WAYS TO STRENGTHEN ORGANIZATIONAL COMMITMENT: APPLICATION OF ORGANIZATIONAL JUSTICE THEORY

(IN CASE OF MONGOLIAN HIGHER EDUCATION INSTITUTES)

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Abstract— **This study examines the impact of organizational justice perception in the employees' job satisfaction and commitment in the Mongolian higher education institutes. The impact of organizational justice on three dimensions of commitment and overall work-based satisfaction was assessed. Sample for the present study consisted of 360 faculty members working in public universities of Mongolia. Questionnaire was used as data collection instrument, SPSS 20.0 software was used to analyze data. Overall organizational justice had weak relation to affective commitment whereas distributive, procedural justice was significantly related to normative commitment. Also both distributive and procedural justice were found to be significantly related to job satisfaction. Follow-up in-depth interviews with university lecturers and employees revealed that there is no strong affective commitment exists among them, due to excessive negative organizational politics, lack of integration in merit-based rewarding system to career advancement.**

Keywords —distributional justice, procedural justice, organizational commitment, job satisfaction

I. Introduction

It has been 20 years passed since the democracy emerged in Mongolian society. One might note that the shift still takes place. There are not sufficient skillful workforce on the market. There are fierce competition among organizations to scout talents on market. The re-structuring the public sectors such as health care and universities has occurred in Mongolia recently. We could see the dissatisfaction of employees towards managerial decision through the media. Since the higher education is the core of any nation by being the knowledge generator, it is critical issue. As stated by Fishbein and Ajzen in 1975, the attitudes of employees are of interest because attitudes influence intentions to behave in certain ways, and those intentions in turn, influence actual behavior. (Fullford 2008) Attitudes of public university faculty members are especially important due to the reason of carrying the science and preparing the future of the country.

The purpose of this study was to identify the justice perception of faculty members of public universities towards the management decision and its relation to organizational commitment and job satisfaction.

The "Justice" issue drags attention from the society and it has been "hot" over the years. Numerous research were conducted in this field, but none yet in Mongolian higher education sector. In order to keep faculty members to be satisfied, committed, and loyal to the organization, the organization needs to be fair in its system. Scholars proved that employees inclined to show more positive attitude and behaviors such as job satisfaction or commitment when they perceive the fair treatment from the organization.

I believe that this is an important area of research for three reasons. First, to the date none of research have conducted in justice or commitment field in Mongolia. Second, it is the first attempt to use of organizational justice and organizational commitment the measurements in Mongolia. Third, the might help the Ministry of Education of Mongolia to clarify some points of employees are not happy with, regarding the higher education reform

II. Literature review

A. *Organizational justice*

Starting from 1949, the concept of organizational justice researched extensively in social psychology, especially in in organizational context. Scholars have been proving that perceptions of organizational justice relates to factors such as job satisfaction, turnover, leadership, organizational citizenship behavior, organizational commitment, trust, customer satisfaction, job performance, employee theft, alienation, or leader member exchange. [Spector, 2001 #14] Since Stouffer et al published their article in 1949 introducing the relative deprivation, the concept developed through 4 waves up to date. But early researchers' tested the principle of justice more on general social interaction than organizational setting. Initially, researchers focused on the justice of decision outcomes, termed *distributive justice*. According to equity theory, people compare the ratio of their inputs and outcomes to the ratio of others.

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Distributive justice focuses on people's beliefs whether they have received fair amounts of valued work-related outcomes (e.g. pay recognition, etc). Folger and Konovsky concluded their research in 1989, distributive justice was the primary predictor of satisfaction with raise. While distributive justice concerned with the results or outcomes of organizational decision, the question shifted how those decision were made in mid 70s. In 1976, Leventhal cautioned that individuals could be influenced not only by allocation, but also the process that led to the certain decision outcome. The notion termed as *procedural justice*, concerned with the policies and procedures used to determine outcomes and is centered on process control.

B. *Job satisfaction*

The notion of job satisfaction most widely researched topic in organizational study. Therefore, the definition varies. However, the widely used definition of job satisfaction in organizational research is that of Locke (1976), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". This definition suggests that we form attitudes towards our jobs by taking into account our feelings, beliefs, and our behaviors.(Kumari and Pandey 2011) By attitude, Taylor meant more than just feelings, he regarded workers' philosophy concerning cooperation with management and their view of their own self-interest. Therefore, job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Factors such as management style and culture, employee involvement, empowerment and autonomous work position influence on job satisfaction. Scholars over the decade measured the notion with different approaches. The most typical categorization includes five facets: pay, promotions, coworkers, supervision, and work itself. (A.Judge and Klinger) The recognition, working conditions, company and management were added by Locke, 1976. Furthermore, researchers separated job satisfaction into intrinsic and extrinsic elements. Pay and promotions are considered extrinsic factors and coworkers, supervision, and the work itself are considered intrinsic factors. Job satisfaction has been found to reduce turnover, absenteeism, and psychological distress and increase employees' commitment to their organizations. While distributive justice has a strong effect on workers' satisfaction with their pay and turnover intentions, procedural justice affects evaluations of organizations, authorities. It is unclear, however, which form of organizational justice is more predictive of job satisfaction. (Clay-Warner, Reynolds et al. 2005)

