ,  $f = 2/5$ ), employment type ( $p = 0/003$ ,  $f = 4/1$ ), education ( $p = 0/02$ ,  $f = 3/1$ ), job experience ( $p < 0/001$ ,  $f = 5/5$ ). Also there was statistical relationship between organizational commitment and age ( $p = 0/03$ ,  $f = 2/6$ ), employment type ( $p = 0/009$ ,  $f = 3/4$ ), education ( $p = 0/03$ ,  $f = 2/8$ ), job experience ( $p < 0/001$ ,  $f = 5/7$ ).

**Table1: Frequency distribution of organizational characteristics of studied staff**

Variables	Frequency	Percentage
Experience	Less than 1 year	6/7
	1-5 years	23/3
	6-10 years	42/5
	11-15 years	14/6
	16-20 years	8/3
	More than 20 years	4/6
	Total	240
Employment type	Official	9/6
	Contractual	18/3
	Plan	7/5
	Contractual with defined work	54/6
	Project	10
	Total	240
Education	Bachelor's	37/1
	Master	4/6
	Associate's degree(A.D)	25/4
	Others	32/9
	Total	240
Organizational position	Administrative	28/8
	Financial	21/2
	Support	50
	total	240

**Table2: Mean , SD(standard deviation) and organizational justice score ranges and its dimensions**

Title	Score ranges(mean)	The scores of organizational justice dimensions	
		Mean	Standard deviation
Procedural justice	3-15 (9)	8/4	2/5
Interactional justice	8-40(24)	22/1	4/7
Distributive justice	5-25(15)	14/7	3/4
Total organizational justice	16-80(48)	5/3	7/8

**Table3: the results of correlation test between organizational justice and its dimensions with organizational commitment**

Organizational justice dimensions	Correlation rate	Significance level	Error rate
Distributive justice	•/083	•/202	•/05
Procedural justice	•/051	•/434	•/05
Interactional justice	•/159	•/014	•/05
Total organizational justice	•/156	•/016	•/05

## Discussion

Nowadays the substantial human resource role in organizational objectives achievement has been revealed. Regarding this issue; organizational justice has an important role in enforcing organizational commitment. The current paper has investigated the relationship between organizational justice and commitment of administrative, financial and support personnel in two teaching hospitals in Ahvaz. The results showed that the rate of organizational justice from the staff perspective is lower than intermediate level (45/3). In Hedayati et. al. study about organizational justice in Zabol hospitals staff; the rate of organizational justice was intermediate(17). In Yaghoubi et. al. research(9) the rate of organizational justice for Isfahan medical science universities' selected hospitals was in desirable level(3/45) and in the other study by Yaghoubi et. al. among medical records staffs of selected hospitals of Isfahan; the score of organizational justice was 48/8 out of 100(4).

Injustice sense among the staff in studied hospitals may lead to leaving the organization, abnormal behaviors and low levels of organizational commitment. So promoting organizational justice in these

hospitals is necessary and for doing so defining the factors that are effective in a person's perception of organizational justice is essential. Understanding of justice may be influenced by a person's positive and negative perception of received organization's subsequences. Moreover, justice understanding through organizational procedures (organization following procedural justices) and perceived characteristics (demographic specifications such as; age, gender, race, job experience, personality traits, i.e. negative emotions and self-esteem) may be influenced (18).

The current study results show that organizational commitment is in an intermediate level. In Yaghoubi et. al. study organizational commitment with average(3/05±1/1) was in a desirable level(9). In Kermani et. al. research(19) the rate of organizational commitment among staff and managers in Hamadan Medical Science universities' teaching hospitals was determined in an intermediate level (78/48). Sajadi and et. al. results of study showed that organizational commitment among 45/2% of office support staff in Isfahan Medical Science is in the state of great and more

great(20). Masoudi Asl and et. al. revealed that staff organizational commitment in a health clinic was 4/79 out of 7 and it was evaluated upper than intermediate(21). Organizational commitment is a vital factor for conceptualizing organizational behavior and is a good predictor for staying at or absence from work. Because commitment and faithfulness can have positive and different results so elevating the studied hospitals staff's commitment is very critical. To do so, the managers can significantly increase the commitment and faithfulness through using staff participant in decision-making and providing an acceptable level of career matters for them (22).

The results of this paper showed that there is a positive and meaningful relationship between organizational commitment and total organizational justice. This finding is similar to Yaghoubi et. al.(9), Behravan et. al.(17), Charash et. al.(12), Shams Ahmar et. al.(23) studies. In this article out of three dimension studies of organizational justice; procedural justice has a meaningful relationship with organizational commitment. In Charash et. al.(12) the results in this case were the same. On the other hand, in Yaghoubi et. al. study(9) there was not a meaningful relationship between procedural justice and organizational commitment. In Crapanzano et. al and Mestersoon et. al studies there was a relation between procedural and distributive with organizational commitment(7). In Lambert et. al study(11), procedural and distributive dimensions have obvious effect on organizational commitment.

Procedural justice is justice and fairness in decision making process. And according to the study results based on the importance of procedural justice in organizational commitment; it is very important that organizational procedures carefully be adjusted and the information presented to the groups and organizational unites through them should be reliable and accurate so that decision making in

accordance with them be done so easily. Also, creating situation for procedures stability and same conditions for all of the participants in using the procedures in different units seem important (24).

In this study age, employment type, education and job experience showed meaningful statistical relationship with organizational commitment and justice. So the age group under 25 years and lower job experience compared to other staff had upper score in organizational commitment and justice. This may be because of this issue that the staff had less chance in organization to share perspective in organizational justice and since they are new comers with a new position in organization so their faithfulness and interests to organization is more.

Furthermore the official, plan and contractual staff compared to project staff have more points in organizational commitment and justice. This is the results of more job security, sense of belonging to the organization, and more identity sense between these groups of employments. In addition, increasing education level decreases staff's organizational commitment and justice score. It seems that staff education level increase has an important role in their expectations that not meeting these wants may lead to decrease in organizational commitment.

In Yaghoubi et. al. study there was a meaningful relationship between employment type, education level and job experience variables with organizational justice. But there was not a relationship between age, gender, and position variable with organizational justice (9).

### **Conclusions**

Finally, according to this study; there has been attempt for increasing organizational justice between administrative, financial and support staff in studied hospitals. The staff reacts in presence and absence of justice and increasing belonging and attachment is one of this reactions. This means that when the staff realizes that

there is injustice in organization they would cause a kind of tension and then for decreasing it they would try to deduce their attachment and belonging to the organization. On the other hand, if the staff fined the implementation of justice in organization they would be inclined to be more responsible in their job, so they would express their faith to the organization(7).

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