

The Effect of Organizational Justice Perception of Bank Personnel on Their Organizational Commitment Level¹¹

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Abstract

The aim of this study is to examine the relationship between the organizational justice perceptions and organizational commitment of staff working in the banking sector, based on the assumption that positive organizational perception of justice will strengthen the organizational commitment. The universe of the study is consisted of personnel of public and of private bank in Düzce province center. The created questionnaire form was distributed to the personnel of public banks and private banks by hand. A total of 279 questionnaires were distributed to the staff of 23 bank branches. In the preliminary examination of the questionnaires, as there were incomplete information and all the statements were answered the same in some questionnaires, the the questionnaires in question were excluded from the evaluation. After these exclusions, 220 questionnaires were evaluated. The survey has 7 expression to determine the demographic features of bank personnel (Bank type, age, education, gender, marital status, and the duration of the position status), 20 Likert-type expressions to measure the perceptions of justice (1-Never – 5-always), 18 Likert-type expressions to measure their level of expression and organizational commitment(1-Strongly disagree – 5-strongly agree). In this context, with the personnel of a total of 23 public and private bank branches in Düzce province center, the data of the study have been obtained. When the averages of the organizational justice dimensions are looked, the average of procedural justice is high (average: 3.7006), the average of the distributive justice is high (average: 3.7749) and the average of the interactional justice is high (average: 4.1227). In other words, bank personnel answered "often" to the statements of organizational justice scale and indicated that they agree with these statements. Regarding these data, it can be said that bank personnel perceive procedural justice, distributive justice and interactional justice at a high level. When the average values of expressions in organizational commitment scale are analyzed, affective commitment is high (average: 3.5158), the continuation commitment is moderate (average: 2.9514) and normative commitment is high (average: 3.4082). As a result of the analysis, it is seen that there is a positive correlation between organizational justice and organizational commitment. In public banks and in private banks where the application was made, the perception of organizational justice can be said to be satisfactory. The fact that organizational justice is at a satisfactory level, increases the commitment of the bank personnel to the institution (the affective and normative commitments are at a high level, the continuation commitment is a at moderate level). In addition, the perception of interactional justice is higher than other justice perceptions. In this case, it can be said that the managers' attitudes and behaviors towards the personnel are perceived positively and fairly by the personnel. The relationship between organizational justice and organizational commitment in the research is being studied comparatively on both public and private bank staff.

Keywords: *Organizational Justice, Organizational Commitment, Bank Staff*

¹¹ This research is generated from the postgraduate thesis titled “The Relationship between Organizational Justice and Organizational Commitment in Banks: The Example of Düzce Province” that was completed in Bartın University Institute of Social Sciences Department of Management in 2017.

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1. Introduction

Today, increasing competition conditions force businesses to increase their competitiveness, to be different from their competitors and to create a common language within the organization. In this context, the information, knowledge, creativity and experience of the employees are considered as an important competitive power. Therefore, the human element is seen as one of the most important factors in achieving the goals of the organizations.

In addition to incorporating knowledgeable, creative and experienced employees, ensuring that these employees stay satisfied in the organization also affects the success of the organizations. The positive attitude of the employees towards the work and the organization, the more effort they show to realize the organizational objectives, the increase in their trust in the organization and the managers, and the decrease in their intention to quit the job are closely related to their perceptions of organizational justice. The fair distribution of salaries and rewards in the organization, and the fair promotion have positive effects on employees in terms of job satisfaction and commitment to the organization; While the negative behaviors of the employees such as being late for work, absenteeism and quitting the job decrease. In order to increase employees' commitment to the organization, organizational benefits should be distributed fairly.

The unfair practices in the organization adversely affect the attitudes of employees towards the organization, reflect on their behaviors negatively by decreasing their commitment to business and reducing their motivation, and causing disappointment and the tendency to leave the organization. All these negative employee behaviors constitute a major problem for organizations that want to maintain their competitiveness against their competitors. At this point, business managers should not make discrimination among their employees, distribute organizational benefits fairly, and make them feel that they are very valuable for the organization.

