



## The impact of organizational justice on organizational effectiveness: considering organizational commitment as a mediator

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### Abstract

**Purpose:** The research was conducted to examine the effect of organizational justice on organizational effectiveness with the mediation of organizational commitment among physical education teachers in Ardabil province.

**Method:** This cross-sectional study was conducted using three questionnaires of organizational justice Calkit (2001), organizational commitment Cinchy and et al (2009) and Boylu & Sokmen (2002) organizational commitment on the Likert scale to collect data. 377 with physical education teachers in Ardabil province volunteered to participate in this study and completed questionnaires. Data from the cross-sectional study was analyzed using SPSS 24. For testing the hypothesis, Hayes Process mediation model has been applied.

**Results:** Findings have affected that organizational commitment in both forms of strategies are significantly and positively affected to organizational effectiveness. Further, organizational commitment has been identified as a significant mediator between organizational justice and organizational effectiveness with full mediation effect.

**Conclusion:** Through organizational justice behavior, managers can influence perceptions of organizational commitment, which in turn will positively influence organizational members' organizational effectiveness.

### Keywords

Organizational justice, organizational effectiveness, organizational commitment, Ardabil province

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## Introduction

The New Public Management theories have created a growing tendency to improve effectiveness in public agencies and have stressed the importance of professionalism and optimization [1]. Since its introduction in the 1980s, hospitals, nursing homes and other government-owned agencies have been transformed into more 'market-friendly' organizations. More recently, this observed trend is spreading towards education, both at the school and the school district level [2]. School districts are in charge of supervising schools, ranging from only one school to vast networks of schools. Their organization depends on the educational system. Topics on organizational effectiveness have been extensively discussed at the school level [3, 4], while the study of organizational effectiveness is largely ignored at the school district level. Nevertheless, the latter is argued to play a major role in the management of schools because school districts determine the schools' mission and goals, and the selection and support of the school leader [5]. Student achievement has also been linked to the degree of organizational effectiveness in a school district [6]. On the other hand, it has been reported that the organizational justice can lead to organizational effectiveness. For example, Kurmet Kivipõld (2020) in his study suggested that organizational effectiveness depends on perceived justice of employees [7].

The emergence of New Public Management and the accompanying rapid social changes have resulted in a growing emphasis on the effectiveness of public organizations [8]. However, as the expected institutional effects failed to crystallize, injustices within public organizations were pointed out as a crucial factor for this failure [8]. This means that perceptions of justice influence the psychological perception of the organization by its members, and thus operate as a critical mechanism for the formation of members' working attitudes [8]. Justice strengthens the immersion of individuals into their duties and organizations, and securing justice is thus an important managerial aspect of public organizations [8]. Studies have been carried out on whether the perceptions of justice in an organization affect the attitudes of its members. However, a number of studies have attempted to study justice by approaching it as a unidimensional concept [9]. Thus, justice is divided into various categories according to focus, such as ratio of output to input, or the availability of conditions and opportunities. Therefore, it is necessary to classify types of justice across multiple dimensions rather than using a unidimensional concept. Furthermore, it is necessary to empirically study how different types of justice affect each member's attitude. In addition, members of public organizations exhibit an attitude distinct from that of members of private organizations in performing their duties with a sense of duty [10], due to their nature. This implies that an approach specifically considering the nature of public service is necessary in conducting research on organizational commitment of public organizations. In particular, public service value is presented as a concept that influences the formation of public servants' attitudes by operating as a basis for judging behavior. It has been reported that the organizational commitment reflects a satisfactory relationship between individuals and organizations [11], and fairness focuses on how much the members expect from the organization. Members are satisfied with the organization when compensation, participation, and opportunities are adequately provided. However, if there is no justice in distribution and procedures, they will have a negative perception and be passive about the organization. This shows that there is a reciprocal relationship between organizational commitment and organizational justice [12]. Yoon and et al (2010) analyzed the route of police officers by identifying the relationship between organizational justice and organizational commitment, while considering job satisfaction as a mediating variable [13]. The justice of the procedure was shown to have a positive effect on organizational commitment among police officers. In addition, Kim and Park (2015) examined the relationship between organizational justice and organizational commitment among female correctional officers, and the mediation of job satisfaction [14]. This study also found that organizational justice has a positive effect on organizational commitment.