III. Organizational commitment

The notion of organizational commitment is important due to reason of vast number of study shown relationship between organizational commitment and attitudes and behaviors in the workplace. Bateman and Strasser (1984) expressed the reasons for studying organizational commitment

as follows. Thus, (a) employee behaviors and performance effectiveness, (b) attitudinal, affective, and cognitive constructs such as job satisfaction, (c) characteristics of the employee's job and role, such as responsibility and (d) personal characteristics of the employee such as age, job tenure. (Schulz) Many studies found relationships between organizational commitment and employee's behavior and attitude at work place. The history of commitment research dates back 1950s. However the systematic data started to appear in 1970s. (George A.Zangaro 2001) Mowday et al (1979) are regarded as major contributors to literature by defining and conceptualizing the notion. They defined organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization that is characterized by three factors: (1) a strong belief and acceptance of the organization's goals and values, (2) a willingness to exert considerable effort on behalf of the organization, and (3) a strong desire to maintain membership in the organization. (George A.Zangaro 2001)

In 1990, Allen and Meyer provided multidimensional concept into the literature. They have conceptualized the organizational commitment into three different categories, as *affective*, *continuance*, and *normative*. Affective commitment refers to the employees' emotional attachment to, identification with, and involvement in the organization. (P.Meyer and Allen 1991) They've defines employees with affective commitment as, those students' stay with the organization because they *want to*. Continuance commitment links to the costs associated with leaving the organization. Continually committed employees stay with the organization because they *need to* do so. Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they *ought to* stay with the organization. (P.Meyer and Allen 1991) Researchers noted that, the three dimensions should be considered as components of the organizational commitment, rather than the type.

Based on previous literature review, following hypothesis were developed.

H1: Organizational justice positively influences affective commitment.

H2: Organizational justice positively influences continuance commitment.

H3: Organizational justice positively influences normative commitment.

H4: Organizational justice positively influences job satisfaction.

A. *Methodology*

Sample for the present study consisted of 360 faculty members working in public university of Mongolia. 60% of respondents were female. Respondents ranged in age from 25 to 60 plus. As of an age range, out of all respondents, 29.34% were 36-47; 16% were in 48-59%; and 3.7% were 60 up.

Operational measurement development

Organizational justice measurement developed by Jason A.Colquitt was adopted. (A.Colquitt 2001) 5 scales out of 7

developed by Leventhal and rest by Thibaut & Walker to measure the procedural justice. 4 scales developed by Leventhal used to measure distributive justice.

Organizational commitment

Scales developed by Meyer and Allen, used to measure organizational commitment. Three distinct factors consisted 6 items each.

Job satisfaction

Overall job satisfaction measure developed by Brayfield and Rothe (1951) with 18 items was adopted.

Above mentioned scales were translated back and forth between English and Mongolian several times by the committee consisted of 4 people. (Goeddeke.Jr, Ch.Enkhbold et al. 2013) The item ratings were obtained on a 5 point Likert-type ranging from 1-strongly disagree to 5-strongly agree.

Factor analysis

Before examining the relationships among the attitude variables, factor structures of each measure examined. Therefore, a principal-component factor analysis using varimax rotation was performed. 10 questions out of 11 perceived organizational justice scale, 12 questions out of 17 organizational commitment scale and 15 questions out of 18 job satisfaction scales significantly represented the target population. Cronbach alpha estimates for the scales were: 0.891 for the procedural justice subscale; 0.851 for the distributional justice subscale; 0.851 for the affective commitment subscale; 0.818 for the continuance commitment subscale; 0.784 for the normative commitment subscale; 0.815 for the job satisfaction subscale and 0.874 for the job dissatisfaction subscale. It could be concluded that, in this study employee perceptions of organizational justice, job satisfaction and organizational commitment were measured reliably and validly.

The relationship of above mentioned variables are explored with m x n cross tabulations. Organizational justice components have checked with either or nor cases with dependent variables.

