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ORIGINAL ARTICLE**Relationship Between Organizational Justice With Job Satisfaction And Organizational Commitment In Physical Education Organizations Of Tehran Islamic Azad university East Tehran branch****¹Behzad Divkan, ²Vahid Sartipi, ³Ismaeil Zanganeh, ⁴Reza Rostami**¹*Faculty member, Department of Physical Education, Tehran East branch, Islamic Azad University, Tehran, Iran.*²*Faculty member, Department of Physical Education, Urmia University of Medical Sciences, Urmia, Iran.*³*PhD student of Physical Education, Tehran Payamenor University, Tehran, Iran.*⁴*Faculty member, Department of Physical Education, Tehran East branch, Islamic Azad University, Tehran, Iran.*

Behzad Divkan, Vahid Sartipi, Ismaeil Zanganeh, Reza Rostami: Relationship Between Organizational Justice With Job Satisfaction And Organizational Commitment In Physical Education Organizations Of Tehran Islamic Azad university East Tehran branch

ABSTRACT

The aim of this study is the investigation relationship between perceptions organizational justice (distributive justice, procedural justice, Interactional justice) on organizational commitment and job satisfaction in staff physical education organizations of Tehran. This study is a descriptive- analytic one and it has been done by means of a fieldwork. participants in the study using a convenience sampling method, data were collected from 100 staff (50 male and 50 female) who employee at sport organization. Data collection was done during the 2011-2012 years period. A total of 120 questionnaires were distributed and 100 staff were returned usable for this analysis. Questionnaire consist Rahim, Magner, and Shaprio (2000) developed the Organizational Justice Index (OJI) to measure the three components of organizational justice: (a) distributive, (b) procedural and (c) interactional justice. with Cronbach's alpha of 0.85 and The Job in General (JIG) Scale was developed by Ironson, Smith, Brannick, Bison, and Paul (1989) to measure and individual's global satisfaction independent from satisfaction with Cronbach's alpha of 0.79 also Blau, Paul, and St. John (1993) developed the General Index of Work Commitment (GIWC) with Cronbach's alpha of 0.81. The data was analyzed using T test, Pearson correlations analysis, and multiple regression with the significance level set at 0.05. results obtained regression analysis indicated different organizational justice components predicted both overall job satisfaction and organizational commitment. In predicting overall job satisfaction, organizational commitment among men's staff, both distributive and interactional justices were significant predictors ($p = .047$). However, procedural justice was a stronger predictor for females staff ($p = .01$).

Key words: organizational justice, organizational commitment, job satisfaction**Introduction**

The purpose of the study presented here was to examine the relationship between perceptions organizational justice (distributive justice, procedural justice, Interactional justice) organizational commitment and job satisfaction in staff physical education organizations. Organizational justice examines the role of fairness, and particularly perceptions of fairness, in the workplace [9]. While research on organizational justice in sport management settings began about 15 years ago, research on equity and fairness has been conducted for much longer [9]. Early researchers, such as and Adams [1], were interested in fairness in a variety of

social interactions and did not focus on organizations specifically [9].

Organizational justice is defined as the study of the role of fairness as a consideration in the workplace [9]. The literature on organizational justice has provided scholars with three distinct research streams. Distributive justice examines an individual's perception of fairness of actual outcomes of the resource distribution process. Procedural justice examines an individual's perception of fairness in relation to the policies and procedures used by an organization to make decisions. Finally, interactional justice examines an individual's perceptions of fairness in relation to the interpersonal interactions within the organization during the

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resource distribution process. The literature on organizational justice within intercollegiate athletics has examined athletic directors and administrators [17,22], athletic board chairs [17], students [18], student-athletes [15], and coaches [15,26].

Mahony *et al.* [18] found that while male and female athletes and students rated equality of treatment and need as the fairest allocation methods, women were stronger supporters of distribution based on equality, while men supported distribution based on need and contribution to the program. These findings clearly indicated gender differences in organizational justice perceptions exist and warrant further studying.

The topic continues to be important because research has provided evidence of connections between organizational justice perceptions and job performance, job satisfaction, organizational commitment, organizational citizenship behaviors, and trust [6,7].

