

Impacts of Organizational Justice on Organizational Commitment in Recent Publicly Listed Company

A Case Study of a Company in Thailand

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Abstract:- Purpose: to examine the impact of Organizational Justice on Organizational Commitment through multiple Organization Development Interventions (ODIs) in a publicly listed company in Thailand that was converted from a medium-sized family-owned business. The company faced internal challenges from human resource management during the process of company's strategic growth; employees reported injustice perceptions that may impact the Organizational Commitment, which potentially hinder the company growth. Hence, this research aims to study the Employees' Organizational Justice's impact on the Organizational Commitment through multiple ODIs by focusing on fixing existing Hygiene Factors. **Research design, data and methodology:** The research employed an action research design, collecting information from both qualitative and quantitative data during the pre-ODI and post-ODI stages. 55 employees' data were included; 5 C-Suite level executives, 7 managers and heads of departments, 9 team leaders, and 34 staff; **Results:** The data from the pre-ODI and post-ODI is different, proving the impacts of the ODIs. The Organizational Justice also proved to impacts the Organizational Commitment for all respondents. **Conclusions:** the improvement of justice perceptions may result in enhanced productivity, work performance, and work quality from the employees that consequentially drive company's performance.

Keywords:- Organizational Justice; Organizational Commitment; SME; ODI; Action Research.

I. INTRODUCTION

This study aimed to examine the impact of organizational justice on organizational commitment through multiple Organization Development Interventions (ODIs) in the XYZ Company. The XYZ Company was a publicly listed company that was converted from a family-owned and medium-sized business. With several external changing forces in the market, the company decided to increase its competitiveness by raising its financial capability by selling its ownership to the public. This transformation was accompanied by several preparations and required readiness in the organization before and after the ownership conversion. The company would be necessary to have a standardized work process and good performance to ensure the satisfaction of the shareholders and the stock value.

The XYZ Company had been initially a small-medium sized enterprise (or known as SME) that had later changed its

ownership for the funding access. Most SMEs in Thailand, including the XYZ Company, still hindered the practice of the standardized management system which is evidence in its current internal issues.

1.1. Overview of XYZ Company

1.1.1. Background History of XYZ Company

The XYZ company was initially established in 1998. The main business was in electrical conduit and in-building equipment, providing a range of products for electrical system installation in all building types. This company had initially been registered with a capital of one million baht and had three employees responsible for working as administrative officers and general workers.

In 2000s, the company invested in building its factory and production lines. With the high success in the market expansion, the company continuously expanded the production capacity to three plants located in Bangkok, Thailand. From three workers at the beginning of the business, the company's workers had increased rapidly in the production line. In 2015, registered capital was increased to 180 million baht and 260 million baht respectively before being listed in the Stock Exchange of Thailand (SET) as a public company in August 2017. At present, the manufacturing plant was located on approximately 8 acres with around 200 workers in the factory.

In summary, this company was experiencing significant and fast changes in terms of its size and ownership. The company had changed from the SMEs to the public listed in less than five years. On the positive side, this may have led the company to more available resources, but it would also require more work and preparation from the company and its people for standardization.

1.1.2. External Pressures – Challenges for Change

From preliminary findings, the XYZ Company was not impacted by the COVID-19 situations due to their clients' prior agreement of purchase; hence, the revenue had not changed. Moreover, their stock value in SET was not declined but slightly increased in September – October 2020.

1.1.3. Current Internal Pressure of the XYZ Company

The company had faced the challenges of having rapid growth and the top management of the company stated that the company was still unready and had not sufficient preparation

for this change. As a result, there was a hiccup in the process which could be summarized as followings:

Inefficient Communication; a lack of informational justice and across departmental communication. The communication style of this organization was a top-down approach where the top management made the major decisions. The operational level had the duty to implement accordingly. The company have several problems in terms of communication, especially the informational justice, which was the terminology used to explain how precise and sufficient information should be communicated down to the employees [9]. Employees of the XYZ company were not equally informed of many fundamental information, e.g., ISO systems, welfare, KPI (Key Performance Indicators) and the career path planning system.

Ineffective Reward System: Lack of Track-recording and Transparency. Although the HR and Planning department recognized the traits of an effective reward system, they still had difficulties in human resource management. For instance, there was the regular job swapping regardless of the employees' skills and competencies which created confusion among employees and problems in tracking and measuring the performance in the KPI system. In addition, the inability of performance evaluation would impact directly on employees in terms of their annual bonus and career path since the cause of their poor performance might be ineffective job allocation. Employees understood that being listed in the SET meant the company grew and changed in positive directions. This also indicated that the company had an excellent financial performance which led to their career stability and security. With this career stability and security, the Continuance Commitment improved, and employees' intention to leave also declined. The continuance commitment was the cost of leaving the organization, which could be economic, social, and opportunity costs if the employee left the company [36].

Several work processes had not changed and had not been systemic to complement the growth of the company. The challenges had become more critical, especially when the company's structure was centralized and under Autocratic Leadership which the communication from down to top was unlikely to be seen. This would create communication difficulties to create a mutual understanding of the company's directions. Once the transmission was not efficient, the employees' job satisfaction and affective commitment would be jeopardized.

1.2. Research Objectives

The research objectives are:

1. To investigate the impacts of the ODIs on Organizational Justice and Organizational Commitment.
2. To examine the impact of Organizational Justice on Organizational Commitment.
3. To examine the differences between the pre-ODIs and the post-ODIs on Organizational Justice and Organizational Commitment of the XYZ Company's employees.

1.3. Research Questions

The research questions are:

1. Is there a difference between the pre-ODIs and the post-ODIs on the employees' Organization Justice?
2. Is there a difference between the pre-ODIs and the post-ODIs on the employees' Organization Commitment?
3. Is there an impact of Organizational Justice on Organizational Commitment during the multiple ODIs?

1.4. Scope of the Study

This action research mainly focused on fixing the existing Hygiene Factors with the expected enhancement in the Organization's Justice and Organizational Commitment of the XYZ company's employees.

II. LITERATURE REVIEW

2.1. Introduction

The company diagnosis initiated this dissertation to understand the current situation, and after considering the existing Hygiene Factors, it was essential to fix them to solve employee dissatisfaction. At the same time, the readiness of employees required to grow along with the opportunities available and directions that the company was moving forward was also essential. As a result, the literature review in this chapter discussed the necessary elements of dissatisfaction coming from the Hygiene factors, Organizational Justice, and Organizational Commitment. In addition, this literature review included discussing several sources and perspectives of literature for the conceptual and action research framework development.

2.2. Theories in review

2.2.1 Organization Development

In part, 'Strategic Change' was defined as "a type of organizational change that realigns an organization strategy and process to fit within a new competitive context," whereas OD focused on incremental improvement [42]. In terms of intervention, one looked to Integrated Strategic Change (ISC). ISC was defined by Cummings and Worley [45] as "a comprehensive OD intervention that examined how planned change can add value to strategic management." ISC had three distinct stages in a holistic scheme: the present, the transition, and the desired future stage.

