

# The Impact of Distributive, Procedural and Interactional Justice on Organizational Commitment

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## Abstract

For the dynamic functioning of an organization/institution, it is important for its employees to perform effectively. The level of organizational justice perceived by the employees affects the individuals' level of competence, motivation and commitment, and in turn affects the individuals' level of performance in the institution. The organizational justice is of three types; distributive relating to distribution of resources, procedural relates to fair execution of procedures and interactional relates to the way the things are shared among the employees. All these types of justices when met in accordance to the need of the employees working within the organization leads to better functioning, productivity and enhance the commitment level among the employees. Employees' perception about fairness in the organization tends to give rise to various favorable and unfavorable work outcomes.

**Keywords:** Justice (Distributive, Procedural, Interactional) & Commitment, HEIs

## INTRODUCTION

In the contemporary era, every source of the educational institutions ought to work in amicability for the best possible worth of educational activities. It is of most extreme significance that all the present sources ought to work in parallel with the plugs of the institutions (Lambert, E. G., Hogan, N. L., & Griffin, M. L. 2002). Additionally in universities the most vital hotspot for the diligence of educational procedure is the source of human (workers). As per this idea, the nature of teaching will be enhanced by the execution of the representatives in the institutions (Bakhshi, A., Kumar, K., & Rani, E. (2003). The studies on the personnel performance have demonstrated that organizational justice and organizational commitment are included in the area of organizational conduct. In these studies, it is demonstrated that, in the institutions whose employees have a high impression of justice, the organizational commitment will also be high and correspondingly, employees with elevated commitment will contribute more to their institution (Bakhshi, A., Kumar, K., & Rani, E. (2004).

Organizational justice owns the possibilities to be helpful for institutions and employees everywhere thus, these advantages take into account more prominent trust and commitment of representatives towards association. In writing, organizational justice is ordinarily known not three elements that are distributive, procedural and interactional justice (Ponnu, C. H., Chuah, C. C. (2010). In this sense, distributive justice is the justice of a representative whom he sees as a consequence of contrasting the commitments he makes with his work and the results of these, for example, prizes, obligations and obligations, with the commitments alternate workers make and the results of them (Murtaza, G., Ishad, I., & Shahzad, K. (2011). Procedural justice infers that, while legitimizing the decency of the organizational choices, the workers are not intrigued by what these choices are; in any case, they are worried about the procedures which decide these choices. Interactional justice focuses on the interpersonal connections; practices among representatives and the decency of the correspondence inside the institutions (Bakhshi, A., Kumar, K., & Rani, E. 2003).

Organizational commitment can be measured with the assistance of three noteworthy measurements that are emotional, continuation and regulating segments. In turn, commitment is described as the employees' fanatical association to the institution; therefore, he/she firmly relates to the goals of the institution and desires to continue a part of the institution (Irfan, U. K., Nawaz, A., Farhat, U. K., Naseem, B. Y. (2014). Normative commitment is a repercussion of the view of ideal stance, connected with staying in and the impression of cost connected with leaving from an institution. Continuance commitment is in total disguised regularizing weight to carry on as indicated by the organizational destinations and interests (Tran, D., Nguyen, X., & Tran, H. C. (2016). In this setting, university workforces' (teaching and non-teaching) organizational commitment can be seen as: his or her solid confidence in and consistence to the college objectives and qualities; preparation to make utilization of devoted diligent work for the benefit of the college; and powerful urge to proceed with his or her university membership (Murtaza, G., Ishad, I., & Shahzad, K. (2011)

## LITERATURE REVIEW

Organizational justice is a vital part and indicator of prolific institutions. Institutions those are reasonable and just in its techniques, arrangements, connections and dissemination frameworks, employees of that institution give better reaction to the institution regarding their positive practices and profitability (Cropanzano, R., Bowen,

D. E., & Gilliland, S. W. (2007). Promoting organizational justice brought about enhanced results from representatives. Bosses ought to take activities to enhance representatives' organizational commitment so to abatement workers' turnover intension with the assistance “of distributive, procedural and interactional justice” (Brockner, J., Cremer, D., Fishman, A. Y., & Spiegel, S. (2008). The organizational justice can possibly make effective advantages for institutions and workers alike incorporate more prominent trust and commitment. Organizational justice alludes to individuals' impression of decency in institution, comprising of view of how choices are made in regards to the circulation of result (Ambrose, M. L., & Schminke, M. (2009).

