

Impact of the Informational Justice & Interpersonal Justice on Organization Commitment

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The purpose of this study was to evaluate the effects of informational justice & interpersonal justice on organization commitment among the employees of Millat Tractors of Lahore (Pakistan). Current study use the two important kinds of organizational justice i.e., interpersonal justice and informational justice. A structured questionnaire was used for collection of primary data. Employee of three departments (Marketing, Finance & Assembly Plant) were selected randomly and distributed the 250 questionnaires to the officer rank of employees. In final analysis 225 complete questionnaires was used. SPSS was utilized for analysis of primary data. Results indicate that informational justice is foremost predictor of organizational commitment. Interpersonal justice also predictor of organization commitment.

1. Introduction

This study is designed to check the impact of informational justice & interpersonal justice on organization commitment. Justice is very important for the organizations, so in this context, this research study will focus on the linkage of organizational justice. This study is describing the relationship among these variables (Organization Commitment) informational Justice & Interpersonal Justice. In general, interactional justice reflects concerns about the fairness of the non-procedurally dictated aspects of interaction; however, research has identified two subcategories of interactional justice: informational justice and interpersonal justice (Folger and Cropanzano, 1998; Hamed et al., 2023). Informational justice, In particular, changes the reaction and receptivity of employees to procedures because information and explanations help those affected to understand the underlying rationale for the procedures (Greenberg, 1993; Malik et al., 2021). The problem of the research is that employees are facing the problems regarding employee organization commitment and about organizational justice. Justices play important role while taking decisions regarding job allocation or while taking other necessary decisions regarding promotions or other benefits etc (Jawad et al 2012; Akram et al., 2020). Though a lot of work has been done in this area, but still these issues are very critical for the organizations (Cropanzano et al., 2019).

Organizational commitment can be defined as “the willingness of social actors to give their energy and loyalty to social Systems, the attachment of personality systems to social relations that are seen as self-expressive” (Klinsontorn, 2005; Dinçman, 2021). It is seen that employees with high perception for organizational justice tend to show positive behaviors, as those with negative perception tend to show behaviors such decrease in effort and change in the level of their commitment level in organization (Akuzum, 2014; Adamu, 2022). Organizational commitment is one of the most important and sensitive attitudes developed by employees toward their organizations (Guzeller, & Celiker 2020). While the positive effects of organizational commitment stand out with employee loyalty and engagement with the organization, its negative effects result in employee turnover (Beal, 2016). Organizational commitment is developing as very serious issue for the organizations and for the managers which may effect on organizational productivity and firm’s competition (Osa, & Amos, 2014; Sutarman, 2022). Chiedu et al., (2022) reported that 71% employees of Nigeria were facing the problem about organizational commitment. Organizational commitment is also problem for the organization (Chaudhary et al., 2023). For solving these problems current study used the quantitative techniques such as survey questionnaire for collection of primary data from executive staff (Millat Tractors) of Lahore randomly then utilized the SPSS for performing the tests. The objective of the study is to check the impact of informational justice and interpersonal justice on organization commitment.

2. Literature Review

2.1 Interpersonal Justice and Informational Justice

Organizational justice researchers developed the notion of interactional justice, defined as the quality of interpersonal treatment received during the enactment of organizational procedures (Bies and Moag, 1986). In general, interactional justice reflects concerns about the fairness of the non-procedurally dictated aspects of interaction; however, research has identified two subcategories of interactional justice: informational justice and interpersonal justice (Folger and Cropanzano, 1998; Hamed et al., 2023).

Informational justice focuses on the extent to which explanations are provided to people that convey information about why procedures were used or why certain decisions were made (Colquitt *Et al.*, 2001; Greenberg, 1993). Informational justice, in particular, changes the reaction and receptivity of employees to procedures because information and explanations help those affected to understand the underlying rationale for the procedures (Greenberg, 1993; Malik et al., 2021).