Worley, Hitchin, and Ross [42] suggested that strategy and OD should be integrated. Although the two were separate entities with widely different roles within the organization, the strategy was externally focused, e.g., industry and market structure and product and service positioning. At the same time, OD was internally focused, e.g., internal processes and effectiveness. However, the argument for this integration was the logic of improving the internal processes of the organization systems, whether it was business systems or human systems, to enhance the effectiveness of the organization as a whole for it to be able to serve the strategy of being competitive in the business landscape. A change in strategy and an organization's design could build a practical implementation via plans and OD principles. The ISC had four key features; (1) A formulated plan: all the key phrases such as organization strategy, organization design, Commitment and

support, implementation planning, execution, and result evaluation should cohesively maneuver together. (2) A focus on capabilities: implementers should focus on organization capabilities, human resources, and considerations in necessary changes required. (3) Inclusive involvement: individuals in the organization could be involved in the analysis, planning, and implementation process. The involvement served to improve the organization's coordination and be the source of employees' ownership and employee commitment. Furthermore, (4) a continuous process: the ISC process was a process that develops capabilities to create, manage, and respond to change [42].



Figure 1: The ISC Model

Source: Worley, Christopher. G., Hitchin, David, e. & Ross, Walter L.,1996

2.2.2 Motivation Theories

Given the value to the organization that an understanding of employee behaviors could bring research into motivation was beneficial as pointed by Vroom [51], motivation, reflecting the school of thought that it was an internal force that drove people to achieve. As Robbins [44] posited, motivation was a needs-satisfying process, which meant that when an individual's needs were met or motivated by specific factors, the individual would exert special effort towards attaining organizational goals.

Maslow's Hierarchy of Needs: His work stated that five categories of human needs are stacked in five levels, like a pyramid. Only that the lower-level needs were met, then one could pursue needs in higher levels. In other words, needs on lower levels served as motivators. Level one was Physiological Needs, e.g., food and accommodation, clothing, rest, activity, and movement. Level two was Security Needs, e.g., stability, freedom from fear and threats, certainty, and protection from law and order. Level Three was Love Needs, e.g., the needs for affection and belonging, family and friends, social security, and avoidance of loneliness. Level Four was Esteem Needs, e.g., the need for respect and recognition, power, prestige, dignity, and having a sense of accomplishment and success. Moreover, in Level Five, the Need for Self-Actualization, the highest-level Maslow claimed that there was no closure and the most difficult to attain—the wisdom in understanding the world and life's objectives, spiritual independence, and development of individuality [24].

McGregor's Theory X and Theory Y: McGregor's work, the Human Side of Enterprise (1957), focused on the behaviors of different categories of people within the organization.

McGregor described the two perspectives of people in his Theory X and Theory Y. In Theory X, work was undesirable; people had no innate desire to work and hence always choose to avoid working. Therefore, to meet business objectives, organizations should threaten workers with punishment. In contrast, Theory Y deemed work as a desirable recreational activity. Work was not forced on anyone but a natural way of life.

Vroom's Expectancy theory: The Valence-Instrumentality-Expectancy (VIE) Theory by Victor H. Vroom in his work, Work and Motivation, published in 1964, explained that there were no fixed essential needs; individuals made decisions on the actions that had the potential to be successful.

A Theory of Goal Setting and Task Performance by Locke and Latham [38]: In his book A Theory of Task Motivation and Incentives, Edwin Lock wrote the theory of motivation that explains behaviors in work with an assumption that people have value-judgment on the goal's worth pursuing. The goals are derived from one's desires, and hence they carry out actions to fulfill these desires. The higher the goal, the more radical the effort exerted in achieving it.

Herzberg's two-factor theory: Herzberg's two-factor theory was conceived as a result of a study conducted with 200 engineers and accountants, in which he analyzed their reported job experiences, which were self-rated negatively or positively. Published in 1959, the study found that reported positive feelings were connected to what are termed "motivators" or those factors related to job content, while negative feelings were associated with "hygiene" variables or factors related to job context [16]. This study will use Herzberg's two-factor theory as the central analysis in motivation theories. Herzberg et al. [17] framed "motivation" into a two-factor theory, composed of 'motivation' and 'hygiene' factors. At its core, hygiene factors are intrinsic to the job and work only to reduce dissatisfaction, while motivation factors are extrinsic and operate to increase Satisfaction. At the onset of this theoretical enterprise, Herzberg posited that these two factors cannot be analyzed or understood as existing on a continuum—and are to be considered two different sets of variables. Thus, the presence of hygiene factors leads to job dissatisfaction, and its absence only reduces dissatisfaction but not increases Satisfaction among employees. Conversely, the presence of motivation factors contributes to job satisfaction and, its absence reduces Satisfaction. However, it does not induce 'dissatisfaction.' Indeed, as Herzberg explained [16], under this theoretical framework, the opposite of 'satisfaction' is 'no satisfaction,' with the same relationship holding for 'dissatisfaction' and its antithesis.

2.2.3 Criticisms and Utility of Herzberg's framework

Herzberg's framework differs from others appears to be in its formulation, particularly in the relationship between motivation and hygiene factors—which are relatively clearly bifurcated in this conception. Putting the theory to practice implies that meeting hygiene factors will eliminate employee dissatisfaction but will not incentivize behaviors towards more extraordinary achievement [10].

Interestingly, the bifurcation of the two factors has also been the source of criticism—to the degree some authors have argued against the practicality of the framework in modern motivation study. Many research findings concluded that hygiene factors also affected employee's job satisfaction [52] - and not just affect their "dissatisfaction."

2.2.4 Organizational Commitment

Meyer et al. [38] mentioned Organizational Commitment with three different components: affective, normative, and continuance. Allen & Meyer [5] mentioned a relationship between the OC and employee turnover rate. This was because the employee with a high level of Affective Commitment would remain with the organization as they want to. While Continuance Commitment would make them need to stay, the employees with strong Normative Commitment would feel that they ought to remain.

The Affective Commitment refers to emotional ties with the organization primarily derived from positive work experience [21]. When any employees commit to the organization at the practical commitment level, they will stay with the organization because they want to view their employment relationship in line with organizational goals and values. The amount of affective Commitment depends on the differences in individuals' needs and expectations about the organization and the experience they receive from the organization [5]. Affective Commitment is positively related to Organizational Justice Citizenship Behavior and job performance with equity sensitivity as a moderating role. The term 'equity sensitivity' refers to Adam's Equity theory [1,2] on individuals' perception of their outcome/input ratio; whether they are fairly rewarded for their effort [7]. A person who has Affective Commitment is characterized as being emotionally attached, loyal to an organization, and willing to work hard for achievement as the person believes in an organization's goal. Hence, Affective Commitment has implications for job performance and OCB.

