



The Relationship Between Organizational Justice And Commitment: A Case Study In Accommodation Establishments

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Introduction

The organizations should use effectively human source to be adapted to changing world and achieve its goals in comparative environment. The most important factor to provide balance between the goals of organization and employees', to lower the employee turnover level and improve the performance of employees is the level of organizational commitment. As long as the level of organizational commitment of employee increases, the employees' acceptance of organizational goals and adaptation of themselves to the organization occurs easier. Also employees continue voluntarily their participation to the organization and play their roles affectively.

The most important factor to improve organizational commitment is the belief of work in the fearful place of employee. The concept of organizational justice has been used to define the role of the organizational justice in work place (Yıldırım, 2007, s.256). Many definitions were made for organizational justice. One of them was made by Çakmak (2005). According to the definition of Çakmak; organizational justice is the social norms and rules that determinate of the distribution decision procedures of organizational source (prize and punishments) and the relationships between employees with in implementation of those procedures. The researchers generally evaluate organizational justice in three dimensions that are procedural justice, distributional justice and interactional justice.

Another concept of the study is the organizational commitment. The commitment was defined by Harold Guetzkov (1955) as a behavior that makes people ready against to a group, people and idea. Many commitment studies were carried out. The most accepted of them are following; Becker (1960), Etzioni (1961), Kanter (1968), Mowday, Steers and Porter (1979), O'Reilly and Chatman (1986) and Allen and Meyer (1990). Their classifications were used in the most studies that related to he commitment.

Allen and Meyer (1990, s.3) defined organizational commitment as a behavior that supports employees' decision to be permanent member of the organization. That behavior is shaped by the relationship of employees with organization. Organizational commitment evaluate in three dimensions that are emotional commitment, continual

commitment and normative commitment. But Mowday, Steers and Porter (1979, s.225) evaluated organizational commitment in two dimension that behavioral commitment and attitude commitment.

The determination of the affects of the organizational justice perception of employees on their organizational commitment is so important for organizations. Because it is impossible for employees to feel committed or adopt them to an organization that is perceived as unfair. The low commitment refers to employee who can leave organization in every time. This situation causes increasing employee turnover and low performance. The high employee turnover cause low customer satisfaction and negatively effects customers' perception of enterprises. It is also an obstacle front of the efficiency and effectiveness of the accommodation operations (Deery, 2002, s.53). In this study it is aimed to determinate the relationship between the emotion of justice and commitment, by this way provide data to decision makers to decrease employee turnover and increase effectiveness of accommodation enterprises. In accordance with this aimed following hypothesis was prepared.

H₁: There is a correlation between justice emotion and organizational commitment of employees in accommodation operation.

Methodology

In this study the relationship between organizational justice and organizational commitment was investigated and a research was designed in accommodation establishments. Research was carried out in Muğla, in there many accommodation operation are found. The employees who work in accommodation operations in Muğla province was the total population of present study. There are 864 accommodation operations which have tourism investment and working certificate. Their total bed capacity was 143317(Muğla Ticaret ve Sanayi Odası, 2009).

It is generally accepted that 1.1 employee per ped must work in accommodation enterprises. In accordance with that principle it was accepted that total 157648 employees work in accommodation enterprises in Muğla. The simple randomly sample size calculation method was used. Sample size was calculated as $n \geq 383$. In the scope of the study 500 questionnaires were prepared and distributed employees who selected randomly. 426 employee responded questionnaires. Moorman and Niehoff' justice scale and Mowday, Steers and Porter' organizational commitment scale were used in this study.

A questionnaire included three sections. The first section's questions were related to the demographic factors, second section's questions related to the organizational justice and third section's questions were related to the organizational commitment. The statements that related to the organizational justice dived there dimensions which are distributional justice, procedural justice and interactional justice. 5 likert scales was used to determinate responded attitudes. The value of Cronbah Alfa was calculated as 0,915 for justice scale and 0,907 for commitment scale. T test and Anova test were used analyze the data.

Results

The features of sample group were displayed with frequency and percentage in table 1. The relationship between organizational justice and organizational commitment was tested by using correlating test. t and ANOVA test were used to determinate the differential of correlation in term of gender and type of the business.

The correlation between justice emotion and organizational commitment was given in Table -2. The relationship between justice perception and organizational commitment of sample group was analyzed by using Pearson correlation. According to the table- 2, there is a significant relationship at 5% significant level ($p < 0,05$). In other words there is a relationship between organizational justice and organizational commitment. This result supports the H_1 hypothesis. When the relation analyzed in term of the dimensions of organizational justice, the highest relation was found between interactional justice and organizational commitment.

In table 3, it is analyzed whether the dimensions of organizational justice and organizational commitment differ in term of gender. According to the table 3, the means of distributional justice, procedural justice, interactional justice, general organizational justice and organizational commitment are not significantly differ in term of gender at 5% significant level ($p > 0,05$). According to this result gender doesn't have effect over the justice emotion and organizational commitment.

In table 4, it is analyzed whether the dimensions of organizational justice and organizational commitment differ in term of education. According to the table 4, the means of procedural justice, interactional justice, general organizational justice and organizational commitment are differ significantly in term of gender at 5% significant level ($p > 0,05$). However distributional justices are not differ significantly. According to this result education have effect over the procedural justice, interactional justice and organizational commitment, but doesn't have effect over distributional justice.

In table 5, it is analyzed whether the dimensions of organizational justice and organizational commitment differ in term of working year. According to the table 5, the means of distributional justice, procedural justice, interactional justice, general organizational justice and organizational commitment are significantly differ in term of gender at 5% significant level ($p < 0,05$). According to this result working year have effect over the justice emotion and organizational commitment.

Conclusion

As a result of the correlation analyze, there is a relationship between justice emotion and organizational commitment at ($r=624$) level. This result support H_1 hypothesis and it is also supported by literature. Tansky (1993, s.204) found concrete relationship between the justice emotion and commitment in his study. But he stated that this relation ship should be investigated in term of the dimension of justice. In this scope the relationship between organizational justice and organizational commitment was investigated in term of the dimensions of organizational justice in this study. The significant relationship between organizational commitment and distributional justice ($r=512$), procedural justice ($r=457$), interactional justice ($r=628$) was found. This result shows that the managers of accommodation enterprises not only to be just on the distribution of financial earnings and its procedure but also must be just on interactions and relationships between employees.

The perceptions organizational justice and its dimensions by employees are not differ in term of gender. The highest organizational justice and organizational commitment level are seen at elementary education level and lowest level is seen at college education level. In term of working year the highest organizational justice and organizational commitment level are seen at 6-10 working years and lowest level is seen at 11-15 working years.