Therefore, this study examines to identify the effect of organizational justice on organizational effectiveness. Furthermore, by examining organizational commitment as a mediating variable, this study tries to analyze the mediating effect of the organizational justice on organizational effectiveness. Considering this, present study has been designed to attain two aims. First, it investigates the effect organizational justice on organizational effectiveness. Secondly, study has examined organizational commitment as a mediator between organizational justice and organizational effectiveness. Accordingly, hypothesis framed for the study is:

- H 01. organizational justice is significantly affected to organizational commitment.  
H 02. organizational commitment is significantly affected to organizational effectiveness.  
H 03. organizational commitment mediates the effect organizational justice on organizational effectiveness.

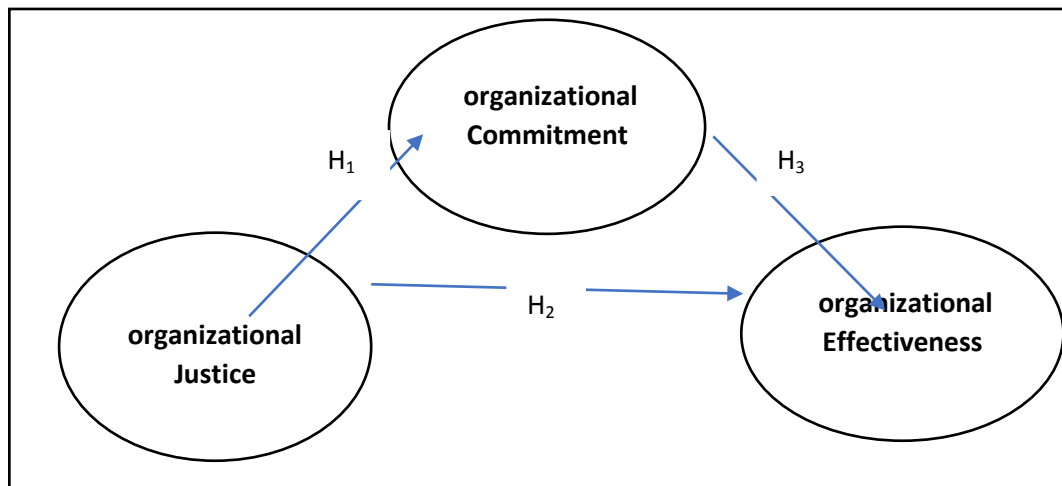


Figure 1. Statistical Model of Mediation effect

## Materials and methods

### Sample

The participants who are working as physical education teachers. 377 teachers were chosen randomly from public and non-profit schools in which had an unlimited statistical population (N) member are still working. We used two different approaches to collect the data for analysis, namely paper-based survey and web based-survey. This sample size is sufficient according to the G power methodology. All participants have a direct contact with their organization and they work in a full-time job in Ardebil's cities education organizational. Also, the sample is distributed according to their department. 78.8 % of the sample is in the public schools; and 21.2% in the non-profit schools.

### Measures

Calkit (2001) standard questionnaire was used to measure organizational justice. This questionnaire includes three dimensions of distributive justice, procedural justice and interactional justice, which includes 18 closed-ended questions. The reliability of the questionnaire in the mentioned study was obtained based on Cronbach's alpha coefficient of 0.833 [15]. The organizational commitment scale which was developed by Cinchy and et al (2009) is used in this survey. The scale consists of 6 items. An example item is "I would be very happy to continue my career in this organization". The Cronbach's alpha for this scale was 0.919 [16]. For the last variable, the organizational effectiveness questionnaire was designed and validated by Boylu & Sokmen (2002), this questionnaire contains 20 items with answers based on the five-point Likert spectrum. The reliability of the questionnaire was obtained based on Cronbach's alpha coefficient of 0.859 [17].

