

INNOVATIONS

Distributive justice and organisational commitment: the mediating role of job satisfaction

Yilak Alamrew Fentie

Department of Commerce and Management Studies, Andhra University, Visakhapatnam

Email: yalamrew@yahoo.com, yilakalamrew1@gmail.com

Prof.N. Kishore Babu

Department of Commerce and Management Studies, Andhra University, Visakhapatnam

Email: dr.n.kishorebabu@gmail.com

Abstract: The relationship between distributive justice, work satisfaction, and organisational commitment was investigated using job satisfaction as a mediator in this study. Organisational justice, which is based on the principle of equality, has a significant role in molding employee behaviors, which is seen to be a factor of job satisfaction and organisational commitment. This study comprises of 368 respondents, all of whom worked for the University of Gondar and data was gathered via a questionnaire and analyzed using tables and SEM (structural equation modeling). Findings of this study have revealed that distributive justice has a significant positive effect on job satisfaction and in turn job satisfaction has a significant positive effect on organisational commitment. The research result has also confirmed that job satisfaction fully mediates the relationship between distributive justice and organisational commitment which means that distributive justice has significant indirect effect on organisational commitment through the mediator variable namely job satisfaction. The more you try to keep your employees happy, the more they will be able to give back to their businesses and thus organisations should design policies and update implementation methods in order to satisfy their workers which in turn affect their commitment.

Key words: 1. Distributive Justice; 2. Job Satisfaction; 3. Organisational Commitment; 4. Mediation; 5. University employees

1. Problem

The existence of any organisation and its proper functioning is dependent on the resources it has such as physical, human, financial & informational at which human resource is commonly the crucial resource through which organisational objectives are accomplished. If any organisation needs to keep its performance, competitiveness, efficiency, and achieving its objectives, then that organisation has to inspire and satisfy their employees to carry out their jobs. Regardless of this fact, generating pleased employees & maintaining them throughout their life in that organisation is not possible because of human nature and people's complex needs. Despite a large amount of literature on organisational justice and other related issues over the last decades of research, researchers have been incompetent to establish a perfect definition of organisational justice and its effects in organisations which may be attributed to the multifaceted behavior of people and the changing environment.

According to Cohen Charash & Spector, (2001), the idea of organisational justice, which was first proposed by Greenberg, (1987), refers to employees' perceptions of their institutional behaviors, decisions, and actions, as well as how these influence their own attitudes and behaviors at work. However, the term organisational justice was first used by (French, 1964) to refer in general to fairness issues in managing people though it was Greenberg, (1987) who first use the term referring to people's perceptions, where he defined organisational justice as a concept that articulated employees perception on the extent that they are treated equally, in organisations and how these views affect institutional outcomes like commitment and satisfaction. Another root of organisational justice is attributed to the work of Adams, (1963 & 1965) on equity theory. The theory suggests that an individual makes a judgment of equity or inequity based on an assessment of his/her contributions to the respective organisation and his/her results like recognition in contrast with their coworkers.

It is evident that components of organisational justice such as distributive justice, work satisfaction, and organisational commitment are linked, as various scholars have demonstrated, but the specific mechanism in which they influence each other is unclear. Distributive justice, according to (Adams, 1963), refers to the perceived fairness of the outcomes that an individual receives from an organisation. The degree to which one feels positively or badly about one's job is referred to as job satisfaction and job satisfaction has the ability to affect a wide range of key attitudes, intentions, and behaviors (Bhuiyan & Menguc, 2002), whereas organisational commitment is simply defined as employees' commitment to their employer (Curry, Wakefield, Price, & Mueller, 1986). 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. This study aims to contribute to the area by using structural equation modeling to identify the relationships between distributive justice and organisational commitment, with job satisfaction as a mediator.

According to Moore, (2002), one of the elements that contribute to people's desire to quit their occupations 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). According to Elamin, (2012) (Ibrahim & Perez, 2014), justice has a substantial impact on job satisfaction and commitment. Employees become more dedicated to their businesses and their performance improves when they perceive a high level of fairness, according to Cowherd & Levine, (1992). As stated by Thorn, (2010), distributive justice predicted job satisfaction and organisational commitment more strongly than procedural justice, according to Lowe & Vodanovich, (1995).

