

## INNOVATIONS

### **The Effect of Interactional Justice on Organizational Commitment: The Mediating Role of Job Satisfaction**

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#### **Abstract**

The relationship between interactional justice and organisational commitment was investigated using satisfaction as a mediator in this study. Organizational justice, which is based on the principle of equality, has a significant role in influencing employee actions, which is seen to be a factor of job satisfaction and organisational commitment. This study involved 368 people, all of whom worked for the University of Gondar. Data was acquired by questionnaire and analyzed using mean and standard deviation for descriptive part and structural equation modeling (SEM) for inferential one. Interactional justice has a strong positive effect on job satisfaction, according to the findings of this study. Organizational commitment is significantly influenced by job satisfaction. Hence, satisfaction fully mediates the connection between interactional justice and organisational commitment which implies that interactional justice has a large indirect effect on organisational commitment via the mediator variable, job satisfaction.

**Key words:** 1. Interactional Justice 2. Job Satisfaction 3. Organizational Commitment

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#### **1. Introduction**

Any organization's existence and correct operation are dependent on its resources, which include physical, human, financial, and informational resources, with human resource being the most important resource for achieving organisational goals. If a company wants to maintain its performance, competitiveness, efficiency, and achieve its goals, it must inspire and please/satisfy its personnel in order for them to do their tasks. Regardless of this fact, human nature and people's complicated requirements make it impossible to create satisfied employees and keep them throughout their careers in that organisation.

Despite a large body of literature on organisational justice and related issues accumulated over decades of research, researchers have been unable to define organisational justice and its effects in

organisations, which may be attributed to people's multifaceted behavior and the changing environment. According to Cohen Charash & Spector, (2001) the idea of organisational justice, which was first proposed by Greenberg in 1987, refers to employees' perceptions of their organizations' behaviors, decisions, and actions, as well as how these influence their own attitudes and behaviors at work. However, while (French, 1964) coined the term "organisational justice" to refer to issues of fairness in human resource management, it was Greenberg, (1987) who first used it to refer to people's perceptions, defining it as "a concept that articulates employees' perceptions on the extent to which they are treated equally in organisations and how these views affect institutional outcomes like commitment and satisfaction."

Another source of organisational justice can be found in Adams' (1963 and 1965) work on equity theory. According to the idea, an individual makes an equality or inequity judgment based on an assessment of his or her contributions to the organisation and results such as recognition in comparison to coworkers. In addition, research has found links between perceived organisational justice and several metrics of employee performance (Colquitt et al., 2001). Organizational citizenship conduct is said to have its origins in perceived organisational justice (Bakhshi& Kumar, 2009). Even though the link between organisational justice perceptions and a variety of work outcomes is well-known in European research, few Ethiopian researchers have looked at the relationship and effect of perceived organisational justice perceptions on employee satisfaction and work attitude/commitment in their studies. When employees react to how they are treated at work, according to Greenberg, (1986), as stated in Folger & Konovsky, (1989), their motivation to respond cannot be fully understood without taking into account the perceived justice of the outcomes and the technique employed to attain the outcomes. Aside from that, the components of organisational justice have been divided into at least three categories: distributive justice, procedural justice, and interactional justice.

**Interactional Justice** which is the topic of this study can be defined as the quality of interpersonal treatment received during the performance of institutional procedures. Though research has established two subcategories of interactional justice, namely informational justice and interpersonal justice, it represents concerns about the fairness of non-procedural components of interaction (Folger & Cropanzano, 1998). These two subcategories of informational and interpersonal justice overlap considerably and as such have been considered as interactional justice in this study that includes various actions displaying social sensitivity, such as when supervisors treat employees with respect and dignity.

**Satisfaction with the job:** - Originally, job satisfaction was linked to, and frequently misidentified as, motivation. This school of thought saw job satisfaction as a component of motivation that led to positive behavior indicators like higher performance and lower absenteeism among workers. Later ideas, such as the Motivation-Hygiene two-factor theories and Maslow's Need Satisfaction theories, have begun to appear. Job satisfaction has recently come to resemble a definition of a person's attitude toward their work. It refers to how enthusiastic or pessimistic one is about one's employment. Job satisfaction has the potential to affect a wide range of critical attitudes, intentions, and behaviors (Bhuiyan & Menguc, 2002).