### Statistical Approach for Mediation Analysis

Hayes PROCESS Macro has been used to measure the mediation effect of variables, namely, organizational commitment between organizational justice and organizational effectiveness. Hence, model number 4 of Process has been applied for the analysis for which Hayes guidelines of mediation effect has been followed (Hayes 2017)[18]. Figure 1 has presented the statistical model of mediation effect. Firstly, direct effect of mediator (organizational commitment) has been analyzed on outcome variable (organizational effectiveness) shown as path B (refer Figure 1). Secondly, direct effect of predictor (organizational justice) has been analyzed on mediator variable shown as path A. Thirdly, total effect of predictor has been computed on outcome variable without considering the mediator variable shown in path c. Fourthly, direct effect of predictor variable has been examined on outcome variable through the mediator shown in path c'. Finally, Variance Accounted For (VAF) measures the effect size of the indirect effect on the total effect, that is, how much direct effects can be explained by the mediating variables. It is generally believed that VAF values greater than 80% are full mediators,

those greater than 20% and less than 80% are local mediators, but less than 20% indicate that there is no mediating effect [19].

$$VAF = \frac{(a*b)}{(a*b)+c'}$$

## Results

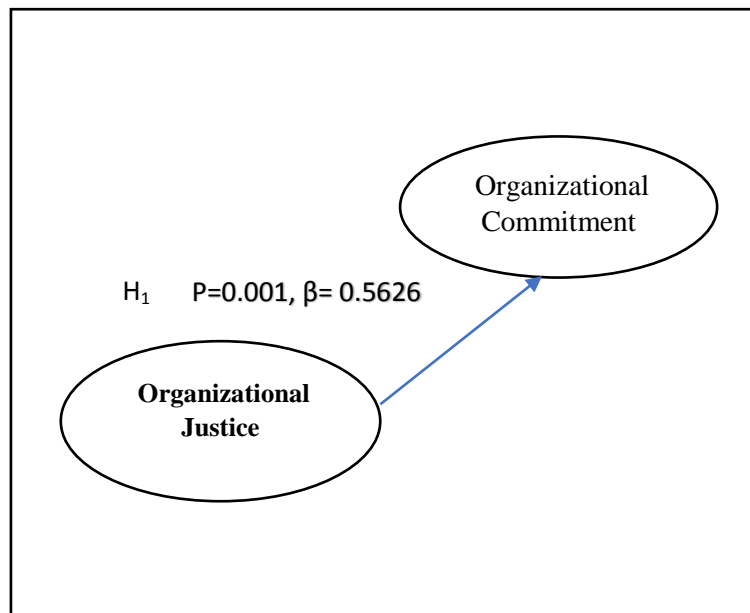
The final sample consists of 31.3 % male and 68.7 % female participants. The average of their age were male group 39.26 and female group 36.32 years, and they spent average 10.29 years in their current job. as well as to evaluate the distribution of the sample, skewness and kurtosis values are observed in Table 1. Tabachnick and Fidell (2001) stated that the values of the skewness and kurtosis must be between -2 and +2 for a normal distribution. As seen from the table, the sample in this survey has a normal distribution. From the given values, members perceive the organizational justice and act effectively, and they are committed to their organizations.

**Table 1. Descriptive Statistics and Reliability Estimates**

Variable	Mean	SD	Alpha	Skewness	Kurtosis
organizational justice	3.05	0.038	0.833	-0.201	-0.012
organizational effectiveness	2.73	0.043	0.859	0.022	-0.352
organizational commitment	2.80	0.045	0.919	-0.079	-0.444