1. Procedural justice to affective commitment (PJ to AC)
2. Distributional justice to Affective commitment (DJ to AC)
3. Procedural justice to Continuous commitment (PJ to CC)
4. Distributional justice to Continuous commitment (DJ to CC)
5. Procedural justice to Normative commitment (PJ to NC)
6. Distributional justice to Normative commitment (DJ to NC)
7. Procedural justice to distributional justice (PJ to DJ)
8. Distributional and procedural justice to job satisfaction (PJDJ to JS)
9. Various combination of procedural justice and distributional justice with job satisfaction and affective commitment.

B. *Conclusion*

This study was the first attempt to explore the relationship between organizational justice and job satisfaction, organizational commitment of public universities in Mongolia. Similar to other studies in the field, positive relationship did exist between facets. This phenomena might be linked to the previous regime of working pattern in the organization. In socialist society, the resource allocated more or less evenly, in spite of actual performance quality. Thus, if the organization start distributing the limited resource in just, the attitude of affectively committed to the organization rise accordingly.

Basically, faculty members stay in organization because they "need to". Due to the reason of recent reformation in public universities, conducted by ministry of education, employees are in very unclear situation.

- The procedural justice was perceived by 33.3% of the employees while distributional justice was perceived by 59.3%. Refer to table 1.

- About 28.2% of the employees have shown affective commitment who perceived procedural justice. Refer to table 2. But affective commitment dropped to 18.8% when distributional justice was perceived by faculty members.

- Among the procedural justice preceptors', continuous commitment was seen to be around 46.1%. Similar percentage (48, 1%) observed among the distributional justice.

- Employees who have normally committed to the organization observed 47.8 among the procedural justice preceptors'. (+PJ+NC= (43+13)*100/ (91+26) =56*100/117=47.8%)

- Among the distributional justice preceptors 'normative commitment was seen to be relatively less. (37.9%)

- Among those who perceived those who perceived procedural justice 60% of the employees expressed the job satisfaction. Refer to table 3.

- When both procedural justice and distributional are perceived job satisfaction was observed to be highest. (93.9%) Refer to table 4

- Interestingly, even faculty members perceive either procedural justice or distributional justice in the organization, only 34% of them are affective committed to the organization.

IV. **Appendix**

TABLE 1

PJ1 * DJ1 Cross tabulation

		DJ1					Tota l
		1.00	2.00	3.00	4.00	5.00	
PJ1	1.00	1	0	0	2	2	5
	2.00	6	28	30	17	8	89
	3.00	1	7	52	65	15	140
	4.00	0	3	13	48	27	91
	5.00	0	1	1	9	15	26
Total		8	39	96	141	67	351

+PJ+DJ= (91+26) =117*100/351=33.3%
+DJ+PJ= (141+67) =208*100/351=59.25%

Table 2

PJ1 * AC1 Cross tabulation

		AC1					Tota l
		1.00	2.00	3.00	4.00	5.00	
PJ1	1.00	1	0	3	1	0	5
	2.00	18	18	32	14	7	89
	3.00	21	25	53	37	4	140
	4.00	15	17	27	28	4	91
	5.00	6	8	6	1	5	26
Total		61	68	121	81	20	351

PJ+AC+ = (28+5)*100/ (91+26) = 33*100/117=28.2%

Table 3

PJDJ1 * JS01 Cross tabulation

		JS01				Tota l
		2.00	3.00	4.00	5.00	
PJDJ1	1.00	0	0	1	0	1
	2.00	3	11	13	8	35
	3.00	4	35	50	24	113
	4.00	1	14	89	47	151
	5.00	0	3	20	28	51
Total		8	63	173	107	351

+PJDJ+JS= (89+28)*100/ (151+51) =117*100/202=57.9%

PJ1DJ1 * JS01 Crosstabulation

		JS01				Total	%
		2.00	3.00	4.00	5.00		
PJ1DJ1	PJ+DJ+	1	5	56	37	99	93.93
	PJ+DJ-	0	2	1	1	4	50
	PJ-DJ+	1	8	10	10	29	68.9
	PJ-DJ-	3	10	14	8	35	62.85
	PJNDJN	2	18	23	9	52	61.5
	PJ-3DJN	1	9	16	4	30	66.66
	PJNDJ-	0	1	4	3	8	87.5
	PJ+DJN	0	5	7	2	14	64.2
	PJNDJ+	0	5	42	33	80	93.75
Total		8	63	173	107	351	79.77

1. (PJ+DJ)+JS=(56+37)*100/99=93.9%

2. (-PJ+DJ)=(10+10)*100/29=68.9%

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[Well-being of society depends on students' intelligence since they are the future of the nation. To full fill this goal teachers play extremely important role. So does their perception of justice.]