As a result, the focus of this research is on investigating the effect of perceived organisational justice on employee commitment in academic institutions, with the mediating role of job satisfaction, and it addresses issues/questions such as perceived distributive justice, job satisfaction, and organisational commitment, as well as the effect of distributive justice on satisfaction and commitment. With the objective of examining the effect of distributive justice on organisational commitment considering job satisfaction as a mediator, this study has proposed the following hypotheses:

- H1. Distributive justice has a significant and direct positive effect on organisational commitment
- H2. Distributive justice has a significant positive effect on job satisfaction
- H3. Job satisfaction has significant and positive effect on organisational commitment
- H4. Job satisfaction mediates the relationship between distributive justice & commitment

2. Methodology

2.1. Design

This study is essentially a quantitative research approach in which a cross-sectional survey of employees was conducted across all of the University of Gondar's campuses. This study looks at how employees' perceptions of distributive justice

affect their job satisfaction and commitment; hence it's a causal study with an explanatory research design.

2.2. Population and Sample

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 collection and accordingly, a five-item five-point likert scale devised by Neihoff & Moorman, (1993) was used to assess people's perceptions of distributive 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). While commitment was measured using the nine-item abbreviated version of the Organisational Commitment Questionnaire (OCQ) developed by Porter et al., (1974), which is equivalent with the 9-item Scale of British Organisational Commitment established by Cook & Wall, (1980).

2.4. Data Analysis

It is entirely descriptive statistics (mean and standard deviation) that were used to analyze the level of distributive justice, job satisfaction, and commitment in the institution, as well as to see the causal relationships among the latent variables; I used Amos software Version 21 to perform Structural Equation Modeling (SEM). After all of the statistical tests and assumptions were confirmed, all of these statistical tools for analysis were applied.

3. Findings

Under each hypothesis, the descriptive statistical output and inferential results of the research variables are discussed in this section.

3.1. Descriptive Result

Table 3.1 below shows descriptive statistics for the study's primary variables, which are distributive justice, job satisfaction, and organisational commitment. The average response for distributive justice is 3.6867, whereas the average response for work satisfaction is 3.7620, and the average response for commitment is 3.9481.

Table 3.1: Descriptive statistics of all latent variables

The respondents gave a high rating to distributive justice (mean = 3.6867). While 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 the highest according to the criteria.

3.2. Inferential Analysis

H1. Distributive justice has a significant and direct positive effect on organisational commitment

Distributive justice to commitment, or DJ to C, has a path coefficient of 0.33. This suggests that a one-unit improvement in distributive justice would result in a 0.33-unit rise in organisational commitment. It is important to note that the impact of distributive justice on commitment is statistically significant (p 0.05). As a result, the hypothesis that distributive justice has a direct and considerable positive impact on organisational commitment is supported.

Table 3.2: The direct effect of distributive justice (DJ), on job satisfaction and organizational commitment

As shown in the table above, distributive justice has a direct and substantial impact on organisational commitment. To put it another way, the higher an organisation's perceived distributive fairness, the higher its employees' commitment to it. This study validated prior research findings on the association between distributive justice and organisational commitment made by other researchers. Employees who have faith in the fairness of organisational policies and procedures will be more committed to the company, demonstrating that enhanced work satisfaction and perceived organisational justice would undoubtedly boost organisational commitment (Karim & Rehman, 2012). While Morrow, (1993) came to the conclusion that organisational commitment is poor, which is linked to employees' negative perceptions of organisational justice. When the measure of outcome level was used, distributive and procedural measures accounted for 28 percent (or 23 percent) of the variance in normative commitment, respectively (Lowe & Vodanovich, 1995); distributive justice has a direct and positive relationship with organisational commitment (Somayyeh, Mohsen, & Zahed, 2013). In contrast, Srivastava, (2015) found that informational justice is the only component that predicts organisational

commitment in a substantially positive way. And Fatholahi, (2011) came to the conclusion that there is no link between distributive justice and organizational commitment.

