

The Extent of Application of the Principles of the Organizational Justice and Its Relationship to the Organizational Commitment of the Faculty Members at the University of Jordan

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Accepted: October 12, 2011 Published: November 19, 2011

doi:10.5296/ijhrs.v1i2.1094

URL: <http://dx.doi.org/10.5296/ijhrs.v1i2.1094>

Abstract

This study aimed at identifying the extent of application of principles of the organizational justice and its relation to the organizational commitment of the faculty instructors of the University of Jordan. To achieve the objective of the study, a questionnaire was designed to collect data from the study sample. The study sample consisted of (183) faculty instructors of the University of Jordan. The study found that the extent of application of the principles of the organizational justice was medium, and the organizational commitment of the faculty instructors was high. It was found that there was a significant statistical relation to the application of the principles of the organizational justice for the faculty Instructors who had a commitment their organization. Finally, the researchers recommend the need to work on further studies on different variables related to this study.

Key Words: Organizational Justice, Organizational Commitment.

Introduction:

The scientists and researchers in the field of humanities and education recognized the importance of applying the principles of justice and values as a basis for management and excellence and thus achieve the satisfaction of their employees. Because of this growing importance there have been serious attempts to apply theories of human and organizational justice in order to understand the behavior of individuals within the organizations and used as the basis for the interpretation of many forms of the organizational behavior.

The organizational Justice is considered as one of the topics addressed by administration schools directly or indirectly. It is believed that the relation between the worker and the organization depends upon the efficiency and effectiveness of both of them (Maaytah,2005).

Al-Qatawna,(2003) defined the organizational justice as the sum of agreement between efforts and rewards earned, as contributing to the achievement of desired goals. In addition, it is the recognition that the rate of returns to inputs of individual person equals the proportion of the comparative person.

In fact, the Organizational Commitment is considered as an important indicator of the organization's success in achieving its goals. The clarity of the objectives, determining the roles of the staff, the sense of the individual empowerment and autonomy at work, job satisfaction, the degree of cohesion and adhesion between the workers, the positive climate to encourage achievement ,creativity and ability to achieve goals are the reasons why employees are behaving in a positive attitude toward themselves and the organization.

Study Problem:

The problem of the current study is represented by the following main question:

What is the extent of application of the principles of justice and its relationship with the organizational commitment of the faculty instructors of the University of Jordan?

Study Importance

1. Investigating the circumstances surrounding the application of the organizational justice.
2. Identifying the level of faculty instructor's commitment to the University of Jordan and their jobs and the reflection to the extent of their achievement for their work.
3. Providing the decision makers of the University of Jordan with an academic research to improve the academic situation of the university.

Questions of the study

This study tries to answer the following sub-questions:

1. To what extent is the application of the principles of the organizational justice among the faculty instructors of the University of Jordan?
2. To what extent is the organizational commitment among the faculty instructors of the University of Jordan?

3. Is there a statistically significant relationship between the application of the principles of the organizational justice among the faculty instructors and the level of the organizational commitment of the University of Jordan?

Related Studies

Abdin (2010) conducted a study aimed at identifying the impact of the leadership style in organizational commitment in the telecom companies of Kuwait. The population of the study was the telecom companies of Kuwait. The sample of the study was (203) individual. The researcher used a questionnaire to collect data. The study found that transformational leadership had the greatest impact on organizational commitment followed by a procedural pattern, while there was no effect of the pattern of bureaucracy.

Al-Hajaya (2006) conducted a study aimed to identify the leadership styles of educational leaders and their relationship to the level of organizational justice from the point of view of the heads of departments in the Directorate of Education in Jordan. two questionnaires were developed by the researcher. Leadership style checklist and a questionnaire to measure the level of organizational justice. The study population consisted of all heads of departments working in the Directorates of Education in Jordan for the academic year (2004-2005) in a total of (509) individual. Study results showed that the degree of using the leadership styles was medium. In addition, the level of the organizational justice as a whole was medium, as well as the four fields.

Schmiesing, Safrit & Gliem, (2003) conducted a study aimed to identify factors affecting the perceptions of workers at the University of Ohio towards organizational justice and job satisfaction. The study sample consisted of (246) employees of the University of Ohio. The researcher used two tools for the study; one: to measure the organizational justice and the second to measure job satisfaction. The study's results showed a weak positive correlation between distributive justice and job satisfaction. Moreover, it showed a strong positive correlation between each of the interactive justice and procedural justice and job satisfaction.

Kotraba (2003) conducted a study aimed to identify the relationship between the levels of justice, organizational and levels of work stress and absenteeism rates. He assumed that the higher levels of justice organizational levels decreased the pressures of work and rates of absenteeism. A staff from different institutions in America has participated in this study to test the hypothesis. The study was conducted through the Internet and the number of participants was (233) individual. The results of the study showed a negative relationship between justice organizational dimensions (distributive, interactive and procedural) and levels of work stress. In addition, it found that there was statistical significant relationship between the levels of justice, organizational levels and rates of absenteeism.

Methodology of the Study

Study Population and Sample:

The study population consisted of all faculty members working in the University of Jordan. Their number was (1220) in the academic year (2010-2011). Due to the large

population of the study, the sample was selected randomly from various university faculties. The study sample consisted of (183) members of the faculty.