**Organizational commitment** has long been acknowledged as an important aspect in understanding and explaining employee behavior at work. Most definitions of organisational commitment refer to

the degree to which an employee identifies with and is connected with an organisation, which can be summed up as employees' attachment to their workplace (Curry, Wakefield, Price, & Mueller, 1986).

Different authority practices in organisations with increased and complex human needs can result in varying perceptions of organisational justice among individuals, which can lead to a variety of organisational problems such as high turnover, a toxic organisational environment, and lower levels of success. As a result, understanding disparities in employee views of fairness among sections/departments of an organisation, as well as the impact of these perceptions, is critical to organisational success.

Nobody can disagree that job satisfaction and dedication are extremely essential concerns in enterprises. People's organisational commitment is based on their perceived balance of reward utilities over input utilities, as described in Adams' exchange theory. While Moore, (2002) discovered that one of the elements that contributes to people's intention to quit their professions is a lack of job satisfaction. However, we must consider where the source of job dissatisfaction lies. People's perceptions of fair treatment, or perceived organisational justice, received from their respective institutions, are as important as a basic condition for employee happiness and institution effectiveness (Greenberg, 1990). Elamin, (2012) investigated the impact of perceived organisational justice on job satisfaction and organisational commitment among Saudi employees, according to (Ibrahim & Perez, 2014). He also looked at the impact of procedural and distributive justice on the two work-related attitudes separately. Justice, he discovered, has a major impact on job satisfaction and dedication.

The University of Gondar is the third institution where I have worked as a staff member. Despite the fact that I have about 12 years of teaching experience, I am usually treated as a new applicant in various ways. It is only I who understands how I feel when there is a scholarship competition, a house allotment competition, a community school competition, a position in the organisation, and so on. This makes me unhappy and irritated with customers. Furthermore, it has proved a significant social impact on me. Apart from that, no one can deny the importance of building trusted organisations and keeping satisfied and devoted personnel for an organization's overall success. Employees in many firms are increasingly complaining about their jobs, and management, on the other hand, managers claim that employees lack commitment. Furthermore, significant teacher migration, low job satisfaction, poor retention, and high turnover plague Ethiopian educational institutions. People are increasingly being hired in private and public institutions based on their political view, ethnic heritage, and/or kin relationship, rather than on their qualifications. If this is the case, it is odd to expect people to be treated/rewarded fairly in their contacts with the organisation, which can be linked to the institution's pervasive organisational injustice. Employees, on the other hand, tend to lose interest in their jobs when they have reservations about organisational fairness.

This suggests that, despite the fact that only a few studies have looked at interactional justice, job satisfaction, and organisational commitment together, the findings of numerous studies have found inconsistent relationships among these variables. Managers' and leaders' ability to make choices is hampered by this conflict. On the other hand, despite the fact that research has been conducted in this area, nearly none of it has addressed the consequences of interactional justice views in academic settings, notably in Ethiopia. The aforementioned issues, as well as these arguments, highlight the importance of further research and analysis in the areas of interactional justice, work satisfaction, and organisational commitment in Ethiopian context. As a result, the focus of this research will be on

investigating the effect of perceived interactional justice on employee commitment in academic institutions, with the mediating role of job satisfaction, and it will address issues/questions such as perceived level of interactional justice, job satisfaction, and organisational commitment, as well as the effect of interactional justice on job satisfaction and organizational commitment.

## **2. Methodology**

### **2.1. Design**

This study adopts a quantitative research approach in which a cross-sectional survey of employees was conducted across all of the University of Gondar's campuses. The purpose of this study is to determine the impact of perceived levels of interactional fairness on employee job satisfaction and organisational commitment.