This study was conducted on bank employees, and aimed to put forward the effects of organizational justice perceptions of bank employees on organizational commitment. In the theoretical part of the study, the literature on organizational justice and organizational commitment was mentioned. In the empirical part, the relationship between the organizational justice and organizational commitment of the bank employees was examined with the data obtained from the survey conducted in the public banks and private banks operating in the city center of Düzce, and the findings were analyzed and interpreted. In the conclusion part, the results of the research were explained and suggestions were given.

2. Literature Review

In this part of the study, initially the concept of organizational justice was emphasized, the importance of organizational justice, the dimensions of organizational justice and the results of organizational justice were included. Next, the concept of organizational commitment and its importance, the dimensions of organizational commitment and the results of organizational commitment were explained. Finally, the relationship between organizational justice and organizational commitment was revealed.

2.1. Organizational Justice

In general, the concept of organizational justice, which is mentioned as the perceptions of justice of the employees in the organization, is multifaceted and is a factor that directly affects the success of the organization (Ololube, 2016: 118). The concept of organizational justice is used to define the role of justice in the organization directly in relation to the organization. Organizational justice is a way for an employee in the organization to use to determine whether s/he is being treated fairly, and the way how these determinations affect other variables for

work. The behaviors of the employees change according to the perceptions of justice in the organization (Moorman, 1991: 845). Therefore, the way the employees perceive organizational justice is considered as an important issue for organizations. Employees' perceptions of justice are considered to be important tools in motivating them for work, and it is suggested that these perceptions affect the attitudes and behaviors of the employees towards the work.

Organizational justice is a fundamental requirement for effective functioning of organizations and job satisfaction of employees. Organizational justice perceptions are significantly important in shaping the attitudes and behaviors of employees (Lambert, 2003: 155). Employees' perception of organizational justice is an important tool in increasing motivation. Employees are interested in whether the duties, rewards and penalties in the organization are fairly distributed, and whether their superiors are treating them fairly; and they question whether the decisions are applied equally to everybody (Cihangiroğlu & Yılmaz, 2010: 2010).

In the literature, the dimensions of organizational justice are generally classified in three dimensions. These are distributive justice, procedural justice and interactional justice. Distributive justice is the perceptions of the employees about whether the amount their wages are fair or not (Folger & Konovsky, 1989: 115). In other words, distributive justice is a fair distribution of organizational benefits among employees and the perception of this distribution by the employees as a fair distribution (Bülbul, 2010: 7). Procedural justice is the perception of justice for the procedures used in the process of decision on how to distribute the benefits, rather than the actual distribution of organizational benefits. In other words, the procedural justice is about how to evaluate the performance of employees, how to handle complaints and discussions, and how to distribute the benefits (George & R.Jones, 2011: 171). According to John R. Schermerhorn, interactional justice is the degree to which employees are affected by decisions taken in an honest and respectful manner. Interactional justice is divided into two parts in the literature. The first part is interpersonal interactional justice and the second part is the information justice. Interpersonal interactional justice is that managers and subordinates behave honestly and respectfully to employees. Information justice is the explanation of why the procedures are used or the benefits are distributed in a certain way (Muzumdar, 2012: 33).

Employees' motivation, job satisfaction, performance and their trust in the organization and managers vary depending on the perceptions of employees on organizational justice. Organizational justice is necessary to ensure the well-being of employees in organizations and to ensure a fair distribution of benefits (İyigün, 2012: 60). Employees' perceptions of justice have positive and negative consequences for both organizations and employees. Employees' perceptions of injustice in organizational decisions lead them to seek justice. Negative perception of justice decreases the morale of employees while increasing their tendency to quit the job and leads to undesirable employee behaviors. As a result, justice is considered to be an important motivation tool for employees (Cihangiroğlu & Yılmaz, 2010: 209).

