

Organizational Justice and Its Impact on Organizational Commitment in the General Administration of Customs in the State of Kuwait

Mohammad S. A. Zamanan¹, Prof. Marzouq Ayed Al-Qa'eed¹ & Dr. Mohammad Abed Al-Kareem Al-Raqad²

¹PhD researcher, Faculty of Business and Finance, the World Islamic Sciences and Education University, Jordan

²Associate Professor of Business, The World Islamic Sciences & Education University, Jordan

Correspondence: Mohammad S. A. Zamanan, PhD researcher, Faculty of Business and Finance, the World Islamic Sciences and Education University, Jordan

Received: April 11, 2020

Accepted: May 12, 2020

Online Published: May 13, 2020

doi:10.5539/mas.v14n6p38

URL: <https://doi.org/10.5539/mas.v14n6p38>

Abstract

This study aimed to identify organizational justice and its impact on organizational commitment in the General Administration of Customs in the State of Kuwait. The study population consists of workers in the General Administration of Customs in the State of Kuwait, who are (5000) employees. An appropriate sample of 150 people was drawn to distribute the study questionnaire to them, and 111 questionnaires valid for analysis were retrieved.

It is found that there is statistically significant effect at the level of significance ($\alpha \leq 0.05$) for organizational justice with its combined dimensions (Procedural Justice, Distributive Justice and Interactional Justice) on the organizational commitment in the General Administration of Customs in the State of Kuwait.

According to these results the researcher suggested: - The necessity of senior management commitment to the dimensions of organizational justice in order to raise the level of job commitment to the highest degree.- Because there is a relationship between justice and commitment and being direct, therefore, it can be strengthened by showing the interest of different departments in strengthening the values of justice by satisfying the needs and desires of workers and reducing obstacles and obstacles impeding the achievement of their goals.

Keywords: organizational justice, procedural justice, distributive justice, interactional justice organizational commitment

1. Introduction

Organizations aim to make the behavior of their employees consistent with their culture and mission. They also aim to fulfill the needs of employees in a way that achieves organizational justice for them and this enhances their affiliation with those organizations. Organizational justice and organizational commitment play a major role in achieving organizational goals and the goals of workers in the organization. As for the topic of the relationship between organizational justice and organizational commitment, there is weak attention from researchers. The level of employee performance is affected by many factors, but organizational justice is one of the important factors affecting In the effective performance of employees.

Organizational justice is a relative concept for employees and organizations, because the effect of a feeling of lack of justice will lead to many negative outcomes, such as dissatisfaction, low organizational citizenship, and organizational commitment, as well as a decline in job performance. On the other hand, a sense of fairness will increase confidence in the management of the organization and improve performance. The sense of organizational justice is strengthened by the employee feeling in his role in participating in the decision-making process that is directly related to his work, meaning achieving empowerment in the organization as it will lead to providing various information necessary to raise the level of employee performance in it.

Whereas, the General Administration of Customs aims to achieve organizational justice for employees, which enhances affiliation and job commitment to them, this study comes to discuss Organizational justice and its impact on organizational commitment in the General Administration of Customs in the State of Kuwait.

The researcher is trying to highlight of the importance of organizational justice, and what reflects positively on the commitment of the workers, especially since the scientific library lacks these types of studies - according to the

researcher' knowledge - and in this context came as an attempt to provide a knowledge addition to be a way for researchers and administrators alike.

2. Literature Review

- Organizational justice

The essence of the concept of organizational justice are rooted in the theory of organizational justice, which assumes "that the individual balances and compares the rate of his outputs to his inputs, with the rates of the outputs of others to their inputs. If the two rates are equal, the individual feels fair. But if the two rates are not equal because the individual gets more outputs than the inputs It provides, or vice versa, the individual feels injustice. Therefore, organizational justice is a type of relationship between individuals and the organization or what is called interaction justice, that is, the concept of justice refers to the relationship of management with workers in addition to the systems that regulate the individual's career, especially policies Salaries, wages, bonuses and control system (Alomyan, 2013).