H2. Distributive justice has a significant positive effect on job satisfaction

The arrow and its coefficient for distributive justice to job satisfaction (DJ to JS) is 0.43, indicating that when the independent (exogenous) variable distributive justice increases by 1 unit, the dependent variable (job satisfaction) increases by 0.43. This supports the hypothesis that distributive justice has a significant positive effect on job satisfaction. This means that the more employees regard distributive justice as fair, the more they become delighted at their work. We may conclude from the previous discussion that employees who have faith in the fairness of organisational rules and execution methods will have higher job satisfaction, which will lead to increased organisational commitment. When a teacher's impression of organisational justice, particularly distributive justice, improves, so does his or her job happiness. According to scientific research, distributive justice has a considerable positive impact on job happiness. This finding is comparable to that of Lowe & Vodanovich, (1995), who found that distributive justice and procedural justice were both substantially connected with overall satisfaction.

Organisational justice components (distributive justice and procedural justice) have a favorable relationship with job satisfaction (Dr. Iram Rani Laghari-D & Memon, 2015). Components of organisational justice played a distinctive role in predicting both overall work satisfaction and organisational commitment (Thorn, 2010). Organisational justice and job satisfaction have a significant and favorable association (Karimi, Alipour, Pour, & Azizi, 2013). While Srivastava, (2015) claims that among the dimensions of justice, only procedural and relational justice are significantly positively predicted job satisfaction of employees, while distributive and informational justice do not, this contradicts my research findings, which show that distributive justice is significantly and positively predicted job satisfaction of employees.

H3. Job satisfaction has significant and positive effect on organisational commitment

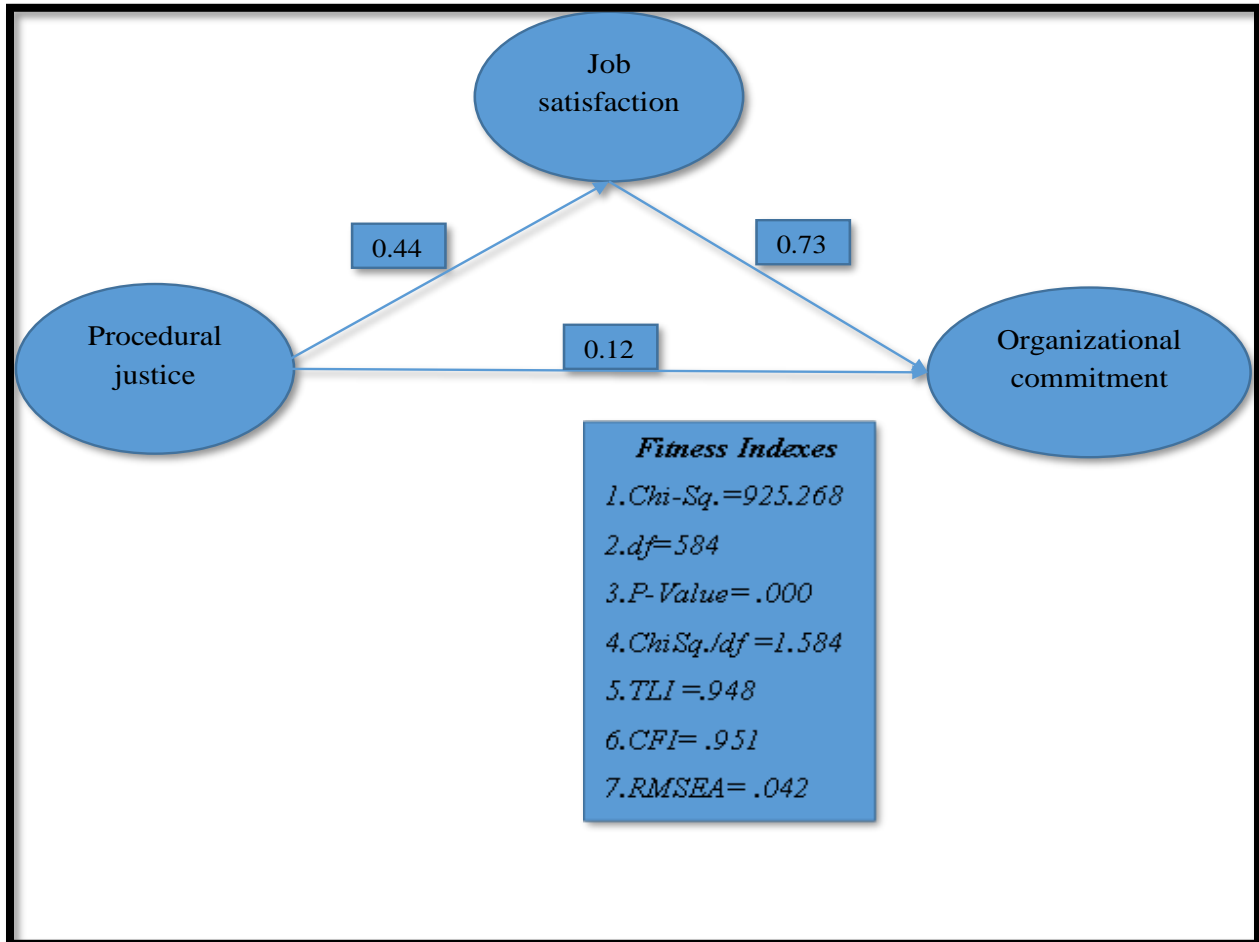
The coefficient of the arrow job satisfaction to commitment is 0.73, indicating that a one-unit change in the independent variable leads to a 0.73-unit change in the dependent variable, i.e., a unit increase in job satisfaction leads to a 0.73-unit increase in organisational commitment, confirming the hypothesis that job satisfaction has a significant positive effect on organisational commitment. In terms of