### **2.2. Sample and Population**

The study's population consists of 4,600 academic and non-academic staff members at the University of Gondar, of whom 368 respondents/employees were chosen using a proportionate stratified sampling technique based on Taro Yamane's, (1967) formula from various colleges and sections of the university's campuses.

### **2.3. Data Source and Instrument**

It is a primary data source, namely a questionnaire that was used for data collecting. Interactional justice: a nine-item five-point likert scale devised by Neihoff & Moorman, (1993) was used to assess people's perceptions of interactional justice. Job satisfaction is measured using a standardized questionnaire with seven items adapted from Fernand & Awamleh, (2006), in which questions about employees' perceptions of their jobs are asked to assess their level of job satisfaction using a five-point likert scale to rate responses from 1 (strongly disagree) to 5 (strongly agree). **Commitment:** - It was measured using Porter et al., (1974)'s nine-item abbreviated version of the Organizational Commitment Questionnaire (OCQ), which is identical to Cook and Wall's 9-item British Organizational Commitment Scale (1980).

### **2.4. Data Analysis**

It was mean and standard deviation used to assess the level of interactional justice, job satisfaction, and organisational commitment in the institution and to see the causal linkages among the latent variables, I used Structural Equation Modeling (SEM) with the help of Amos software Version 21. After all of the statistical tests and assumptions were confirmed, all of these statistical instruments for analysis were applied.

## **3. Results and Discussion**

### **Descriptive Analysis**

Table 1 below shows descriptive statistics for the study's primary variables, which are interactional justice, job satisfaction, and organisational commitment. Respondents' average response for interactional justice is 3.5810, while their average response for job satisfaction is 3.7620. In terms of commitment, the average value is 3.9481.

**Table 1: Descriptive statistics of all latent variables**

Factors / variables	Mean	S.D
Interactional justice	3.5810	.51426
Job satisfaction	3.7620	.46652
Commitment	3.9481	.51216

As can be seen in table 1, the respondents' response for interactional justice is falling into the high category with a mean value of 3.5810. In terms of job satisfaction, they reported a greater degree of satisfaction in overall (mean = 3.7620 & SD =.46652). In terms of dedication/commitment, the average is slightly higher (mean of 3.9481, SD =.51216), but it is still not in the highest range.

**Inferential Analysis**

SEM (structural equation modelling) with Amos graphics is used for analysis to check the assumptions that have been made, as stated in the methodology section. From a standardized estimate, the correlation between exogenous constructs, the factor loading for each item, the value of R squared and the model's fitness indices are all obvious metrics to focus on. As a result, the overall model fit appears to be fairly robust, as all of the fitness requirements have been met.

**H1. Interactional justice has a significant and direct positive effect on organizational commitment**

Interactional justice to commitment (IJ to C), has a path coefficient of 0.14. This means that for every unit of increased interactional fairness, the impacts contribute 0.14 unit of increased on organisational commitment. Similarly, we must note that the effect of distributive justice on commitment is statistically significant (p 0.05). As a result, the notion which states that interactional justice has considerable and direct positive effects on organisational commitment is supported.

**Table 2: The direct effect of interactional justice on job satisfaction and organizational commitment**

			Beta estimate	S.E.	C.R.	P-value	Result
C	←	IJ	0.144	0.040	3.571	***	Significant
JS	←	IJ	0.190	0.046	4.125	0.023	Significant
C	←	JS	0.725	0.220	3.290	0.001	Significant

This implies that the higher an organization's perceived level of interactional fairness, the greater its employees' commitment to it. This study validated prior research findings on the association between perceived interactional justice and organisational commitment made by other researchers. Employees who have faith in the fairness of organisational norms and processes will be more committed to the company, demonstrating that enhanced work satisfaction and perceived interactional justice would undoubtedly boost organisational commitment (Karim & Rehman, 2012).Organizational justice and organisational commitment have a substantial and positive

relationship, and among the various elements of organisational justice, interactional justice can be more depended upon to assess organisational commitment of the staff members working in the examined libraries (Somayyeh, Mohsen, & Zahed, 2013).