It can be said that justice processes play an important role in the organization, and how individuals relate to organizations may affect employee beliefs, feelings, attitudes, and behaviors. Fair behavior of the organization towards employees generally leads to a higher commitment to the organization and citizenship behavior will be their additional role. On the other hand, individuals who feel injustice are more likely to give up the organization or show a lower level of organizational commitment or may even exhibit abnormal behavior such as revenge. (Ajala, 2015)

Yean (2016) indicated that ensuring organizational justice should be a priority for the organization, which would reduce occurrences of workplace delinquency, absence, disengagement and behaviors harmful to the outcome of the work and also encourage positive attributes such as trust and progressive communication, in addition to that consideration is being given Sometimes to the principle of organizational justice in tandem with Corporate Social Responsibility, which is a form of societal justice.

From another point of view, Colquitt and Zipay (2015) defined organizational justice as employee perceptions about the organization's fairness, which is centered around the fairness of the results that employees obtain (distribution justice) and the fairness of the procedures used to distribute these results (procedural justice) That is, the extent to which employees perceive that procedures, interactions and results in the workplace are fair in nature, as these perceptions can affect the attitudes and behavior adopted by employees in the organization, which in turn leads to a positive or negative impact on the employee's performance and the success of the organization.

The concept of organizational justice extends to the traditional models of business behavior that tend to conceptualize job requirements, job control, and social support as key factors determining individual well-being and productivity, as "justice" is largely a subjective structure that is more basic elements of the social structure that operate They have these other characteristics, and the notion of organizational justice often becomes tangible in relation to a violation of established justice in the organization (Colquitt & Zipay, 2015: 80).

Organizational justice also refers to the organization's perception of justice in relation to procedures and decisions within the organization (Lee, Kim, & Kim, 2016). In other words, organizational justice relates to issues of justice in the workplace (Nabatchi, Bingham, & Good, 2007).

The concept of organizational justice led researchers to discuss the dimensions of this concept and the behavioral outcomes it leads to indicating the level of organization effectiveness, and there are three main dimensions agreed upon by many researchers, namely:

A- Procedural Justice: means the behavior and processes that the organization uses to implement the various functions, and this dimension of organizational justice mainly focuses on people's perceptions about the fairness of the procedures through which decisions regarding results are taken.

B- Distributive Justice refers to the justice of the outputs that an individual obtains. This form of organizational justice focuses on people's opinions about obtaining a fair amount of work-related outcomes, and has an emotional impact on workers' satisfaction with the results of their work, such as pay and job tasks

C- Interactional Justice relates to the extent to which individuals feel the fairness of the treatment they receive when the procedures are applied to them. Justice between individuals is the extent to which individuals are treated with respect, while information justice focuses on providing sufficient information about the processes used and why rewards are distributed in this way.

Organizational commitment

Organizational commitment has always been understandable to researchers, but its importance has increased significantly as a result of changing job practices (Sullivan and Arthur, 2006, 20). This has given employees the green light to move from one organization to another without being bound to the feeling of staying in one organization for an extended period of time. However, finding qualified and skilled employees is a difficult task for organizations (Jain., Giga, & Cooper, 2009, 257). As a result, organizational commitment has taken center stage as a concept of absolute importance to organizations.

Attention to organizational commitment began in the second half of the twentieth century, when research and studies in general dealt with the causes and limitations of organizational commitment, and their behavioral effects that may affect the future of the organization and its employees, because of its great impact on achieving the goals set efficiently and effectively, and one of the most prominent examples of that experience Japanese, as the organizational commitment of the employees is considered sacred and they are obligated to work in their institutions until retirement and are keen to provide the best levels of performance for their organizations, and this has contributed to reducing turnover rates among skilled workers, which is reflected in the productivity of organizations.

Organizational commitment can be defined as “a force that connects an individual to a course of action related to one or more goals” (Enache, Sallan, Simo, and Fernandez, 2013, 882) (Meyer and Allen, 1991,1054) used this term to define organizational commitment as being made up of three characteristics that include: 1) a strong belief in and acceptance by the organization of goals and values 2) a desire to make a major effort on behalf of the organization 3) a strong desire to maintain Membership in the organization. Later, Meyer and Allen (1991,1055) proposed a multi-dimensional, three-dimensional model for conceptualizing organizational commitment which is considered one of the most widely recognized and accepted approaches in organizational commitment literature.