job satisfaction and commitment, the findings of my research study revealed that job satisfaction has a significant positive impact on organisational commitment, as evidenced by the work of (Caizares&Garca, 2012). Job satisfaction plays an important role in achieving a committed workforce and additionally job satisfaction is linked to organisational commitment (Srivastava, 2013); job satisfaction predicts organisational commitment (Stevens et al., 1978; Williams &Hazer, 1986).

H4. Job satisfaction mediates relationship between distributive justice and organisational commitment

Under this theme, the study investigates the mediating effect of job satisfaction in the relationship between distributive justice and organisational commitment. The analysis for mediation begins by demonstrating that distributive justice has a large direct effect on commitment. When the mediating variable job satisfaction is included in the model, the direct effect's beta coefficient (distributive justice to commitment) is lowered, indicating the occurrence of mediation. Consider the following figure, which depicts the relationship between independent and dependent variables (exogenous and endogenous) when a mediating variable is present, in this case the relationship between distributive justice and organisational commitment using job satisfaction as a mediating variable.

Figure 3.1: Mediating role of job satisfaction between procedural justice and organizational commitment



Notice that, as previously shown in table 3.2; the exogenous variable distributive justice has a strong direct influence of 0.33 on organisational commitment. When the mediating variable, job satisfaction, is included in the model, this effect is reduced to 0.03 as shown in figure 3.1 above, and a large portion of the effect size is moved through the mediating variable. As a result, mediation takes place. Because the direct influence of distributive justice on commitment becomes insignificant when job satisfaction is included in the model as a mediator, this sort of mediation is referred to as a "full mediation."

Table 3.3: Significance of every path coefficient

In general, all of the preconditions for complete mediation have been met, implying that the hypothesis that job satisfaction mediates the relationship between distributive justice and organizational commitment is supported, i.e. distributive justice has a significant indirect effect on commitment via the mediator variable, job satisfaction.