### **Organizational Justice**

The term organizational justice was first defined by (Tran, D., Nguyen, X., & Tran, H. C. (2016). and is defined as the employees' perception about fairness in an organization and their reaction. They try to understand why employees believe certain events as just and also the consequences. The organizational justice is individual assessment regarding the moral and ethical standing of administrative behavior (Gürbüz, S., & Mert, I. (2009). Individuals in organizations need fairness since it provides what they like and need. The organizational justice is the representatives' observation about the way of behavior given to them in the institutions. The workers who are dealt with terribly in their institutions get to be irritated, disappointed and here and there bewildered which result in unseemly conduct in the institution (Nasurdin, A. M., & Khuan, S. L. (2011). Thus they no more stay fulfilled and faithful with their associations. Such representatives are not dedicated and don't give administrations to their association to quite a while.

Employees are concerned with both the fairness of the effects that they get and the affability of their dealing inside the institution. The primary decency recognition is distributive justice, and it addresses the organizational reward framework. The second observation is procedural justice, which includes the institutional basic leadership strategies (Dayan, K., & Benedetto, A. (2008). The third observation is interactional justice, where the study goes past choice results and formal basic leadership methodology to demonstrate that individuals likewise respond to their recognitions in regards to the social affectability of the interpersonal treatment they get from superiors. Scientists have recommended that these sorts of justice recognitions are essential determinants of enthusiastic connection and results (Jones, D. A., & Skarlicki, D. P. (2013). Organizational justice demonstrates the examination of decency inside organizational parameters and rises through work in social brain research centered at knowledge at reasonableness angles in social influences.

### ***Distributive Justice***

The distributive justice is concerned with people's view of the fairness of the distribution of resources between individuals. In this manner, distributive justice point of view spotlights on the reasonableness of the assessments got in respect to the work performed (Dayan, K., & Benedetto, A. (2008). The researchers recognize three portions decide that can prompt distributive justice in the event “that they are connected fittingly: equity (to each the same), value (to each as per commitments), and need (to each as per the most desperation)”. Besides, distributive justice appears to assume a notable part for worker in assessing their employing institutions (Faruk, K., & Turkey, V. (2016). Worker would be more joined to their institution on the off chance that they can't get the same advantages in another firm. The exploration on distributive justice in associations today concentrates basically on people's view of the decency of the results they get, that is, their assessments of the end condition of the designation procedure (Irfan, U. K., Nawaz, A., Qamar, A. Q., Zakeer, A. K. (2016).

### ***Procedural Justice***

The procedural justice point of view spotlights on the decency of the assessment methodology used to decide evaluations. It was found that open doors for workers to express their emotions when assessed anticipated a measure of saw reasonableness and exactness of execution assessment. On the off chance that the procedure is seen as just, workers show more noteworthy faithfulness and more readiness to carry on in an organizational best advantage (Urmila, T., & Rani, S. (2015). It speaks to an exertion by scientists to clarify the impacts of procedural justice, instead of simply exhibiting its far reaching relevance. Then again, when individuals see the method as being uncalled for in light of the fact that their status is disregarded, they will respond firmly to the procedural injustice (Irfan, U. K., Nawaz, A., Qamar, A. Q., Zakeer, A. K. (2016).

It essentially through light on the techniques and systems which, the associations uses to assess execution of representative and ensure the decency in their administration of workers having divergent manliness and race and along these lines they exhibit socially satisfactory conduct.