**Hypothesis 1-** organizational justice is significantly affected to organizational commitment.

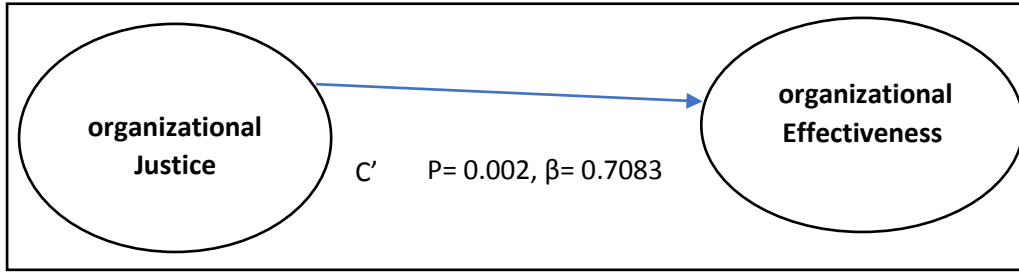
To test the hypotheses, we first entered the mediator (organizational commitment) variable on the independent variable (organizational justice). The beta weight for organizational justice was significant and, in the direction, predicted. Thus, with Hypothesis 1, the positive the effect of organizational justice on organizational commitment was supported, and the first requirement for mediation was satisfied.



**Figure 1. The effect of independent variable on mediator variable**

**Hypothesis 1-** organizational commitment is significantly affected to organizational effectiveness.

secondly, we entered the dependent variable (organizational effectiveness) on the independent variable (organizational commitment). the beta weight for organizational commitment was significant and, in the direction, predicted ( $p= 0.002$ ,  $\beta=0.2526$ ). Thus, with Hypothesis 2, the positive the effect of organizational commitment on organizational effectiveness was supported, and the second requirement for mediation was satisfied. Also, we examined the effect of the independent variable (organizational justice) on the dependent variable (organizational effectiveness) to estimate full and partial mediation. The beta weight for organizational justice was significant and, in the direction, predicted. Thus, the positive the effect of organizational justice on organizational effectiveness was supported, and the type of partial mediation was estimated.

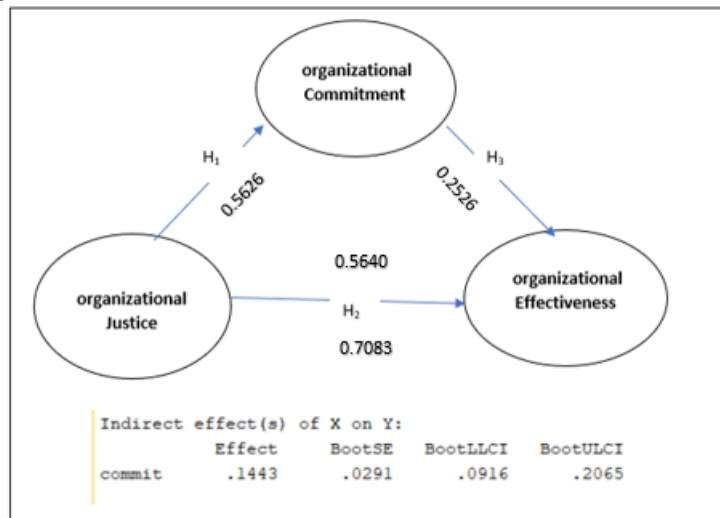


**Hypothesis 2-** organizational commitment mediates the effect organizational justice on organizational effectiveness.

VAF's (2017) procedure for assessing the mediating role of the organizational commitment is used. First, the independent variable should be significantly related to the mediator variable. Second, the independent variable should be related to the dependent variable. Third, the mediating variable should be related to the dependent variable and the independent variable included in the equation. If the first three conditions hold, then at least partial mediation is present. If the independent variable has a non-significant beta weight in the third step, then complete mediation is present (MacKinnon et al. 2002). indeed, Hypothesis 3 asserts the mediating effect of organizational commitment on the organizational justice and organizational effectiveness relationship. First, organizational justice and organizational commitment were entered in step 1. The results from this step demonstrated the significance of dependent variable. In step 2, the organizational justice and organizational effectiveness was searched. The beta weight was also significant in this step. Thus, second requirement of the mediation was satisfied in order to test the third step of mediation, we regressed the dependent variables on the mediating variable with the independent variable included in the equation. The results, shown in Table 3, indicate that the organizational commitment partially mediated the effect of the organizational justice on organizational effectiveness, as the beta for organizational justice decreased after adding ethical climate but it remained significant. Also, considering that both paths A and B are significant with the presence of the mediator in the model and since the effect of C is also significant in the model after the presence of the mediator. It can be concluded that the variable of organizational commitment is not a complete mediator and is probably a partial mediator. VAF was used for further investigation.