Tools of the Study:

The researchers developed a questionnaire depending on the theoretical literature and previous studies (lighted, 2010); (Abidin, 2010); (Sultan, 2006). This questionnaire consisted of two parts, the first part of the goal to measure the application of principles of organizational justice to the members of the faculty of the University of Jordan. The second part was aimed to measure the organizational commitment to them.

Validity and Reliability:

Verified the authenticity of the study tool, and that offer a number of academic specialists in the field of study, to make sure the language of the paragraphs and their suitability for the domain that put into it. It also confirmed the stability of the tool of the study, through testing and retesting, where questionnaire was distributed to a sample reconnaissance, and then distribute the questionnaire two weeks after these individuals. The extraction factor values (Chronbach alpha)- to make sure that the degree of stability of an instrument of the study- was between (0.78-0.94). This value was acceptable for the purposes of this study as higher than the minimum and stability of (0.60).

Results and Discussion:

Averages and standard deviations were calculated for the answers of the members of the sample to answer the study questions.

Data Analysis:

Likert scale was used to answer the items of the questionnaire based on the following values: strongly agree (5) points, OK (4) points, agree somewhat (3) points, but OK (2) points, is strongly Disagree (1) point, where it was divided into the following categories:

- 1-2.33 → low.
- 2.34-3.66 → moderate.
- 3.67-5 → high.

Answering the study questions:

This part of the study was dedicated to answer the study questions as follows:

1- What is the application of principles of organizational justice the members of the faculty of the University of Jordan?

Table (1)

Arithmetic means and standard deviations for the total areas of organizational justice

No.	Item	Arithmetic Mean	Std. Deviation	Rank	Importance Level
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1	Distributive justice	3.70	0.85	2	high
2	Procedural Justice	3.66	0.94	3	high
3	Justice of treatment	3.76	0.97	1	high
4	Correctional Justice	3.03	1.04	4	moderate
Total Arithmetic Mean		3.53	0.95	-	high

It is clear from Table (1) that the overall average of the application of principles of organizational justice has reached (3.53) and standard deviation (0.95), and the degree of importance is medium.

Results showed that the field of Justice of treatment came in the first place. Its arithmetic average (3.76) and a standard deviation (0.97). The justice calendar came in ranked last arithmetic average (3.03) and a standard deviation (1.04).

2. What is the organizational commitment of the members of the faculty of the University of Jordan?

Table (2)
Arithmetic means and standard deviations for the total areas of organizational commitment

No .	Item	Arithmetic Mean	Std. Deviation	Rank	Importance Level
1	Directional Commitment	4.18	0.70	1	high
2	Continuous Commitment	4.05	0.68	2	high
3	Normative Commitment	3.76	0.84	3	high
Total Arithmetic Mean		3.99	0.74	-	high

It is obvious from the table (2) that the overall average over the application of principles of organizational commitment has reached (3.99) and standard deviation (0.74), and the high degree of importance.

Results showed that the directional commitment came in the first place arithmetic average 4.18 and a standard deviation (0.70). The normative commitment to the field came in ranked last arithmetic average (3.76) and a standard deviation (0.84).

3. Is there a statistically significant relation to the application of the principles of justice at the organizational level of faculty commitment to their organization at the University of Jordan?

The results showed that there was no statistically significant relation between the application of the principles of organizational justice and the faculty level of organizational commitment they have in the University of Jordan.

However, there was statistically significant relation between the application of the principles of organizational justice and The faculty level of organizational commitment they have in the University of Jordan.

Table 3 shoed the relationship between the application of the principles of organizational justice to the faculty and the level of organizational commitment they have in the University of Jordan.

Table (3)

Simple regression analysis to identify the relationship the application of the principles of organizational justice the members of the faculty and the level of organizational commitment with the University of Jordan

Regression	R square	F	Significance
0.28	0.08	21.74	0.00

It is obvious from table (3) that the value of the link of the relationship between the administration of justice system of the faculty and the level of organizational commitment was (0.28) and this value function at the level of (0.05) as the value of (P) (21.74). This helped the rejection of the null hypothesis and accept the alternative hypothesis, which stated: There is a relationship of statistical significance for the application of the principles of organizational justice to the faculty level of organizational commitment they have in the University of Jordan.

This can be explained by that justice organizational with it's four fields affect the sense of working abilities within the organization, which raises their sense of internal commitment to organizational affiliation and loyalty to the organizational work within the organization without having to have any doubts on-site career they have been occupying. It urges them to do what they can to achieve objectives of the organization they belong to.

This finding corresponds with the result of a Sultan (2006) . The result showed that the presence of a positive relationship with a statistically significant positive correlation between the practice of the heads of academic departments of justice and organizational job satisfaction among faculty members.

Recommendations:

In light of the results of the study, the study recommended the following:

1. Work to re-examine the application of the principle of justice in the calendar, where the results showed the presence of a medium level for the application of this principle of justice at the University of Jordan. That is because the results of the study demonstrated a relationship between organizational justice in all fields and organizational commitment.
2. Provide physical and psychological climate in the proper work environment, by eliminating the monotony and routine, which affect negatively on the psyche and morale of workers, which increases their motivation.
3. Further studies that examine the application of the principles of organizational justice on other variables, and other communities.

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