2.2 Organization Commitment

According to Becker's theory, the relationship between an employee and the organization is founded on behaviors bounded by a "contract" of economic gains (Lambert et al., 2020). They further argue that employees are committed to the organization because they have some hidden vested investments or side-bets. These side-bets are valued by the individual because of the accrual of certain costs that render disengagement difficult (Ollor, & Essien 2022). In fact, Becker's theory identifies organizational commitment as a major predictor of voluntary turnover. Even though the side-bet theory was abandoned as a leading proponent of organizational commitment concept, yet the influence of this approach is very evident in Meyer and Allen's Scale (1991), better acknowledged as continuance commitment (Lambert et al., 2020).

The degree of a person's attachment to their employer is referred to as their organizational commitment (Mowday et al., 1982). Staff members who are devoted work harder for their best interests than those who are not. Higher levels of commitment from correctional staff members are linked to better lower absenteeism, job performance, lower intent to leave, greater happiness with life, and higher social behaviors (beyond expectations at work) (Lambert et al., 2020).

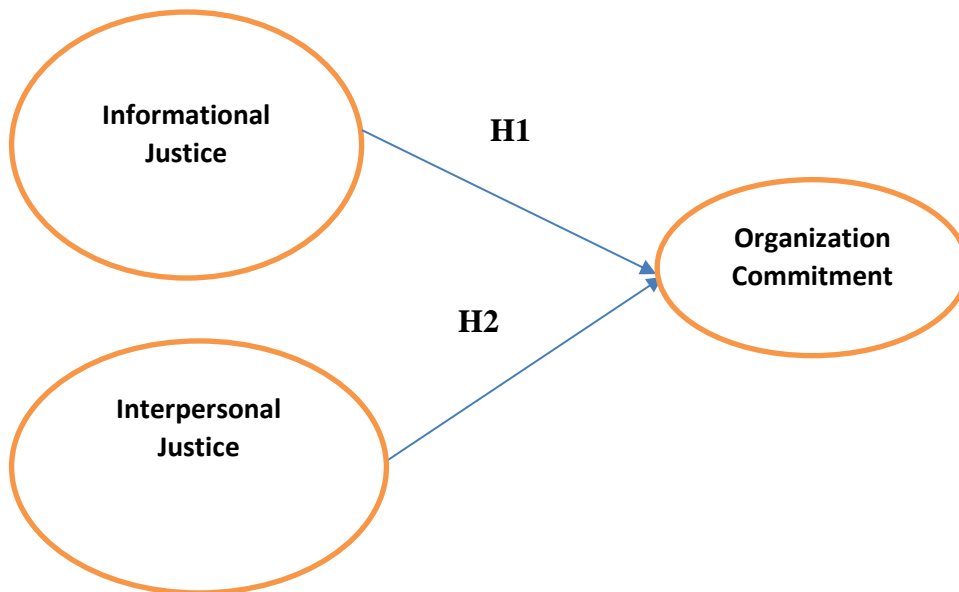
According to Mowday et al. (1982), affective commitment is a psychological connection that entails identification with the organization (i.e., delight in the business, internalizing its objectives, and embracing its core values) as well as an eagerness to exert effort on its behalf (Stewart et al., 2023). According to Mowday et al. (1982), it is a consensual relationship that symbolizes the employee and the company's same goals and ideals. Intersectional justice has positive impact on organizational commitment (Lewis, & Emidy 2022). Lio et al. (2005) determined that both

organizational justice and informational justice are related to the employee’s commitment and informational justice is influencing commitment. Bakshi Kumar and Rani (2009) has proved that interpersonal and informational justice both were significantly correlated with the organizational commitment .Lamber et al (2005) also established significant positive association of employee’s perceptions of informational justice with commitment to the organization . Informational justice has positive impact on organizational commitment (Gichira, et al., 2017; Rai, 2013). In this regard, current study proposes the following hypotheses.