The Normative Commitment is the perceived obligation to remain with the organization or one's responsibility toward the organization; for example, receiving a scholarship in pursuing a degree from the organization [36] Wiener [41] suggested that the normative Commitment is the individual's belief in the "right" and moral things to do.

The Continuance Commitment is the cost of leaving the organization, which can be economic, social, and opportunity costs if the employee leaves the company. In addition, this continuance commitment could create engagement inactivity when individuals recognized the "lost side-bets" or the costs of stopping the activities [5].

The model of Allen and Meyer is more commonly used and found in the Organizational Commitment studies, which this theory will also be applied in this dissertation. OC has two main effects: either a stabilizing force or an involving force that directs behaviors [37]. OC is more than simply a mindset or an attitude towards work and an independent predictor of motivation. OC can and has the influence over individuals to act against their self-interest based on their belief in Commitment to the organization [46].

Continuance Commitment as an Ineffective Predictor of Commitment: By its meaning, organizational Commitment is a multidimensional construct that refers to employees' feeling of attachment to their organization. Within the construct, continuance commitment is one dimension of Commitment that is more calculative and cost-conscious by nature on the employees since the reason for them staying in the organization is mainly due to the lack of other employment opportunities. These three dimensions are independent of each other [5]. In more recent literature, continuance commitment has been divided into two categories; one is named 'high sacrifices' referring to the perceived sacrifices one would have to undergo when leaving an organization, and another is named 'low alternatives,' which refers to the perceived lack of alternatives of other employment opportunities [38]. Research demonstrated that high-level continuance commitment and low Satisfaction might lead to a tendency of low contribution or employees doing their job sufficiently just to pass the bare minimum. This is due to their decision to stay within the organization purely from the lack of options or the fear of leaving [34]. A study of an employment context with low job switching costs due to similar job scope and requirement across the industry also shows a negative relationship between continuance commitment and engagement; employees showing negative stage of mind and negative attitudes towards their job [43]. Hence, this research would remove continuance commitment as a dependent variable since the motives of staying in a job are due to the employees' calculation of staying within the organization due to the lack of other employment opportunities or the fear of leaving as they may lose benefits; these motives are independent of the organization's state of being or initiatives.

2.2.5 Organizational Justice

Organizational Justice originated from Equity Theory by Adams' [1, 2] works theorizing that the perceptions on equity and inequity are based on comparisons of individuals' self and others on inputs and outcomes. And inequity occurs when individuals perceive inequality in the ratio of their inputs and outcomes compared to others. The judgments of inequity can be internal or external; oneself in other events or other individuals. Inputs are contributions to an organization such as time, knowledge, and work outputs, and outcomes are contributions of the organization in exchange for their inputs in the forms such as salary, wages, and recognition. Simply put, according to Adam's [1] work, people tend to compare themselves, including their inputs and outcomes, with others to measure the fairness in the organization. If there is not much difference between themselves and the others, they tend to conclude that fairness exists in the organization. The perception of inequity occurs in both cases that individuals are under-benefited and over-benefited. When any inequity is perceived from the overcompensation or under-compensation, the tension and distress tend to happen in the form of resentment, anger, and guilt [15]. Organizational Justice can be divided into four categories, distributive, procedural, interactional, and informational Justice [22, 9]. Distributive Justice refers to the employees' perception of the relationship of fairness and outcome, the equity in resource allocation such as salary, benefits, incentive, and working hours. Procedural

Justice denotes the fairness within the step-by-step procedure that leads to the outcomes and the fairness in decision making. Interactional Justice signifies the perceptions of fairness on interpersonal relationships and treatment among individuals, e.g., how authorities treat their people with politeness, dignity, and respect. Lastly, Informational Justice reflects on the fairness of information provided in justice-related events, such as when clear and sufficient information is communicated to the employees. The four classified perceptions are indicators of work outcomes as well as employee performance-related outcomes.

III. THEORETICAL FRAMEWORK

3.1. Theoretical Framework Explained

Figure 2 demonstrates the theoretical framework of this study. The framework is a culmination of eclectic theories related to Organizational Commitment that appeared in the literature. Organizational Justice was a concept rooted in Equity Theory introduced by Greenberg [13]. Organizational Justice can be divided into four categories; distributive, procedural, interactional, and informational justice [22, 9] Organizational Justice is a fundamental factor in driving an efficient organization as it deals with employee's perception of fairness; once justice is perceived, employees reported both positive attitudes and behaviors and influence other primary factors, namely job satisfaction, job performance, and organizational commitment [3]. The Organizational Commitment (OC) is the employees' attachment, and the loyalty to the organization, their sense of belonging and acceptance of the organization's objective means that they are willing to do more for the organization [48]; leading to high work performance and job satisfaction and also translates to an organization competitive advantage [32]. There are three components of organizational commitment: affective, normative, and continuance organizational commitment [5]. All three components are highly correlated with Organizational Citizenship Behavior, Employee Engagement, Job Retention, and work performance [6, 47, 38].

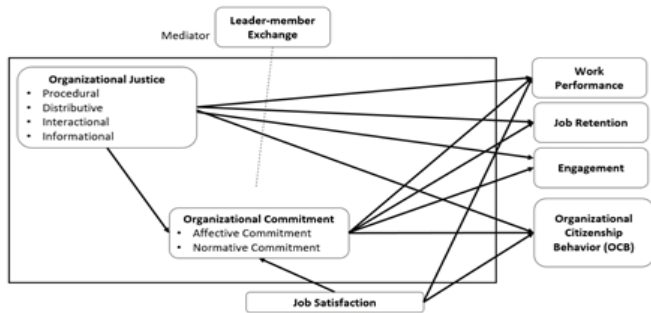


Figure 2: Theoretical Framework

3.2. Conceptual Framework

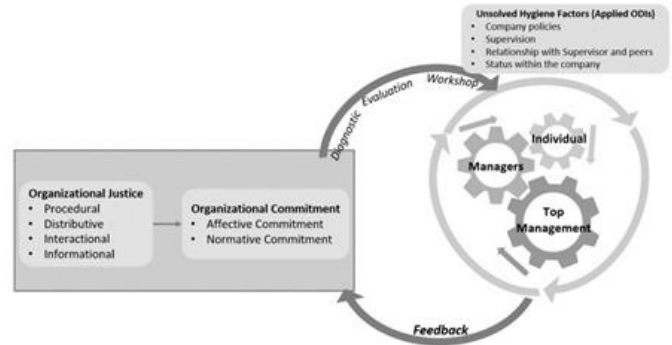


Figure 3: Conceptual Framework

Figure 3 illustrates the Conceptual Framework of the study. The framework starts with the diagnostic phase to study the status quo of the company; this phase will be conducted using qualitative and quantitative methods, e.g., an interview and an assessment survey. The evaluation will result in establishing the baseline of the current situation on the company in terms of perceptions on Organizational Justice (procedural justice, distributive justice, interactional justice, and informational justice), and Organizational Commitment (affective commitment, normative commitment, and continuance commitment). Three levels of workers within the company are involved in this study; top management, managers, and employees—as Company XYZ has a distinctly hierarchical organizational structure where employees follow a chain of command from their managers who also received directions from top management. Within the scope of the interventions, Wilson's six determinants of an effective reward system, strategy, translation, relationship, integrity, value, and engagement, are the main principles that support the implementations [49].