### ***Interpersonal Justice***

Interactional justice is an idea that worries view of representatives about the treatment they have gotten amid the use of organizational approaches. The pointers of the presence of intuitive justice are exhibiting due appreciation to representatives, presenting reliable criteria, giving input on time and carrying on properly and truly (Gim, G. C. W., & Desa, N. M. (2014). The view of positive intuitive justice expands the positive commitment that workers feel towards the association. With regards to interactive justice, the way a person perceives his surroundings influence the way that a person actually behaves in that environment (Raza, K., Adnan R., Nosheen, Qadir., M., & Rana, A. (2013). In brief, a sense of interactive justice in the workplace is dependent

upon administrative behaviors are equity, sensitivity the plight of employees, respect, honesty and ethical interactions. This implies that employees from universities with better environment, do better in research work, have access to better teaching facilities, perform better and feel fulfilled than those with perceived negative interactive justice (Irfan, U. K., Nawaz, A., Qamar, A. Q., Zakeer, A. K. (2016).

### **Organizational Commitment**

New sections, when land in organizational settings is prone to make utilization of their abilities to accomplish their organizational destinations. It is seen that the educational institutions would encourage the workers to understand these finishes in the route by upgrading likelihood of expanded commitment to the establishment ( Allen, N. J., & Meyer, J. P. (1996). Representatives, who are devoted and focused on their separate organization, would have a solid longing for to stay as an individual from the particular establishment. They will keep on working for the foundation when they concur with the institution objectives and craving to stay in it. Then again, when there is no wish to be mentally appended and occupied with the institution, the workforce may indicate lower execution. Representatives will respond this sort of activity by developing their own particular commitment to the foundation by being to a great degree included and showing their eagerness to strive to finish the institutional targets (Irfan, U. K., Nawaz, A., Farhat, U. K., Naseem, B. Y. (2014).

Organizational commitment is the force of the bond that ties a man with the entire association. The idea of commitment has been arranged in three principle segments. The composite of these three segments incorporate affective, normative and continuance commitment. The successful component of organizational commitment goes on as to a passionate connection, recognizable proof and relationship of a worker with the association in which he/she is working (Tran, D., Nguyen, X., & Tran, H. C. (2016). Regulating part uncovers the sentiments of representatives to stay obliged with the association. Continuation component of organizational commitment alludes to the costs that one bears while leaving the association in which one is working. Writing gives broad backing where the forerunners and results of organizational commitment remained the point of convergence for a few work conducts like individual execution, representatives working condition and organizational justice (Murtaza, G., Ishad, I., &Shahzad, K. (2011)

### **Dimensions of Organizational Commitment**

The types of organizational commitment are fanatical, taken a toll profited and the mandatory sentiments. Despite that, each of the three is crucial to finish the marvel and each of these angles is in this way similarly noteworthy. Any endeavor to decide the presence and the level of commitment must involve the design of "affective, continuance and normative" substance of the organizational behavior ( Allen, N. J., & Meyer, J. P. (1996). All the while, the OC of the workers shifts and relies on the organizational forerunners. Case in point, working follows and individual qualities impact the affective commitment (enthusiastic); impression of work substitutes and the expense of leaving the work impact continuance commitment (cost benefit advantage) (Jaros, S., Meyer.,& Allen. (2007). and last yet not the slightest, the social and scholarly introductions of the representatives effects affect normative commitment (required sentiments). There is some classification made to inspect OC. Generally, three measurements of organizational commitment are specified in this classification (Irfan, U. K., Nawaz, A., Farhat, U. K., Naseem, B. Y. (2014).

#### ***Affective Commitment***

Affective commitment is analyzed as the representative's enthusiastic connection to the association. Therefore, the individual firmly distinguishes the goals of the association and wishes to stay as the individual from the association. Workforce who is focused on their association will have a well-constructed yearning to proceed as an individual from a specific association ( Allen, N. J., & Meyer, J. P. (1996). Workers who have compelling passionate commitment will be further likely to stay more content in the association since they need to proceed. "They will like most to carry on the" endeavors for the association when they have the same sentiment "with the organizational" goals (Bakhshi, A., Kumar, K., & Rani, E. (2004). To offer certainty to workers' feeling of having a place with the association, educational institutes could engage their representatives by centering upon the four discernments of emotional strengthening: which means, capacity, self-sufficiency and effect (Irfan, U. K., Nawaz, A., Farhat, U. K., Naseem, B. Y. (2014). The institution must engage their workforce to settle on a choice how to achieve their errands about their work.