2.2. Organizational Commitment

Organizational commitment is defined as employees having a strong belief in accepting the aims and values of the organization, will to perform more in order to achieve organizational goals, and a strong desire to continue working in the organization (Mowday, Steers & Porter, 1979: 4). In other words, organizational commitment can be defined as the commitment of the employees to the organization, their emotional ties; to have a strong desire to accept the goals and values of the organization and to maintain organizational membership (Güllüoğlu, 2011: 50).

Employees with low commitment to the organization work with a low performance level, while employees with high organizational commitment work with a high level of performance (Bakan, 2011: 48-49). The high level of organizational commitment of employees enables them to show more efforts for the success of the organization, contributes to adopting and making

the job willingly, improves employee performance to achieve better organizational benefits (Dikmen, 2012: 154).

Organizational commitment is conceptualized in three dimensions. These are; affective commitment, continuance commitment, and normative commitment. Affective commitment refers to willingness to remain in the organization and to contribute more to organizational goals. A strong affective commitment increases the desire to continue to be a member of the organization and to work with the organization. Continuance commitment refers to a cost awareness in relation to leaving the organization. Employees who are strongly committed to the organization are aware of the costs to be incurred in the case of leaving the job and feel the obligation to continue working in the organization. Normative commitment refers to a sense of liability to continue working in the organization. Strong normative commitment leads to the necessity of working in the organization, and employees show more performance for the organization (Meyer & Allen, 1991: 67).

The level of commitment to the organization increase when the employees feel that their work is comfortable, healthy and safe. Making the employees feel that they are valuable is of great importance in increasing their commitment to the organization. This feeling leads to a low labor force turnover rate and a decrease in undesirable behaviors such as quitting, absenteeism and being late work (Güney, 2015: 291). The fair distribution of organizational benefits increases the sympathy and respect among managers and employees, and makes cooperation in the organization dominant. The high level of organizational commitment leads the employees to stay in the organization for a longer period of time, leading to less intention to quit, lower turnover, and higher job satisfaction (Randall, 1987: 464).

3. Research Method

The universe of the study is consisted of personnel of public and of private bank in Düzce province center. The created questionnaire form was distributed to the personnel of public banks and private banks by hand. A total of 279 questionnaires were distributed to the staff of 23 bank branches. In the preliminary examination of the questionnaires, as there were incomplete information and all the statements were answered the same in some questionnaires, the the questionnaires in question were excluded from the evaluation. After these exclusions, 220 questionnaires were evaluated. The survey has 7 expression to determine the demographic features of bank personnel (Bank type, age, education, gender, marital status, and the duration of the position status), 20 Likert-type expressions to measure the perceptions of justice (1-Never – 5-always), 18 Likert-type expressions to measure their level of expression and organizational commitment(1-Strongly disagree – 5-strongly agree). The organizational justice scale was developed by Colquitt (2001) and translated into Turkish by Özmen, Arbak and Özer (2007: 26). The organizational commitment scale was developed by Meyer and Allen and translated into Turkish by Wasti (2000: 409).

In this context, with the personnel of a total of 23 public and private bank branches in Düzce province center, the data of the study have been obtained.

4. Findings

200 bank employees were participated in this research. 95 of these employees (43.2%) were female and 125 (56.8%) were male. 149 (67.7%) of the participants were working in the private banks and 71 (32.3%) were working in the public banks. 7 (3.2%) of the participants were under the age of 25 years. 158 (71.8%) of the participants were between the ages of 25-35. 47 (21.4%) of participants were between the ages of 36-45. 8 (3.6%) of the participants were between the ages of 46-55. 151 (68.6%) of the participants were married and 69 (31.4%) were single. 16 (7.3%) of the participants were high school graduates, 28 (12.7%) were

associate degree graduates, 154 (70.0%) were bachelor's degree graduates and 22 (10.0%) were master's degree graduates. 68 (30.9%) of the participants were bank tellers, 31 (14.1%) of the participants were customer representatives, 55 (25.0%) were portfolio managers, 17 (7.7%) were assistant managers, 16 (7.3%) were chefs, 2 (0.9%) were branch managers, 15 (6.8%) were service officers, 10 (4.5%) were security officers, 5 (2.3%) were operation officials and 1 (0.5%) was customer operations officer. 13 (5.9%) of the participants were working less than 1 year, 48 (21.8%) 1-3 years, 48 (21.8%) 4-6 years, 44 (20.0%) 7-9 years, 40 (18.2%) 10-14 years and 27 (12.3%) 15 years and more were working in the banks.