According to (Meyer and Allen, 1991,1055) the three components are:

-Affective Commitment: Affective Commitment is the primary element of the organization and the most closely related element with other organizations (Chen, Wang, and Sun, 2012,323). Emotional commitment refers to the emotional attachment of employees to their organizations. They are very excited to achieve these organizational goals because they are their own goals (Tatlah, Ali, and Saeed, 2011.). This component reflects the degree to which an individual feels his role as part of the group and is approved to participate in the organization (Kwantes, 2009,197) and the emotional commitment includes emotional attachment, identification, sharing with the organization and the willingness of employees to be part of the organization (Meyer, and Parfyonova, 2010,285)

-Normative Commitment: The normative commitment refers to the employee's commitment to staying in the organization as a moral obligation. This belief is part of the obligation to remain in the organization for the exchange of organizational investments or as a result of linking the belief to maintaining the degree of loyalty to the organization (Meyer, and Parfyonova, 2010,285)

-Continuance Commitment: In this component, individuals are committed to the organization because of overlapping interests and not because of the positive feeling, and also indicates knowledge of the costs associated with leaving the organization, where employees remain in their business as being in Needed(Gunlu, Aksarayli, and Percin, 2010,694).

This results from the fact that the rewards associated with staying with an organization outweigh the cost of departure or because the cost of leaving is greater than the leave of the organization (Kwantes, 2009,198). Hence, the ongoing commitment relates to financial and non-financial investments that the employee must sacrifice by leaving the organization (Cho, and Huang, 2012,33).

3. Hypothesis

H01: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for organizational justice with its combined dimensions (Procedural Justice, Distributive Justice and Interactional Justice) on the organizational commitment in the General Administration of Customs in the State of Kuwait

H02: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for the Procedural Justice on the organizational commitment in the General Administration of Customs in the State of Kuwait

H03: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of Distributive Justice on the organizational commitment in the General Administration of Customs in the State of Kuwait

H04: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for Interactional Justice on the organizational commitment in the General Administration of Customs in the State of Kuwait

4. Methodology

In this study, the researcher followed the descriptive analytical approach to identify organizational justice and its impact on organizational commitment in the General Administration of Customs in the State of Kuwait.

5. Population and Sample

The study population consists of workers in the General Administration of Customs in the State of Kuwait, who are (5000) employees. An appropriate sample of 150 people was drawn to distribute the study questionnaire to them, and 111 questionnaires valid for analysis were retrieved.

6. Sources of Data Collection

- **Initial sources:** The researcher worked on developing a study questionnaire to achieve its goals and test its hypotheses.

- **Secondary data:** It includes books and references, periodicals, magazines, reports and previous relevant studies.

7. Analysis and Discussion

Frequency and percentages have been computed for the sample's characteristics.

Table 1. Sample's Distribution According to Demographic Information

<i>Category</i>	<i>Frequency</i>	<i>Percentage%</i>
Education		
Diploma	37	33.3
Bachelor	64	57.7
High studies	10	9.0
Total	111	100.0
Experience		
5years or less	6	5.4
6-10 years	14	12.6
11-15 years	12	10.8
Above 15 years	79	71.2
Total	111	100.0
Gender		
Male	75	67.6
Female	36	32.4
Total	111	100.0

From the table above, it is illustrated that 33.3% of the sample has a diploma, 57.7% of the sample has bachelor degree, and the rest have higher studies. Also, it shows that less than 5 years is (5.4%). (6-10years) is (%12.6), (11-15years) is (10.8%) and above 15 years is (71.2%) percent. Finally, it is found that the majority of the sample (67.6%) is males and the rest is females.

Table 2. Means and Standard Deviations for the variables

	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
Procedural	111	1.14	5.00	3.9356	.67468
Distributive	111	1.50	5.00	4.2489	.84955
Interactional	111	1.80	5.00	3.9405	.55241
justice	111	1.55	5.00	4.0622	.65669
commitment	111	1.60	5.00	4.1171	.68603
Valid N (listwise)	111				

This table 2 indicates that there are positive attitudes toward the above variables because their means are above the mean of the scale 3.

8. Reliability Test

A Cronbach Alpha test has been used to ascertain instrument reliability. The value has been = 0.966 for the questionnaire. All values are accepted since they are more than 60%.