In his findings, Srivastava, (2015) concluded that informational justice, or interactional justice, is the only variable among organisational justice components that significantly predicts organisational commitment. It's worth noting that interactional justice was the only component that significantly predicted organisational commitment, which is consistent with Imberman's findings (2009). Interactional (informational) justice, according to Imberman's findings, explained distinctive diversity in affective commitment above and beyond all other aspects of justice. Organizational commitment is considerably predicted by organisational justice and its three aspects: distributive, procedural, and interactional justice. Surprisingly, interactional justice predicts commitment the most strongly of the three dimensions (Yadav, 2017). While the results of my study show that interactional justice has the lowest beta coefficient and procedural justice has the highest. As a result, the findings of my research differ from those of the aforementioned researchers. However, these findings differ from those of Fathollahi, (2011), who reported that there is no significant relationship between interactional justice and organisational commitment in a study of Tehran's municipality.

## **H2. Interactional justice has a significant positive effect on job satisfaction**

The arrow and its coefficient for interactional justice to job satisfaction (IJ to C) is 0.19, indicating that when the exogenous variable interactional justice increases by 1 unit, the endogenous variable job satisfaction increases by 0.19, supporting the hypothesis that interactional justice has a significant positive effect on job satisfaction. Interactional justice and job happiness have a meaningful and favorable relationship among Iran's Youth and Sport Ministry Experts (Karimi, Alipour, Pour, & Azizi, 2013). Increases in perceived interactional justice can lead to higher levels of satisfaction and, as a result, higher performance (Beuren, Santos, Marques, & Resendes, 2017). When a teacher's impression of interactional justice improves, so does his or her job happiness (Dundar & Tabancali, 2012). Teachers' job satisfaction was substantially predicted by interactional justice ( $=.336, p.001$ ) (Lutfi Altahayneh, Khasawneh, & Abedalhafiz, 2014). Employee perceptions of interactional justice have a major impact on job satisfaction (Nurak & Riana, 2017). In terms of interactional justice, my findings differ with those of Rifai, (2005), who concludes that both procedural and distributive justices have a positive influence on job satisfaction, but interactional justice does not.