The measurement of data is a collection of measurement scales; Allen and Meyer's [6] Organizational Commitment Scale with 15-items, and four measurements corresponding to four dimensions of Organizational Justice; Price and Mueller's [40] Distributive Justice Index with six questions, Sweeney & McFarlin's [50] Procedural Justice index with seven questions, Niehoff & Moorman's [33] Interactional Justice with six questions, and six questions assessing informational justice taken from Organizational Justice Instrument (OJMI) [26].

3.3. Action Research Framework

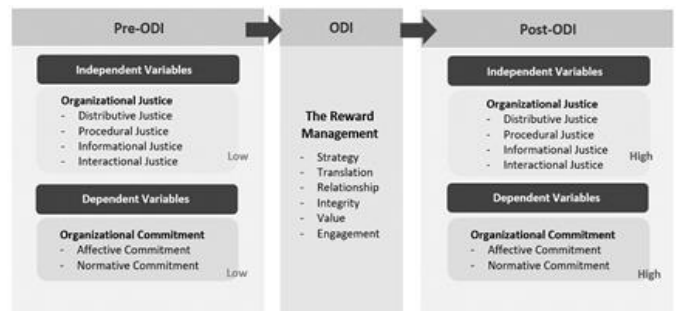


Figure 4: Action Research Framework

Figure 4 denotes the Action Research Framework. The XYZ Company followed a chain-of-command way of work where decisions on strategy and management systems were

made at the top management level. Managers were responsible for conveying information and policy to the subordinates; managers could provide inputs to top management regarding the company's current situation, e.g., high-level insights, and subordinates were responsible for all operational works. Although the company embraced a hierarchical structure, the corporate level was limited to only three primary levels. Hence, the pre-intervention and post-intervention assessment could cover all full-time employees within the organization and yield the overall perception. The pre-ODI focused on the study of the strategy, the potential alignment to OD intervention, i.e., revisiting reward management aiming to fix the existing Hygiene Factors; the ODIs emphasized the workshops with top management and managers with the participation requirement extended to HR personnel as reward management required their inputs as well. For the individual level during ODI, information regards any change shall be conveyed via mass communication. The study shall investigate changes that happen in the post-ODI stage.

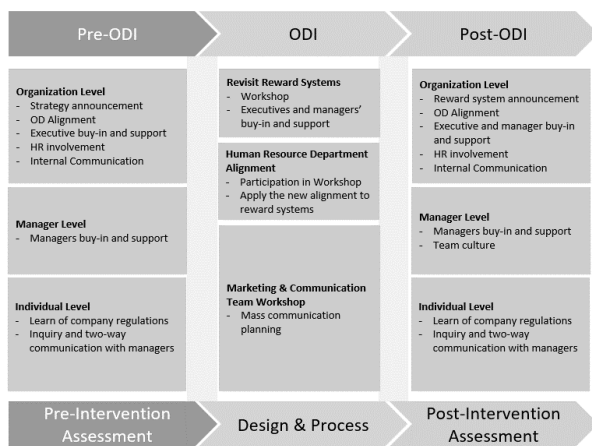


Figure 5: Action Research Framework on Different Level

IV. RESEARCH METHODOLOGY

4.1. Research Hypotheses

The research hypotheses were developed to answer the research questions, and they are as follows:

H1o: There is no difference between the pre-ODIs and the post-ODIs on the employees' Organizational Justice.

H1a: There is a difference between the pre-ODIs and the post-ODIs on the employees' Organizational Justice.

H2o: There is no difference between the pre-ODIs and the post-ODIs on the employees' Organizational Commitment.

H2a: There is a difference between the pre-ODIs and the post-ODIs on the employees' Organizational Commitment.

H3o: Organizational Justice has no impact on Organizational Commitment.

H3a: Organizational Justice impacts Organizational Commitment.

4.2. Action Research Design

Research Methodology

This study employed an action research procedure with the three stages of pre-ODI, ODI, and post-ODI (see figure 5). The objective of this study was to explore the impact of ODI on each dimension of Organizational Justice and its impact on Organizational Commitment. In the literature review, an improvement in organizational Justice could improve Organization Commitment and LMX. [23]. A study also suggested that Organizational Justice also greatly influenced Organizational Commitment while having LMX as a mediator [8]. Job satisfaction was also found to be a mediator between Organizational Justice and Organizational Commitment, citing that employees chose to perform Organizational Commitment based on fair treatment received from their company—the mediator effect of job satisfaction proved the role of reciprocity in the relationship between the organization and employees [4].

Qualitative and quantitative research are included before and after OD interventions. In essence, action research was systematically collecting research data of an ongoing system; a researcher took actions based on data analyzed and hypothesis and evaluated the results of action taken by collecting more data from the same systems [11].

All in all, there are 40 questions distributed to participants pre-ODI and post-ODI to explore the influence of OD interventions. Each set of questionnaires was justified in Appendix 1, along with references to other studies that cited the same measurement scales. All questions were measured with the five-point Likert scale rating. Some of the questions were rated inversely. The statistical tool used was Paired T-test to compare the result of Organizational Commitment between pre- and post-ODI, while Multiple Regression to test the impact between Organizational Justice and Organizational Commitment.

Participants and Population: This research engaged three main groups of participants: C-Suite level executives (five people), managers and heads of departments (seven people), and office staff (50 people), which was equivalent to 62 people in total. To have insight information, only employees who had been in the organization for more than one year were included in the study only, which made the number of participants down to 55 employees.