9. Hypothesis Testing

H01: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for organizational justice with its combined dimensions (Procedural Justice, Distributive Justice and Interactional Justice) on the organizational commitment in the General Administration of Customs in the State of Kuwait

Table 3. Ho1 testing

<i>Model Summary</i>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.987 ^a	.974	.973	.11175	
a. Predictors: (Constant), Interactional, Distributive, Procedural					

<i>ANOVA^a</i>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.435	3	16.812	1346.244	.000 ^b
	Residual	1.336	107	.012		
	Total	51.771	110			

a. Dependent Variable: commitment
 b. Predictors: (Constant), Interactional, Distributive, Procedural

<i>Coefficients^a</i>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.180	.079		2.273	.025
	Procedural	.296	.042	.291	7.099	.000
	Distributive	.542	.019	.672	28.096	.000
	Interactional	.119	.044	.096	2.717	.008

a. Dependent Variable: commitment

Table 3 provides results of regression analysis and ANOVA for above hypothesis. The R-value of 0.987 was obtained denoting a correlation between dependent and independent variables with the F value is significant at P-value<0.05 confirming that there is statistically significant effect at the level of significance ($\alpha \leq 0.05$) for organizational justice with its combined dimensions (Procedural Justice, Distributive Justice and Interactional Justice) on the organizational commitment in the General Administration of Customs in the State of Kuwait.

H02: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for the Procedural Justice on the organizational commitment in the General Administration of Customs in the State of Kuwait.

Table 4. Ho2 testing

Model Summary						
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>		
1	.885 ^a	.784	.782	.32046		
a. Predictors: (Constant), Procedural						

ANOVA^a						
<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	40.577	1	40.577	395.114	.000 ^b
	Residual	11.194	109	.103		
	Total	51.771	110			
a. Dependent Variable: commitment						
b. Predictors: (Constant), Procedural						

Coefficients^a						
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	.574	.181		3.176	.002
	Procedural	.900	.045	.885	19.877	.000
a. Dependent Variable: commitment						

Table 4 provides results of regression analysis and ANOVA for above hypothesis. The R-value of 0.885 was obtained denoting a correlation between dependent and independent variables with the F value is significant at P-value<0.05 confirming that there is statistically significant effect at the significance level ($\alpha \leq 0.05$) for the Procedural Justice on the organizational commitment in the General Administration of Customs in the State of Kuwait

H03: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) of Distributive Justice on the organizational commitment in the General Administration of Customs in the State of Kuwait.

Table 5. Ho3 testing

Model Summary					
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	
1	.954 ^a	.910	.909	.20650	
a. Predictors: (Constant), Distributive					

ANOVA^a						
<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	47.123	1	47.123	1105.109	.000 ^b
	Residual	4.648	109	.043		
	Total	51.771	110			
a. Dependent Variable: commitment						
b. Predictors: (Constant), Distributive						

Coefficients^a						
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	.844	.100		8.403	.000
	Distributive	.770	.023	.954	33.243	.000
a. Dependent Variable: commitment						

Table 5 provides results of regression analysis and ANOVA for above hypothesis. The R-value of 0.954 was obtained denoting a correlation between dependent and independent variables with the F value is significant at P-value<0.05 confirming that there is statistically significant effect at the level of significance ($\alpha \leq 0.05$) of Distributive Justice on the organizational commitment in the General Administration of Customs in the State of Kuwait

H04: There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for Interactional Justice on the organizational commitment in the General Administration of Customs in the State of Kuwait.

Table 6. Ho4 testing

<i>Model Summary</i>				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.793 ^a	.628	.625	.42025

a. Predictors: (Constant), Interactional

<i>ANOVA^a</i>						
<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	32.520	1	32.520	184.132	.000 ^b
	Residual	19.251	109	.177		
	Total	51.771	110			

a. Dependent Variable: commitment
b. Predictors: (Constant), Interactional

<i>Coefficients</i>						
<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	.239	.289		.827	.410
	Interactional	.984	.073	.793	13.570	.000

a. Dependent Variable: commitment

Table 6 provides results of regression analysis and ANOVA for above hypothesis. The R-value of 0.793 was obtained denoting a correlation between dependent and independent variables with the F value is significant at P-value<0.05 confirming that there is statistically significant effect at the level of significance ($\alpha \leq 0.05$) for Interactional Justice on the organizational commitment in the General Administration of Customs in the State of Kuwait.

10. Discussion and Conclusion

This study aims to test the Organizational justice and its impact on organizational commitment in the General Administration of Customs in the State of Kuwait.