## **H3. Job satisfaction has a significant positive effect on organizational commitment**

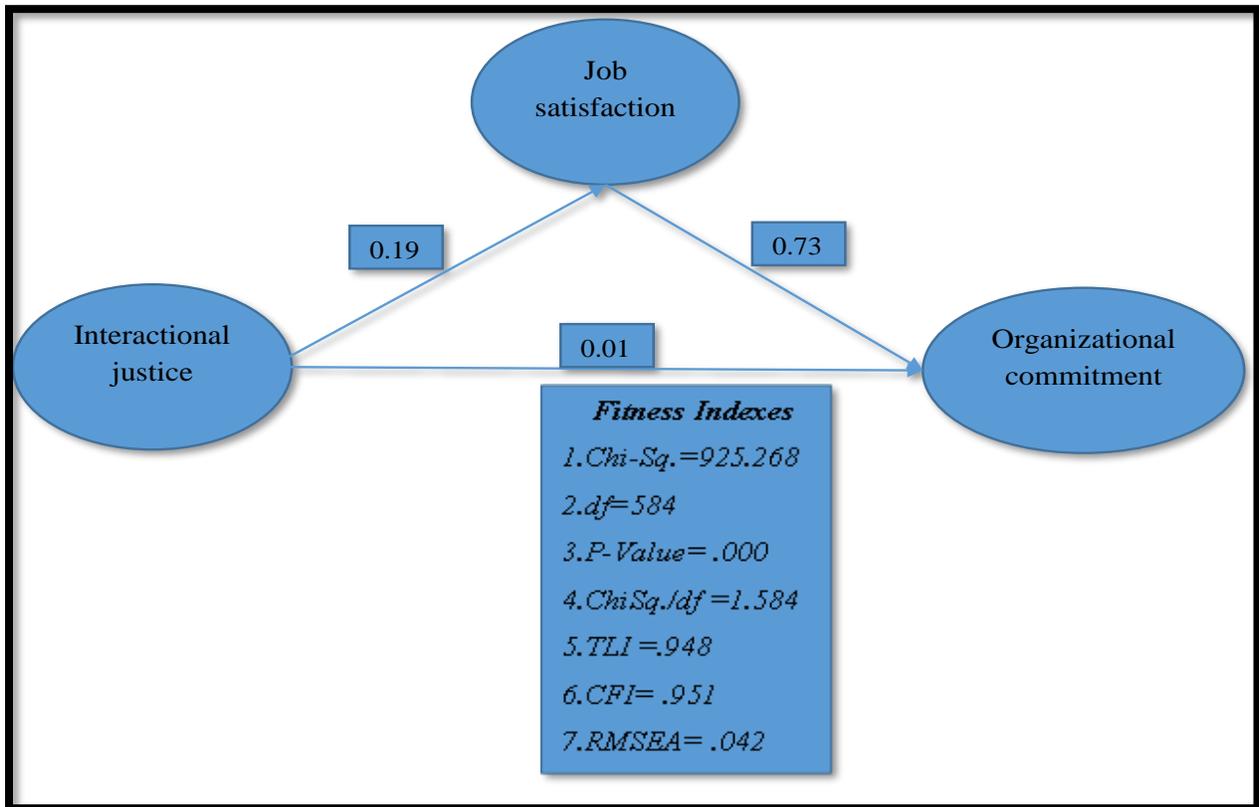
As shown in table 2, the coefficient of the arrow job satisfaction to commitment is 0.73, indicating that a one-unit change in the independent variable leads to a 0.73-unit change in the dependent variable, confirming the hypothesis that job satisfaction has a significant positive effect on organisational commitment. This research implies that when employees view their managers to be just and fair, and see that awards are given properly and procedures in their workplace are equitable, they are more content with their jobs, which leads to higher attachment to their workplace and improved performance. In terms of job satisfaction and commitment, my findings demonstrated that, as previous researchers have shown, job satisfaction has a significant positive impact on organisational commitment. Job satisfaction, for example, predicts organisational commitment (Caizares & Garca,

2012), organisational commitment (Srivastava, 2013), and organisational commitment (Caizares&Garca, 2012; Stevens et al., 1978; Williams & Hazer, 1986).

Rifai's(2005) findings support the idea that job satisfaction is an antecedent of affective commitment, and that when employees believe the conclusion of their employment is fair, they are content with the procedures and results, and are more likely to be committed to their organization's principles. Job satisfaction has a positive association with organisational commitment, according to Culibrk et al., (2018), who found a moderate to significant relationship between the two. From the foregoing explanation, we may deduce that employees who believe in the fairness of organisational norms and execution techniques will have higher job satisfaction, which will lead to greater organisational commitment.

**H4. Job satisfaction mediates the relationship between interactional justice and organizational commitment**

The goal of this study is to look into the role of job satisfaction as a mediator in the relationship between interactional fairness and organisational commitment.



**Figure 1: Mediating role of job satisfaction**

When it comes to mediation analysis, as shown in table 2, the effect of interactional justice on organisational commitment is 0.14, which is significant, if the mediating variable job satisfaction (JS) is not included in the model. When the mediating variable job satisfaction is included in the model, a significant amount of the effect is moved to the mediating variable, i.e. interactional justice influences commitment indirectly via the mediating variable job satisfaction. Because interactional justice becomes minor (insignificant) when it comes to commitment, interactional justice becomes significant

when it comes to job satisfaction, and job satisfaction becomes significant when it comes to commitment, the sort of mediation used here is complete mediation. It's because after JS (job satisfaction) enters the model as a mediator, the direct effect of IJ (interactional justice) on C (commitment) becomes insignificant (minimal). The path coefficient of interactional justice to commitment, i.e. IJ to C, is 0.01 in this case, which is negligible. It is important to note that when the mediating variable is included in the model, the effects of interactional justice on commitment are insignificant ( $p = 0.001$ ). When the mediating variable job satisfaction is included in the model, the prediction that interactional justice has strong and direct beneficial effects on organisational commitment is not validated.