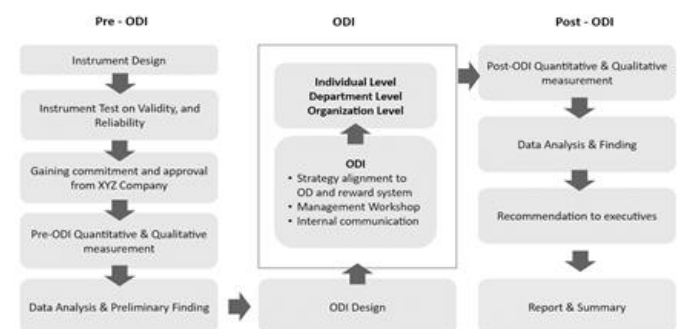


Figure 6: Action Research Procedures

Source: Adapted from Kurt Lewin's Model, 1946

4.3. Research Instrument – Design and Analysis

In this study, both quantitative and qualitative data gathering were used during both pre and post ODIs. The

quantitative methods were conducted with all office employees, whereas the qualitative approach was used with representatives from varied employee levels. In the Instrument Design, this research employed the mixed method of quantitative and qualitative methods. The Quantitative method involved a survey that was intended for the stakeholders involved. The survey was distributed to the same participants twice; a pre-ODI survey and a post-ODI survey as a means for comparing the extent of changes with the influence of ODI. In addition, the survey served to identify the trends within the organization and thus to yield the insights that were used as the basis of forming questions for the focus group and the in-depth interview for the qualitative method.

With the instrument for Organizational Commitment [6], 15-items Organizational Commitment Scale was comprised of the components of the affective commitment scale (ACS) and the normative commitment scale (NCS). In the study on the performance of the Organizational Commitment Scale examined by Allen & Meyer [6] on the two components, the information provided was on the scales' reliability, the factor structures, and their relationship with other variables. These two areas gave to support the construct validity. Allen and Meyer [6] also included their conclusion on the literature review on the research studies involved in the organizational commitment scales. From meta-analysis from other research in the literature, the median reliability for each of the organizational commitment components was high; 0.82 for ACS and 0.73 for NCS. These studies were results from the test-retest reliabilities ranging from 0.34 to 0.94, where it was noted that the four lowest reliability scores were from the assessments taken by employees who had their first day at work, meaning the employees may not meaningfully reflect their Commitment [6]. For the factor structure for the instrument, Allen and Meyer [6] found that multiple studies supported the distinct components of ACS and NCS. And as for the relationship between organizational Commitment and other related variables or work-related characteristics such as job satisfaction and job involvement, Allen's and Meyer's analysis concluded that the instrument was able to measure commitment components to other commonly used work attitudes distinguishably.

The instrument on Distributive Justice was taken from Price and Mueller's [40] Distributive Justice Index (DJI) with six questions. In the literature, the reliability reported was above 0.90. The DJI also showed a discriminant validity score correlated to job satisfaction and organizational Commitment [39]. Procedural Justice Index employed in this study derived from Sweeney and McFarlin's [50] 7 items. In Sweeney and McFarlin's study on construct validity, the reliability coefficient for procedural Justice was acceptably high at 0.84 (p. 89). The reported number was constructively valid with other research studies reporting similar numbers; for example, Liao and Tai [30] said a high-reliability coefficient for procedural Justice using the indexes at 0.77. The Interactional Justice 6-item index from Niehoff & Moorman [33] was tested for Validity and reliability via Cronbach's alpha coefficient by Gurbuz and Mert [14] and found the reliability coefficient of the instrument, interactional justice part, to be 0.941 with the standard deviation of 0.037. A factor analysis had been

conducted for the validity test with Kaiser-Meyer-Olkin (KMO), and Bartlette's Test was conducted to test the sustainability of the scales. The factor analysis result was satisfactory; the KMO measure was 0.924, Bartlett's test of significance was 0.000, the total variance explained was 61.967 percent. The Informational Justice 6-item index was taken from Organizational Justice Measurement Instrument (OJMI) by Ledimo [26]. The Cronbach's alpha coefficient for the informational justice factor was 0.887. The construct validity is tested using exploratory factor analysis (EFA); the results refer to no cross-loading within the construct of organizational justice factors; hence only the informational justice questionnaire taken from OJMI would not affect the overall Validity of the questionnaire.

Variables

Organizational Justice was an independent variable and had several facets, which were distributive, procedural, informational, and interactional Justice. Organizational Commitment covering affective and normative Commitment was a dependent variable as illustrated in figure 7.

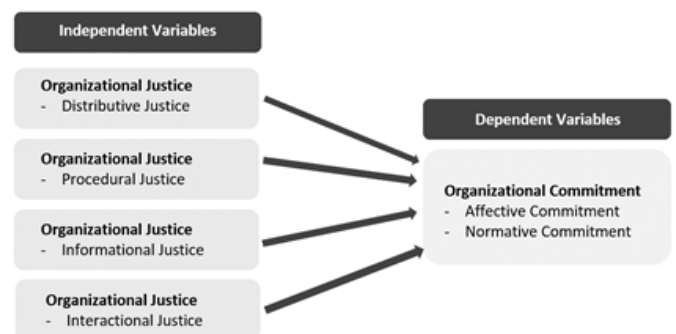


Figure 7: Relationship between Organizational Commitment (Dependent Variables) and Organizational Justice (Independent Variables)

To assess Organizational Commitment perceptions among the Company XYZ employees, ambiguous expressions, and inappropriate translation from English to Thai context were modified to fit the Thai workplace context to ensure the appropriateness of the study design and acceptance with an understanding of the research instruments by research participants. In addition, the translation of the questionnaire in English was being translated into Thai with a back-translation method to ensure the accuracy of the translation. In this research, the measurement via questionnaires was carefully obtained via literature review; other previous studies have similar constructs to this research. Therefore, validity threats in this regard were minimized since the questions were proven valid in other studies.

4.1.4. Research Instrument Reliability

As an overview, this research ensured Validity and reliability by providing that the questionnaire used in the study had passed the test. The reliability test explored the extent that the investigation would yield the same result under the same conditions when the analysis was repeated. In this case, Cronbach's alpha was the primary indicator. Cronbach's alpha was the measure of internal consistency; the standard of how related a set of items was as a group, the standard of coefficient

reliability. The questionnaire had also proved its Validity and reliability by being used in other studies with similar frameworks. Table 1 illustrated the values of Cronbach's alpha of the scales of all variables from the pre-ODIs questionnaire, in which all the values were more than 0.7. This indicated that the scales using in this research were reliable.

An Item Objective Congruence (IOC) Index was applied to screen the item that qualifies for the instrument validity. In each article, experts are asked to determine the content validity score. The score was rated one of the experts agreed that the thing indeed measured the attribute. The score was rated -1 if the experts were sure that the item did not measure the characteristic. The score was rated 0 if the experts were uncertain whether the thing measured the attribute. The IOC in this research comprised five experts; three experts in HR/OD working in a related field with more than five years of experience, and two experts who graduated Ph.D. in a related field with more than five years of experience. Below Appendix 2 illustrates the result of the average IOC from 5 experts.