#### ***Continuance Commitment***

Continuance commitment expands upon the clear cost (pick up against misfortune) and requires that the laborer ought to be aware of these additions and misfortunes. Money saving advantage commitment is a readiness of representative to proceed in an association since the individual interest fit as a fiddle of nontransferable and transferable speculations like safe operational relationship with colleague, retirement advantages, and vocation funds and acquired work capacities which are unmistakable to a specific institution ( Allen, N. J., & Meyer, J. P. (1996). What's more, years of business spent in an association, support in the general public where the association is arranged and extra advantages that make it excessively costly for one, making it impossible to leave and appear to be for employment in somewhere else. In the examination of three sorts of OC, cost-benefit commitment has an idealistic and imperative effect on specialist's employment execution (May, T.Y., Marek, K.,

& Stephen, J. F. (2002). Money saving advantage commitment is an outcome of the supposition of advantage, related by method for staying in and the suspicion of cost related by stopping an institution.

### **Normative Commitment**

Normative commitment is a sentiment moral obligation to proceed with the association. The representative focuses on and stays with an association because of feeling of commitment. Case in point, the association may have put capital in planning of a representative who then feels an obligation to advance and try at work and drag out with the association to pay back the obligation (Meyer, J., Stanley, D., Herscovitch, L. and Topolnytsky, L. (2002). It is an indication of a disguised standard, grew prior when the individual joins the institution over the span “of family or other socialization” game-plan, that one ought to be steadfast to one’s association. Mandatory commitment is the outcome of representative’s feeling of commitment to be and will stay as individual from the association (Ambrose, M. L., &Schminke, M. (2009). The choice to stop or proceed is in reality based upon the individual worker’s confidence of the exact and moral thing to accomplish for the advancement of an association. On the off chance that an individual worker feels that he or she ought to be reliable to his/her important association then he or she ought to proceed as a part of the specific association (Griffin, R.W., &Moorehead, G. (2009).

### **Relationship between Justice and Commitment**

Justice discernments can impact representative behaviors and conduct for good or sick, thusly having a positive or negative effect on individual, bunch and the whole organizational execution and achievement. In the event that the view of organizational justice is certain, people have a tendency to be more fulfilled and focused on their occupation (Loi, R., Ngo, H., & Foley, S. (2006). Organizational justice sways on representatives in institutions since they are the subject of work spot “decisions for all intents and purposes each day of their organizational lives. Some of these decisions manage the compensations people” gain the activities or projects they actualize while others manage work place institutions (Lambert, E. G., Hogan, N. L., & Griffin, M. L. 2002). The “significance of those results causes people to judge the basic leadership they” encounter from a justice point of view. The term organizational justice alludes to the observation “which representatives see working environment” methods, communications and results to be practical in nature (Bakhshi, A., Kumar, K., & Rani, E. 2003).

These discernments can impact dispositions and practices of the representatives and is a personal assessment about the moral and good standing of administrative behavior towards their workers. Surviving writing on organizational justice recognizes four unique builds; “distributive justice, procedural justice and interactional justice (Tran, D., Nguyen, X., & Tran, H. C. (2016). Distributive justice “is the justice of a representative who sees as a consequence of contrasting the commitments he makes with his work and the results of these, for example, prizes, obligations and obligations”, contrasted with the commitments alternate representatives make and the results of them (Nasurdin, A. M., &Khuan, S. L. (2011). Procedural justice suggests that, while assessing the decency of the organizational choices, representatives are keen on what these choices are as well as with the procedures which decide these choices. Interactional justice alludes to individuals’ impress of the decency “of the way in which they are dealt with by” those in power amid the sanctioning of organizational methods (Raza, K., Adnan R., Nosheen, Qadir., M., &Rana, A. (2013). Each of these types of justice has been found to effetedly affect representative commitment.