It is found that there is statistically significant effect at the level of significance ($\alpha \leq 0.05$) for organizational justice with its combined dimensions (Procedural Justice, Distributive Justice and Interactional Justice) on the organizational commitment in the General Administration of Customs in the State of Kuwait. The awareness of employees of the General Administration of Customs of the fairness of the procedures and processes used in their work, as well as their sense of fairness in the returns they receive for their work, in addition to fairness in dealing with them when applying the procedures with them, will contribute to enhancing the degree of their commitment to work and performing the duties required of them.

According to these results the researcher suggested: - The necessity of senior management commitment to the dimensions of organizational justice in order to raise the level of job commitment to the highest degree - Because there is a relationship between justice and commitment and being direct, therefore, it can be strengthened by showing the interest of different departments in strengthening the values of justice by satisfying the needs and desires of workers and reducing obstacles and obstacles impeding the achievement of their goals. -It is also required to instill organizational confidence and raise morale to reduce instances of job non-compliance and to raise job commitment to the highest possible level.- Establishing a fair structure for the system of wages and

incentives, by diversifying it, by contributing to profits, by piece stimulation, and by timing, and linking this to efficiency of performance.

References

- Ajala. (2015). The influence of organizational justice on employees' commitment. *African journal of social work*, 5(1), 92-130
- Alomyan, M. (2013). *Organizational Behavior in Business Organizations*, Jordan, Amman: Wael House for Printing & Publishing
- Chen, M., Wang, Y.S. & Sun, V. (2012). Intellectual Capital & Organizational Commitment. *Personnel Review*, 41, 321-339. <https://doi.org/10.1108/00483481211212968>
- Cho, V. & Huang, X. (2012). Professional commitment, organizational commitment, & the intention to leave for professional advancement. *Information Technology & People*, 25(1), 31-54. <http://dx.doi.org/10.1108/09593841211204335>
- Colquitt, J. A. & Zipay, K. P. (2015). Justice, fairness, & employee reactions. *Annu. Rev. Organ. Psychol. Organ. Behav*, 2(1), 75-99.
- Enache, M., Sallan, J.M., Simo, P. & Fernandez, V. (2013). Organizational Commitment within a Contemporary Career Context. *International Journal of Manpower*, 34, 880-898. <https://doi.org/10.1108/IJM-07-2013-0174>
- Gunlu, E., Aksarayli, M. & Percin, N.S. (2010). Job Satisfaction & Organizational Commitment of Hotel Managers in Turkey. *International Journal of Contemporary Hospitality Management*, 22, 693-717. <https://doi.org/10.1108/09596111011053819>
- Jain, A.K., Giga, S.I. & Cooper, C.L. (2009). Employee Well-Being, Control & Organizational Commitment. *Learning & Organizational Development Journal*, 30, 256-273.
- Kwantes, C.T. (2009). Culture, Job Satisfaction & Organizational Commitment in India & the United States. *Journal of Indian Business Research*, 1, 196-212. <https://doi.org/10.1108/17554190911013265>
- Lee, K., Kim, J. & Kim, M. (2016). Influence of Perceived Organizational Justice on Empowerment, Organizational Commitment & Turnover Intention in the Hospital Nurses. *Indian Journal of Science & Technology*, 9(20), 1-8. DOI: 10.17485/ijst/2016/v9i20/94702.
- Meyer, J.P. & Allen, N.J. (1991). A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1, 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Meyer, J.P. & Parfyonova, N.M. (2010). Normative Commitment in the Workplace: A Theoretical Analysis & Re-Conceptualization. *Human Resources Management Review*, 20, 283-294. <https://doi.org/10.1016/j.hrmr.2009.09.001>
- Nabatchi, T., Bingham, L.B. & Good, D.H. (2007). Organizational justice & workplacemediation: a six-factor model. *International Journal of Conflict Management*, 18(2), 148-174
- Sullivan, S.E. & Arthur, M.B. (2006). The Evolution of the Boundaryless Career Concept: Examining Physical & Psychological Mobility. *Journal of Vocational Behavior*, 69, 19-29. <https://doi.org/10.1016/j.jvb.2005.09.001>
- Tatlah, A., Ali, Z. & Saeed, M. (2011). Leadership Behavior & Organizational Commitment: An Empirical Study of Educational Professionals. *International Journal of Academic Research*, 3, 1293-1298.
- Yean, T. F. (2016). Organizational justice: A conceptual discussion. *Procedia-Social & Behavioral Sciences*, 219, 798-803.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/3.0/>).