Table 1: Reliability Statistics Test

Variables	Cronbach's Alpha	N of Items
Affective Commitment	.898	8
Normative Commitment	.835	7
Distributive Justice	.937	6
Procedural Justice	.806	7
Interactional Justice	.928	6
Informational Justice	.887	6

V. RESULTS AND DISCUSSION

The objectives of the study are based on the three research hypotheses; the first hypothesis is to explore whether there is an impact between the pre-ODIs and the post-ODIs on the employees' Organizational Justice, the second hypothesis is to explore whether there is an impact between the pre-ODIs and the post-ODIs on the employees' Organizational Commitment. Finally, the third hypothesis is to explore whether Organizational Justice has any impact on Organizational Commitment. To prove the first and second hypotheses, this research used the Paired T-Test to compare the result of the Organizational Commitment and Organizational Justice between pre-ODI and post-ODI. Moreover, for the third hypothesis, Multiple Regression was used to test the impact between Organizational Justice and Organizational Commitment.

5.1. Paired T-Test (All Groups)

The objective of Paired T-test is to compare the Organizational Commitment and Organizational Justice dimensions for pre-ODI and post-ODI. Regarding Table 2: Paired Samples Statistics (all groups), the mean scores in all the dimensions in the Organizational Commitment and

Organizational Justice in the Post-ODI have shown to be higher than the pre-ODI mean score. Further analysis is shown in Table 3: Paired Samples Test (all groups); only Affective Commitment and Distributive Justice have a significant difference as indicated by the P-Value <0.05. Looking at the mean of Affective Commitment and Distributive Justice showing the increase from 3.35 to 3.63 and from 3.17 to 3.53 respectively, this indicates the increase of these two elements after the ODIs.

Table 2: Paired Samples Statistics (all groups)

Pair		Mean	N	Std. Deviation	Std. Error Mean
1	Post-Affective Commitment	3.6273	55	.77180	.10314
	Pre-Affective Commitment	3.3484	55	.76585	.10234
2	Post-Normative Commitment	2.7560	55	.83026	.11195
	Pre-Normative Commitment	2.6225	55	.74113	.09993
3	Post-Distributive Justice	3.5275	55	.97939	.13206
	Pre-Distributive Justice	3.1636	55	.81316	.10965
4	Post-Procedural Justice	3.7795	55	.63797	.08602
	Pre-Procedural Justice	2.9093	55	.79186	.10677
5	Post-Interactional Justice	3.7124	55	.78696	.10611
	Pre-Interactional Justice	3.4907	55	.81027	.10926
6	Post-Informational Justice	3.8031	55	.63827	.08606
	Pre-Informational Justice	3.4304	55	.70371	.09489

Paired Samples Test

Pair	Paired Differences			t	df	Sig. (2-tailed)
	Mean	Std. Deviation	95% Confidence Interval of the Difference			

				Lower	Upper			
Post-AC-Pre-AC	.27893	.32114	.04291	.19293	.36493	6.500	55	.000
Post-NC-Pre-NC	.13345	.37275	.05026	.03269	.23422	2.655	54	.010
Post-DJ-Pre-DJ	.36382	.66851	.09014	.18310	.54454	4.036	54	.000
Post-PJ-Pre-PJ	.87018	.85351	.11509	.63944	1.10092	7.561	54	.000
Post-IJ-Pre-IJ	.22164	.46490	.06269	.09596	.34732	3.536	54	.001
Post-InfoJ-Pre-InfoJ	.37273	.39028	.05263	.26722	.47824	7.083	54	.000

5.2. Multiple Regression

Table 3 Regression Model for Organizational Commitment as Dependent Variable

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.608	.577	.47368

a. Predictors: (Constant), Informational Justice, Distributive Justice, Interactional Justice, Procedural Justice

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	17.401	4	4.350	19.388	.000 ^b
Residual	11.219	50	.224		
Total	28.620	54			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Informational Justice, Distributive Justice, Interactional Justice, Procedural Justice

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
1 (Constant)	.157	.394		.398	.693
Distributive Justice	.398	.102	.457	3.919	.000
Procedural Justice	.135	.217	.108	.624	.535
Interactional Justice	.218	.163	.228	1.334	.188
Informational Justice	.106	.202	.093	.522	.604

a. Dependent Variable: Organizational Commitment

The objective of Multiple Regression is to test the impact between Organizational Justice and Organizational Commitment. In Table 4 Regression model for Organizational Commitment as Dependent Variable, the P-Value is < 0.05 indicating the significant of this model. At least one of the independent values affects the dependent values. The adjusted R-Square of 0.577 indicates that 57.7% of the independent variables affect the dependent variables. The P-Value of T from Distributive Justice is less than 0.05, which indicates that this dimension of Organizational Justice can significantly affect Organizational Commitment.

Table 4: Regression Model for Pre-Affective Commitment as Dependent Variable

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 ^a	.655	.628	.46850

a. Predictors: (Constant), Pre-Informational Justice, Pre-Distributive Justice, Pre-Interactional Justice, Pre-Procedural Justice

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.852	4	5.213	23.750	.000 ^b
Residual	10.975	50	.219		
Total	31.827	54			

a. Dependent Variable: Pre-Affective Commitment

b. Predictors: (Constant), Pre-Informational Justice, Pre-Distributive Justice, Pre-Interactional Justice, Pre-Procedural Justice

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	.375	.343			1.093	.280

Pre-Distributive Justice	.376	.096	.398	3.925	.000
Pre-Procedural Justice	.281	.150	.290	1.879	.066
Pre-Interactional Justice	.062	.137	.066	.455	.651
Pre-Informational Justice	.215	.150	.197	1.429	.159

a. Dependent Variable: Pre-Affective Commitment

Table 4 Regression model for Pre-Affective Commitment as Dependent Variable indicates that the P-Value of $F < 0.05$ indicates the model is significant. At least one of the Independent Values affects Dependent Values. Adjusted R Square 0.628 indicates 62.8% of Independent Values affect the dependent value. P-Value of t from Pre-Distributive Justice < 0.05 indicates they significantly affect Pre-Affective Commitment.

Table 5: Regression Model for Pre-Normative Commitment as Dependent Variable
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	.356	.305	.61806

a. Predictors: (Constant), Pre-Informational Justice, Pre-Distributive Justice, Pre-Interactional Justice, Pre-Procedural Justice

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.560	4	2.640	6.911	.000 ^b
Residual	19.100	50	.382		
Total	29.660	54			

a. Dependent Variable: Pre-Normative Commitment

b. Predictors: (Constant), Pre-Informational Justice, Pre-Distributive Justice, Pre-Interactional Justice, Pre-Procedural Justice

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1 (Constant)	.804	.453		1.776	.082
Pre-Distributive Justice	.345	.126	.379	2.733	.009
Pre-Procedural Justice	.334	.198	.357	1.690	.097
Pre-Interactional Justice	-.024	.180	-.026	-.131	.897
Pre-Informational Justice	-.047	.198	-.045	-.239	.812

a. Dependent Variable: Pre-Normative Commitment

Table 5 Regression model for Pre-Normative Commitment as Dependent Variable indicates that the P-Value of $F < 0.05$ indicates the model is significant. At least one of the Independent Values affects Dependent Values. Adjusted R Square 0.305 indicates that 30.5% of Independent Values affect the dependent value. P-Value of t from Pre-Distributive Justice < 0.05 indicates they significantly affect Pre-Normative Commitment