## **DISCUSSIONS**

The aim of the present was to examine the impact of organizational justice (distributive, procedural & interactional) on the organizational commitment. Studies on organizational justice have been done since a long time in relation to employees’ commitment in different context. Thus, it is desired to conduct a study that focuses on the apparent effect of organizational justice on the employees in the higher educational institutions. The current study was conducted on the same issues in the context of higher educational institution in developing countries like Pakistan. The present study is expected to expand the scope of further studies to be done in the field of organizational justice and its role on the overall development of skills among employees that eventually results in the enhancement of the employees’ level of commitment. New understanding of organizational functioning patterns will come into existence to promote interest of people in field for conducting further such researches.

Organizational justice is not only responsible for internal effective functioning but also helpful in the relationship with its employees. Research has checked that representatives show larger amount of organizational commitment when they feel the basic leadership procedure depends on reasonableness. It has been anticipated that organizational justice could be an essential predecessor of organizational commitment for the representatives in the higher education institutions (Lambert, E. G., Hogan, N. L., & Griffin, M. L. 2002). To create commitment among the representatives has some basic outcomes and suggestions for educational institutions. The exceptionally committed workforce and administrator individuals are relied upon to draw out their relationship with their institutions, they are working in the blink of an eye (Bakhshi, A., Kumar, K., & Rani, E.

2003). The unequivocally dedicated employees would have a more grounded desire to go to their work and pay a significant commitment to their separate institutions. In this way, justice and commitment with respect to laborers are the essential conditions for the achievement of the organizational objectives (Bakhshi, A., Kumar, K., & Rani, E. (2004).

The main aim is to find ways of solving discretionary behavior in management and employees, for stimulating organizational commitment in them. The “significance of those results causes people to judge the basic leadership they” encounter from a justice point of view as organizational justice is the “degree to which representatives see working environment techniques”, communications and results to be reasonable in nature (Akpınar, A. T., & Taş, Y. (2013). It is inferred that “these observations can impact states of mind” and practices of the representatives since it is a personal assessment about the moral and good standing of administrative behavior. Any infractions or other conflicts within the organization creates high chances for the employees to stand against the organization for the sake of personal defense, but organizations with better justice levels prevailing within can ensure better support and understanding on part of the employees for themselves (Gim, G. C. W., & Desa, N. M. (2014).

Such organizations with higher level of justice existing will be successful in inculcating high level of commitment and competence among its employees by adding on the organizational citizenship behavior. This over the long run works as huge benefits for both the employees as well as organizations (Jaros, S., Meyer., & Allen. (2007). The representatives' are by and large profoundly dedicated to their associations' prompts certain practices, for example, considering the destinations and benefits of the association as own, endeavor dangers for their association and the yearning to stay in the association (Spriha, M., Singh, A., & Sakshi, M. (2016). To build their representatives' organizational commitment and their exhibitions, the chiefs ought to be reasonable in their choices, amid the way toward taking these choices, in their conduct towards the workers, in their association with the representatives and they ought to offer significance to this state of mind of decency to be seen by their employees (Emelle, O., Jaja, S. A., & Ojiabo, U. (2016).

## CONCLUSION

Organizational justice issues in associations ought to accordingly be all around oversight since they are critical determinants of occupation execution. It is suggested that associations ought to grasp justice in all implications of their practices in their dealings with the workers to achieve conferred representatives. The general target of the study was to set up the impact of organizational justice on commitment of representatives in higher educational institutions. The aftereffects of the study uncovered that organizational justice have a noteworthy association with worker commitment. It is broadly reported that affectively dedicated workforce keep working with the steadfastness of high degree, continuance commitment guarantees that representatives keep up their organizational participation while the individuals who are ordinarily dedicated feel compulsory on their part to proceed in the association. The findings of the study yielded a number of important insights, thereby helping advance theory building commitment in the higher educational institutions.

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