**Table 2. Results from PROCESS Macro testing Authenticity at Workplace Mediation Model and Variance Accounted For (VAF)**

VAF	a×b indirect	b	a	C' direct	c
0.203	0.1443	0.2526	0.5626	0.7083	<b>0.5640</b>



**Figure 3. The mediating role of organizational commitment in the relationship between organizational justice and organizational effectiveness**

## **Discussion**

The research was conducted to examine the effect of organizational justice on organizational effectiveness with the mediation of organizational commitment among physical education teachers in Ardabil province. The results this study showed that organizational commitment seems to be the most significantly impactful variable in explaining exhibition of organizational justice among employees which provided a optimistic results in terms of selecting this as the mediating variable for organization justice and organization effectiveness. Therefore, several researchers have argued that organizational justice elements namely distributive, procedural and interactional are antecedents of organizational commitment [20-22]. organizational commitment is the result of organizational justice elements which leads to organizational effectiveness [23]. organizational commitment has a critical mediating role and a direct positive effect with organizational effectiveness [24, 25] as a major determinant of organizational effectiveness [26, 27]. The relationships between organizational justice, organizational commitment and organizational effectiveness can be logically explained in terms of social exchange. For example, perceived organizational justice increases organizational commitment via creating an emotional obligation to increase the organizational effectiveness and then help the organization to achieve its goals. As a whole, this conceptual evidence proposes that organizational justice would influence organizational commitment which in turn predicts organizational effectiveness.

In line with this conceptual rationale, it is thus logical to assume that organizational justice has an influence on organizational effectiveness by enhancing organizational commitment. However, to the best of our knowledge, no research has addressed the mediating role of organizational commitment in the effect of organizational justice on organizational effectiveness. Thus, the research proposes that organizational commitment mediates the organizational justice on organizational effectiveness effects. Through the literature review and the findings of the empirical studies, this paper contributes to existing theories by developing a conceptual model to investigate the factors that influence organizational effectiveness. The model suggests the effect of organizational justice on organizational effectiveness. Also, this research includes the mediating role of organizational commitment on the effect of organizational justice on organizational effectiveness in the framework, the context that has not been well studied. More specifically, this research explores the extent to which the effects of organizational justice on organizational effectiveness may depend upon the effect of organizational commitment first in the context of the social exchange theory. Thus, this paper suggested the theory regarding organizational effectiveness and how dimensions namely distributive, procedural, and interactional justice may influence organizational effectiveness via the mediating role of organizational commitment in different organizational contexts.

The proposed presented in this paper has important implications for managers of human resources management and policymakers of organizations. Based on the results of this paradigm, managers of human resources can design their policies and decisions that support, satisfy and retain employees for the promoting organizational effectiveness. More spastically, the expected results of the model will enable the management of human resource departments to identify which dimensions of organizational justice is more likely to influence organizational effectiveness and then pay more attention to enhance it. In contrast, policymakers may use the findings as a guideline to enhance the relationship between the employees and organizations by creating justice environment in term of distributive, procedural, and interactional justice that leads to achieving higher commitment levels and organizational effectiveness for the organizations. Moreover, the research model provides a chance for managers of human resources in the organization to analyze the employees' perceptions of the commitment at a high level of obligations and its effect with organizational justice.

## **Conclusion:**

Through organizational justice behavior, managers can influence perceptions of organizational commitment, which in turn will positively influence organizational members' organizational effectiveness.

## **Acknowledgement**

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