1. The indirect effect= $0.43 \times 0.73 = 0.3139$
2. The direct effect= 0.03
3. Since indirect effect > direct effect: mediation occurs
4. Direct path is insignificant while both the indirect paths are significant
5. Type of mediation here is called complete mediation since the direct effect becomes insignificant when the mediator variable enters in to the model

My study's findings on the mediator role of job satisfaction between distributive justice and organisational commitment are positive, indicating that job satisfaction plays a full mediation role, which is consistent with the findings of other studies. Ibrahim & Perez, (2014), for example, found that employee work satisfaction had a direct impact on commitment. Employee commitment is not directly influenced by perceptions of the three organisational justice components (distributive justice, procedural justice, and interactional justice). Rather, they have an impact on employee work satisfaction. Between organisational justice and affective commitment, job satisfaction acts as a mediator (Suifan, 2019). As a mediator between organisational justice, transformational leadership, and organisational commitment, job satisfaction has a major impact (Silitonga et al., 2020). When it comes to organisational commitment, distributive justice has a considerable beneficial influence that is mediated by work satisfaction (Subono & Tjahjono, 2019). Their research, which used structural equation modeling (SEM) 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). Job satisfaction fully mediates the relationship between distributive justice and organisational commitment (Veress & Gavreliuc, 2019). These all are identical to the findings of my study, which

found that job satisfaction fully mediates the relationship between distributive justice and organisational commitment. Contrary to this popular belief Bagis, (2018) found that while job satisfaction can mediate the relationship between procedural justice and organisational commitment, it cannot mediate the relationship between distributive justice and organizational commitment, which contradicts the findings of my research.

4. Conclusion

The goal of this study is to look at the impact of distributive justice on organisational commitment while taking job satisfaction into account as a mediator. When the mediating variable is not taken into account, distributive justice has considerable and direct positive effect on organisational commitment, according to the findings of this study. Job satisfaction has a significant positive effect on organisational commitment, and job satisfaction fully mediates the relationship between distributive justice and organisational commitment, implying that distributive justice has a significant indirect effect on commitment through the mediator variable, job satisfaction. In other words, the higher the perceived distributive justice in an organisation, the more satisfied employees are with their jobs, which affects organisational commitment. As a result, organisations should pay close attention to their policies and implementation procedures in order to maintain a satisfied and committed workforce for increased productivity.

Organisations 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 with the goal/ability of reduced unfairness practices in the organisation, greater employee work satisfaction, and enhanced organisational commitment through improving the institution's general mood? The more you try to keep your employees happy, the more they will be able to give back to their businesses. After all, if you keep your staff happy, you will save more and be pleased with their performance in reaching organisational goals. We can do more and keep skilled and experienced colleagues and coworkers if we work together.

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Tables

Table 3.1: Descriptive statistics of all latent variables

Factors / variables S.D	Mean
Distributive Justice .51463	3.6867
Job satisfaction .46652	3.7620
Commitment .51216	3.9481

Table 3.2: The direct effect of distributive justice (DJ), on job satisfaction and organizational commitment

			Beta estimate	S.E.	C.R.	P-value	Result
C	←	DJ	0.335	0.147	2.269	0.023	Significant
JS	←	DJ	0.426	.168	2.533	0.011	Significant
C	←	JS	0.725	.220	3.290	0.001	Significant

Table 3.3: Significance of every path coefficient

Hypothesis analysis	Statement of path	Beta Estimate	P-value	Result
H1:	distributive justice has significant & direct positive effect on commitment	0.025	0.883	Insignificant
H2:	distributive justice has a significant positive effect on job satisfaction.	0.426	0.011	Significant
H3:	Job satisfaction has a significant positive effect on commitment	0.725	0.001	Significant

Acknowledgment!

First and foremost I wish to thank my wife, Mesy, who has stood by me through all my struggles, my absences, and my impatience. She gave me her support, discussed ideas and prevented several wrong turns by supporting the family during much of my graduate studies.

I would like to thank Ministry of Education Ethiopia my sponsor for the whole year while I was on my work for PhD at Andhra University-India. When I was informed that I was being given this opportunity, I was overwhelmed with happiness. I appreciate everything that you have done for me and I will continue to work hard.