Table 6: Regression model for Post-Affective Commitment as Dependent Variable
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 ^a	.680	.654	.45692

a. Predictors: (Constant), Post-Informational Justice, Post-Procedural Justice, Post-Distributive Justice, Post-Interactional Justice

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	22.182	4	5.545	26.562	.000 ^b
Residual	10.439	50	.209		
Total	32.620	54			

a. Dependent Variable: Post-Affective Commitment

b. Predictors: (Constant), Post-Informational Justice, Post-Procedural Justice, Post-Distributive Justice, Post-Interactional Justice

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	.938	.428		2.191	.033
	Post-Distributive Justice	.365	.091	.460	4.002	.000
	Post-Procedural Justice	-.208	.127	-.171	-1.641	.107
	Post-Interactional Justice	.400	.176	.405	2.270	.028
	Post-Informational Justice	.183	.203	.150	.902	.372

a. Dependent Variable: Post-Affective Commitment

Table 6 Regression model for Post-Affective Commitment as Dependent Variable indicates that the P-Value of $F < 0.05$ indicates the model is significant. At least one of the Independent Values affects Dependent Values. Adjusted R Square 0.654 indicates that 65.4% of Independent Values affect the dependent value. P-Value of t from Post-Distributive Justice & Post-Interactional Justice < 0.05 indicates they significantly affect Post-Affective Commitment. The standardized Coefficient (Beta) of Post-Distributive Justice is higher than that of Post-Interactional Justice.

Table 7: Regression model for Post-Normative Commitment as Dependent Variable

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736 ^a	.542	.505	.58421

a. Predictors: (Constant), Post-Informational Justice, Post-Procedural Justice, Post-Distributive Justice, Post-Interactional Justice

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	20.159	4	5.040	14.766	.000 ^b
Residual	17.065	50	.341		
Total	37.224	54			

a. Dependent Variable: Post-Normative Commitment

b. Predictors: (Constant), Post-Informational Justice, Post-Procedural Justice, Post-Distributive Justice, Post-Interactional Justice

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	.121	.547		.222	.826
	Post-Distributive Justice	.385	.117	.455	3.303	.002
	Post-Procedural Justice	-.079	.162	-.060	-.484	.631
	Post-Interactional Justice	.359	.225	.340	1.593	.117
	Post-Informational Justice	.063	.260	.048	.242	.810

a. Dependent Variable: Post-Normative Commitment

Table 7 Regression model for Pre-Normative Commitment as Dependent Variable indicates that the P-Value of $F < 0.05$ indicates the model is significant. At least one of the Independent Values affects Dependent Values. Adjusted R Square 0.505 indicates that 50.5% of Independent Values affect the dependent value. P-Value of t from Post-Distributive Justice < 0.05 indicates they significantly affect Pre-Normative Commitment.

Per Table 8 Reliability Statistics, the value of Cronbach's alpha of the scales of all variables > 0.7 indicates the scale is reliable.

Table 8: Reliability Statistics

Reliability Statistics

	Cronbach's Alpha	N of Items
Affective commitment	.898	8
Normative commitment	.835	7
Distributive justice	.937	6
Procedural justice	.806	7
Interactional justice	.928	6
Informational justice	.887	6

5.3 Discussion

Although the initiatives in establishing standard processes and improved communication from top management improved the affective commitment dimension, employees reported that they perceived more unity within the organization. However, the team leaders and staff still choose to leave the company with a better offer. Their obligation to stay was purely due to their close relationship with their colleagues. The factor contributing to this decision was the employees' perception of their pay and promotion—they see no career growth within the company. Pay, promotion, and career growth are significant extrinsic factors that the company failed to address effectively.

Another area for discussion is the ODI's relationship with intrinsic motivation, i.e., recognition and compliment, and its impacts on distributive Justice and interactional Justice.

The company management chose not to have the employees' salary raise or present other monetary incentives; they instead chose to initiate another type of reward—the expression of appreciation and recognition via public announcement in a town hall and compliments in person. According to Wilson (2003), this initiative is the verbal/social type of reward system. Although it has no cost, this type of reward is very effective as it offers value for receivers. The respondents mentioned recognition and the display of appreciation in the form of compliments at the operational level to make them realize that their managers see and appreciate their work, which contributed to a more robust perception of distributive Justice and interactional Justice. Although there is no pay rise, recognition and the display of appreciation had improved the fairness perceptions in the dimensions are a form of intrinsic motivation and Herzberg's hygiene factors.

Motivation factors of advancement are missing, although there is career planning. This may be due to low trust in HR based on past experiences, e.g., no promotions, no salary increase, not good employee benefits. The employees also reported that the management, especially HR, had failed them by giving fault promises. Hence, they may not trust the process of career planning until they see themselves or fellow employees benefiting from the process.

As the managers' and team leaders' communication skills and coaching skills had improved, the staff had perceived notable changes in the work environment and described positive feedback on the interpersonal relationship with the people in the position of authority—the improved fairness perception in interactional Justice and informational Justice. The mass communication initiatives via emails and announcements in the town hall also gathered positive feedback from employees at the operational level.

VI. CONCLUSIONS

The key findings were observed in the post-ODI, where the impacts of the ODI regarding the Organizational Commitment and Organizational Justice could answer the research questions as follows. 1) There is a difference between the pre-ODIs and the post-ODIs on the employees' Organization Justice. 2) There is a difference between the pre-ODIs and the post-ODIs on the employees' Organization Commitment. And 3) There an impact of Organizational Justice on Organizational Commitment during the multiple ODIs.

In brief, the Organization Development Interventions (ODIs) for the XYZ company was successful—there was a significant difference in the pre-and post-data for all organization commitment and organization justice dimensions. In truth, the ODIs in this research was new to the organization; there had never been workshops and training directly related to organization development and soft skills, and hence the research had introduced new perspectives to the management.

The ODIs for this research involved three central interventions, which are 1) a meeting with management regarding the company's strategic alignment to OD, 2)

management workshops, and 3) coaching HR on how to follow up and support the implementation within the organization.

The company's strategic alignment to OD with C-Suite level executives was vital to help kickstart the rest of the ODIs as with the executive endorsement for initiatives to solve problems found in pre-ODI, the managers and the team leaders did cooperate fully in the subsequent sessions in workshops and training. The management workshop introduced frameworks and skills, including setting SMART goals, instilling the duty of conducting performance conversation/evaluation process to managers and staff, coaching skills for managers, and communication and feedback. The model for communication taught was the STAR Feedback. Furthermore, the coaching framework was employed from DDI as the researcher of this research is a certified coach. It is important to note that communication skills taught was the main driver of observable success in the change per respondents' feedback in the post-ODIs—from their perceptions of fairness derived from the company's mass communication to the perception of unity derived from the townhall with executives and managers, and the relationship with their team leaders once the communication within teams became friendlier and more structured for better performance, not random criticisms or blame.