When the averages of the organizational justice dimensions are looked, the average of procedural justice is high (average: 3.7006), the average of the distributive justice is high (average: 3.7749) and the average of the interactional justice is high (average: 4.1227). In other words, bank personnel answered "often" to the statements of organizational justice scale and indicated that they agree with these statements. Regarding these data, it can be said that bank personnel perceive procedural justice, distributive justice and interactional justice at a high level. When the average values of expressions in organizational commitment scale are analyzed, affective commitment is high (average: 3.5158), the continuation commitment is moderate (average: 2.9514) and normative commitment is high (average: 3.4082).

Table 1: Testing the Hypothesis for Determining the Relationship between Organizational Justice and Organizational Commitment

	Unstandardized Coefficients		Standardized Coefficients		
	B	Standard Error	Beta	T	p
Constant	1.772	.197		9.010	.000
Organizational Justice	.389	.050	.468	7.828	.000
Independent Variable: Organizational Justice				R² : .219	
Dependent Variable: Organizational Commitment				F : 61.281	

As a result of the regression analysis, as the p value was significant ($p < 0.05$), it can be said that organizational justice had a significant effect on organizational commitment. The coefficient B (0.389) shows that organizational justice, which is an independent variable, has a positive effect on organizational commitment, a dependent variable. In other words, when organizational justice increases one unit, organizational commitment increases by the rate of 38.9%. The value of R^2 indicates that organizational justice explains 21.9% of the total variance in organizational commitment. In conclusion, the hypothesis (H_1) that organizational justice would significantly affect organizational commitment was accepted.

5. Conclusion and Recommendations

Employees with high perceptions of justice in the organization exhibit a positive attitude towards the organization and avoid negative behaviors. However, the fact that managers do not act fairly in their decisions and practices, and thus the low organizational justice perception leads to negative employee behaviors. Within this framework, increasing organizational justice is of great importance for organizations. The high level of organizational commitment enables the employee to have a strong tendency to stay in the organization, to adopt organizational goals and objectives, and to make more efforts to achieve these goals and objectives. The low level of organizational commitment leads to an increase in employees' tendency to quit, and decreases satisfaction and motivation.

In our study, a positive moderate relationship was found between organizational justice and organizational commitment. In addition, it can be said that the perception of organizational

justice is satisfactory in the state-owned banks and private banks where the study was carried out. The perception of organizational justice at a satisfactory level increases the commitment of employees to the bank. In the study, it was observed that the affective and normative commitment of the bank employees was high and the continuance commitment was moderate. Bank employees' perception of interactional justice is higher than other justice perceptions. This situation can be interpreted as that, the attitudes and behaviors of managers towards their employees are perceived as positive and fair by the employees.

According to the findings of the research, it can be said that the employees who work in both state and private banks attach great importance to the concept of justice. The organizational commitment of the bank employees, who think that the decisions and practices in the organization are fair, increases. The recommendations to banks and other organizations that want to increase the justice perception and commitment of their employees can be expressed as follows:

- The perception of justice as a means of motivation strengthens employees' commitment to the organization. In this framework, employees should be given the right to demand the correction of benefits in order to increase their perceptions of procedural justice. Ensuring that employees' performance evaluations are performed in a fair manner and that they can achieve the necessary benefits in accordance with their performance will increase their perception of distributive justice and their commitment to the organization. To make employees feel valuable, to be friendly and kind in communication with employees and to make necessary explanations in a timely and logical manner will increase employees' perception of interactional justice and thus their organizational commitment.

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