**Table 3: Significance of every path coefficient**

Hypothesis Statement of path analysis	Beta Estimate	P-value	Results
Ha1: interactional justice has significant & direct positive effects on commitment	<b>0.01</b>	0.912	Not significant
Ha2: interactional justice has a significant positive effect on job satisfaction.	<b>0.190</b>	***	Significant
Ha3: Job satisfaction has a significant positive effect on commitment	<b>0.725</b>	0.001	Significant

Conclusion: Through the mediator variable of job satisfaction, interactional justice has a large indirect effect on commitment. As a result, the hypothesis that job satisfaction mediates the association between organisational commitment and interactional fairness is supported.

1. The indirect effect= $0.19 \times 0.73 = 0.1387$
2. The direct effect=0.01
3. Since indirect effect > direct effect: mediation occurs
4. The direct path is insignificant and both indirect paths are significant
5. Thus the type of mediation here is called complete mediation since the direct effect becomes insignificant when the mediator variable enters in to the model

Several studies have found that work satisfaction acts as a mediator between organisational justice components and organisational commitment, among other things. Job satisfaction, according to Suifan, (2019), acts as a mediator between interactional fairness and affective commitment. Their research, which used the SEM model to investigate the effect of justice on commitment and the mediating effect of job satisfaction in this relationship on bank professionals, found that justice has a significant impact on employee commitment, and that job satisfaction mediates the relationship between justice and commitment (Safdar & Liu, 2020). A study using the SEM model found that among the three dimensions of organisational justice (procedural, distributive, and interactional justice), job

satisfaction fully mediates the relationship between interactional justice and organisational commitment, whereas procedural justice is only partially mediated (Veress&Gavreliuc, 2019). Apart from that, a study with a similar goal found that employees' good opinions of organisational justice were a major antecedent to job satisfaction, which in turn moderated the association between justice beliefs and citizenship activities (Widjajanti et al., 2020). Job satisfaction fully mediated between transactional leadership and organizational commitment among teachers, and that teachers who are highly satisfied with their jobs attributed their commitment towards their school to transactional leadership (Halim, Hassan, Basri, Yusof, &Ahrari, 2021). My findings differ from those of (Bayarçelik&Findikli, 2016), who found that job satisfaction mediated the relationship between procedural/distributive justice and commitment and turnover intention, while interactional justice had no significant impact on job satisfaction, organisational commitment, & turnover intentions.

### **3. Conclusion**

When the mediating variable is removed from the model, the findings of this study, which aimed to examine the effect of interactional justice on organisational commitment by considering job satisfaction as a mediator, have confirmed that interactional justice has a significant and direct positive effect on organisational commitment. But, according to the findings of my research, satisfaction has a significant positive impact on organisational commitment, and satisfaction fully mediates the relationship between interactional justice and organisational commitment, implying that interactional justice has a significant indirect impact on organisational commitment via the mediator variable, job satisfaction. In other words, the higher the perceived level of interactional justice in an organisation, the more satisfied employees are on the job, which affects organisational commitment. As a result, organisations should pay close attention to their policies and implementation procedures with fair treatment in order to maintain a satisfied and committed workforce for improved performance. Organizations that design policies and update implementation methods in order to satisfy their workers are not doing so for the benefit of the workers; they are doing so for their own advantage. Who is getting the better end of the deal when it comes to reducing unfairness in the workplace, increasing employee job satisfaction, and increasing organisational commitment through boosting the institution's general mood? The more you put out to please your employees, the more they will be able to contribute to their respective organisations. In general, if you satisfy your employees, you will save more money and be pleased with their performance in achieving specified corporate goals. We can do more and keep competent and experienced personnel for longer if we work together.

### **4. Limitation**

The conclusions of this study will undoubtedly help with issues of fairness, satisfaction, and organisational commitment. The study's flaws/limitations, on the other hand, include a limited sample size and the absence of motivation as a mediating factor. As a result, future researchers should do a similar study with a larger sample size and motivation as a component.

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