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Appendix 1: 40-items Questionnaire

No.	Questionnaire	Strongly	Disagree	Neutral	Agree	Strongly
		1	2	3	4	5
Organizational Commitment						
Affective Commitment						
1	1- I would be very happy to spend the rest of my career with this organization.					
2	2- I would enjoy discussing my organization with people outside it.					
3	3- I really feel as if this organization's problems are my own.					
4	4- I think I could easily become as attached to another organization as I am to this one. (R)					
5	5- I do not feel like 'part of the family' at my organization. (R)					
6	6- I do not feel 'emotionally attached' to this organization. (R)					
7	7- This organization has a great deal of personal meaning to me.					
8	8- I do not feel a strong sense of belonging to my organization. (R)					
Normative Commitment						
9	1- I think that people these days move from company to company too often.					
10	2- I do not believe that a person must always be loyal to his or her organization. (R)					
11	3- Jumping from organization to organization does not seem at all unethical to me. (R)					
12	4- One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore					
13	5- If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
14	6- I was taught to believe in the value of remaining loyal to one organization.					
15	7- I do not think that wanting to be a 'company man or woman' is sensible anymore. (R)					
Organizational Justice						
Distributive Justice Scale						
16	1- When considering the responsibilities that I have, I am fairly rewarded.					
17	2- When taking into account the amount of education and training that I have, I am fairly rewarded.					
18	3- When in view of the amount of experience that I have, I am fairly rewarded.					
19	4- When considering the amount of effort that I put forth, I am fairly rewarded.					
20	5- When considering the work that I have done well, I am fairly rewarded.					
21	6- When considering the stresses and strains of my job, I am fairly rewarded.					
Procedural justice						
22	1- I am not sure what determines how I can get a promotion in this organization. (R)					
23	2- I am told promptly when there's a change in policy, rules, or regulations that affects me.					
24	3- I understand the performance appraisal system being used in this organization.					
25	4- When changes are made in this organization, the employees usually lose out in the end. (R)					
26	5- In general, disciplinary actions taken in this organization are fair and justified.					
27	6- The procedures used to evaluate my performance have been fair and objective.					
28	7- In the past, I have been aware of what standards have been used to evaluate my performance.					
Interactional justice						
29	1- When decisions are made about my job, the general manager treats me with kindness and consideration.					
30	2- When decisions are made about my job, the general manager treats me with respect and dignity.					
31	3- When decisions are made about my job, the general manager is sensitive to my personal needs.					
32	4- When decisions are made about my job, the general manager deals with me in a truthful manner.					
33	5- When decisions are made about my job, the general manager shows concern for my rights as an employee.					
34	6- My general manager explains very clearly any decisions made about my job.					
Informational Justice						
35	1 - Departments in my organisation are encouraged to build supportive relationships with one another.					
36	2 - In my organisation, we report accurate information in our records and files.					
37	3 - In our organisation we communicate information in an honest manner to all employees.					
38	4 - In my organisation we share information about our products and services to clients/customers in an honest and					
39	5 - In my team we encourage all members to be truthful when reporting information to each other.					
40	6 - My organisation encourages open and honest communication to all our stakeholders.					

Appendix 2: IOC Result from Five Experts on the Questionnaire

Organizational Commitment		
	Affective Commitment	Appropriateness
1	I would be delighted to spend the rest of my career with this organization.	0.6
2	I would enjoy discussing my organization with people outside it.	0.8
3	I feel as if this organization's problems are my own.	0.6
4	I think I could quickly become as attached to another organization as I am to this one. (R)	0.8
5	I do not feel like 'part of the family at my organization. (R)	0.8
6	I do not feel 'emotionally attached to this organization. (R)	1
7	This organization has a great deal of personal meaning to me.	0.6
8	I do not feel a strong sense of belonging to my organization. (R)	0.8
Normative Commitment		
		Appropriateness
9	I think that people these days move from company to company too often.	0.6
10	I do not believe that a person must always be loyal to their organization. (R)	0.6
11	Jumping from organization to organization does not seem at all unethical to me. (R)	0.8
12	One of the primary reasons I continue to work for this organization is that loyalty is essential, and therefore feel a sense of moral obligation to remain.	0.6
13	If I got another offer for a better job elsewhere, I would feel it was right to leave my organization. (R)	1
14	I was taught to believe in the value of remaining loyal to one organization.	0.8
15	I do not think that wanting to be a 'company man or woman' is sensible anymore. (R)	0.6

Organizational Justice		
	Distributive Justice Scale	Appropriateness
16	When considering the responsibilities that I have, I am fairly rewarded.	1
17	When taking into account the amount of education and training that I have, I am fairly rewarded.	1
18	When because of the amount of experience that I have, I am fairly rewarded.	1
19	When considering the amount of effort that I put forth, I am fairly rewarded.	0.8
20	When considering the work that I have done well, I am fairly rewarded.	0.8
21	When considering the stresses and strains of my job, I am fairly rewarded.	0.8
Procedural Justice		
		Appropriateness
22	I am not sure what determines how I can get a promotion in this organization. (R)	0.6
23	I am told promptly when a change in policy, rules, or regulations affects me.	0.8
24	I understand the performance appraisal system is used in this organization.	0.8
25	When changes are made in this organization, the employees usually lose out in the end. (R)	1
26	In general, disciplinary actions taken in this organization are fair and justified.	0.6
27	The procedures used to evaluate my performance have been fair and objective.	1
28	In the past, I have been aware of what standards have been used to evaluate my performance.	1
Interactional Justice		
		Appropriateness
29	When decisions are made about my job, the general manager treats me with kindness and consideration.	0.8
30	When decisions are made about my job, the general manager treats me with respect and dignity.	1
31	When decisions are made about my job, the general manager is sensitive to my personal needs.	0.6
32	When decisions are made about my job, the general manager deals with me in a truthful manner.	1
33	When decisions are made about my job, the general manager shows concern for my rights as an employee.	1
34	My general manager explains very clearly any decisions made about my job.	1

	Informational Justice	Appropriateness
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35	Departments in my organization are encouraged to build supportive relationships with one another.	0.6
36	In my organization, we report accurate information in our records and files.	0.6
37	In our organization, we honestly communicate information to all employees.	1
38	In my organization, we share information about our products and services with clients/customers honestly and consistently.	1
39	In my team, we encourage all members to be truthful when reporting information to each other.	1
40	My organization encourages open and honest communication with all our stakeholders.	1