H1: Intersectional justice has positive impact on organizational commitment

H2: Informational justice has positive impact on organizational commitment

Figure No 1: Research Model



3. Methodology

3.1 Sample and Sampling Technique

The current study focuses on the employees of Millat Tractors Limited Lahore of Pakistan as population. According to Simple random sampling technique of probability is used in this research study for data collection. SPSS is used for quantitative data analysis in research. The data is gathered from first line, middle level and top-level managers. Employee of three departments (Marketing, Finance & Assembly Plant) were selected randomly and distributed the 250 questionnaires to the officer rank of employees. In final analysis 225 complete questionnaires was used. SPSS was utilized for analysis of primary data.



3.1 Measurement

Both Interpersonal justice and informational justice were estimated by four-items each (Colquitt, 2001). Organizational commitment was estimated by nine-items (Redfern et al., 2000) The questionnaire items were assigned the scores from 1=strongly disagree to 7= strongly agree. The Chronbach’s alpha of Interpersonal justice, informational justice and Organizational commitment were 0.76, 0.79 and 0.82 respectively.

4. Results and Discussion

4.1 Regression Analysis

The relationship and effect of independent variables on dependent variable are shown with the help of regression analysis. The relationship between informational justice and organization commitment the value of R is 0.807 and the value of R square is 0.651 and the value of R square should greater than 25 %i.e. 0.25

Table No 1: Model Summary

Model	R	R Square	Adjusted R Square	F	p-value
	.807(a)	.651	.650	463.620	.000

a Predictors: (Constant), IFJ

The Value of F defines the level of relationship between dependent variables and independent variables. Greater value of F denotes that there is strong relation between these variables. The value of F in results is equal to 463.620 and its significance value is equal to 0.000. This shows that there is strong relationship among dependent variables and independent variables

Table No 2: Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	p-value
	B	Std. Error	β		
(Constant)	.517	.176		2.942	.000
IF	.814	.038	.807	21.532	.000

a Dependent Variable: OC

For the relationship of informational justice and organization commitment the value of β is 0.841. This result is same as result of (Leo et al , 2005). They already proved that informational justice has positive effect on organization commitment. The relationship between interpersonal justice and organization commitment the value of R square is 0.651 and the value of R square is 0.532 and the value of R square should greater than 25 %i.e. 0.25

Table No 3: Model Summary

Model	R	R Square	Adjusted R Square	F	p-value
	.730(a)	.534	.532	283.748	.000

a Predictors: (Constant), IP

The Value of F defines the level of relationship between dependent variables and independent variables. Greater value of F denotes that there is strong relation between these variables. The value of F in results is equal to 283.748 and its significance value is equal to 0.000. This shows that there is strong relationship among dependent variables and independent variables

Table No 4: Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	t	p-value
	B	Std. Error	β	B	Std. Error
(Constant)	1.001	.195		5.134	.000
IP	.701	.042	.730	16.845	.000

a Dependent Variable: OC

For the relationship of IP and OC the value of β is 0.701 i.e. that one unit change in interpersonal justice cause 70.1 % change in organizational commitment. This is the findings of current research proved that interpersonal justice has positive effect on organization commitment

5. Conclusion and Contribution

The aim of current study is to find the impact of interpersonal justice and informational justice on organizational commitment. In final analysis 225 complete questionnaires was used. SPSS was utilized for analysis of primary data. Results indicate that informational justice is foremost predictor of organizational commitment. Interpersonal justice also predictor of organization commitment. Results indicates that both informational and interactional justice have positive impact on organizational commitment. Hence, management of Millat Tractors Lahore of Pakistan must continue the same pace of both kinds of justice to enhance the level of organizational commitment.

In the light of literature review, researcher discussed about importance and significance of organization commitment, Interpersonal and the informational justice. Very little work is seen with organization commitment with interpersonal with informational justice additional collectively in Millat Tractors Lahore of Pakistan. Thus, the current study provides its major contribution in this regard. Moreover, Current research is also added in the body of literature by checking the relationship of informational justice & interpersonal justice with organization commitment.

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