The interactional justice literature is grounded in the work of Bies and Moag. Interactional justice is defined as an individual's perception of fairness based upon the interpersonal communications with the organization [10]. While there is no formal definition of organizational commitment in the academic literature, Porter, Steers, Mowday, and Boulian's (1974) definition is commonly used. Porter *et al.* defined organizational commitment as "... the strength of an individual's identification with and involvement in a particular organization". This definition is further characterized by three factors of the individual: (a) the individual strongly believes in and accepts the organization's goals and values, (b) the individual is willing to exert considerable effort on behalf of the organization, and (c) the individual has a strong desire to maintain organizational membership (Porter *et al.*). Job satisfaction is one of the most widely studied and measured constructs in the organizational behaviour and management literature. Interest in job satisfaction proceeds from its relationships to other substantial organizational outcomes, including absenteeism, organizational commitment, turnover, and performance. The theoretical definition of job satisfaction includes evaluative or expectancy components. For example, Locke (1976) defined job satisfaction as a pleasurable emotional state resulting from the appraisal of one's job or job experience. Similarly, Mottaz (1988) regarded job satisfaction as an affective response resulting from an evaluation of the work situation. It is widely accepted that job satisfaction is a function of work-related rewards and values. Francies and Milbourn (1980) attempt to summarize the various definitions of job satisfaction as follows: generally, job satisfaction is the result of the individual's perception of what is needed and what is received from different facets of the work situation. Based on above definition, different dimensions of job satisfaction have been identified.

According to Ivencevich and Matteson (2005) and Toposky (2000) job satisfaction stems from various aspect of job such as pay, promotion opportunities, supervisors, and co-worker. A number of studies have been conducted linking organizational justice to job satisfaction [21,3,12,23,11].

Other dimension such as policies and procedures, work group affiliation, working conditions and fringe benefits were found to be part of the five core dimension. For purpose of this study presented here was to examine the relationship between perceptions organizational justice ,organizational commitment and job satisfaction in staff organization sport. We hypothesized that more positive organizational justice would be associated with more positive attitudes toward job satisfaction. We also hypothesized that all dimensions of organizational justice would be associated with more positive attitudes toward organizational commitment. And Which organizational justice components (distributive justice, procedural justice, and interactional justice) best predict overall job satisfaction and organizational commitment.

Method:

Participants:

participants in the study using a convenience sampling method, data were collected from 100 staff (50 male and 50 female) who employee at physical education organization in Tehran. Data collection was done during the 2011-2012 years period. A total of 120 questionnaires were distributed and 100 staff were returned usable for this analysis.

Instruments:

The instrument used in this study consisted of major sections: (a) demographic questionnaire, (b) the Organizational Justice Index (OJI), (c) the Job In General (JIG), (d) General Index of Work Commitment (GIWC).

Demographic Questions:

The demographic questions collected participant data on the following items: (a) age, (b) gender, (c) education, (d) job position, (e) years in current position.

Organizational Justice Index (OJI):

Rahim, Magner, and Shaprio (2000) developed the Organizational Justice Index (OJI) to measure the three components of organizational justice: (a) distributive, (b) procedural and (c) interactional justice. The OJI is a 23-item questionnaire used to measure the perceived fairness of the respondent.

The eight distributive justice items focus on the respondent's perceived fairness of outcomes provided by the organization for which they work. The seven procedural justice items measure the respondent's perceived fairness of the formal decision-making policies and procedures used by the organization. Finally, the eight interactional justice items measure the respondent's perceived fairness on the treatment received by the respondent from his/her immediate supervisor. Each item is measured on a seven-point Likert-type scale. (1= Strongly Disagree; 7= Strongly Agree) with Cronbach's alpha of 0.81.

Job In General (JIG):

The Job in General (JIG) Scale was developed by Ironson, Smith, Brannick, Bison, and Paul (1989) to measure and individual's global satisfaction independent from satisfaction with facets. The 18-item scale uses a series of adjectives and short phrases to identify positive and negative feelings about the respondent's job. Respondents are asked to respond to each item with a "yes", "no", or "?". A response of "yes" indicates a respondent's agreement with the item and their current job. A response of "no" indicates a respondent's disagreement with the item and their current job. A response of "?" indicates the respondent is undecided about the item describing their current job, with Cronbach's alpha of 0.76

General Index of Work Commitment (GIWC):

Blau, Paul, and St. John (1993) developed the General Index of Work Commitment (GIWC) to distinguish work commitment facets that were analogous to the job satisfaction facet design of the Job Descriptive Index (Smith, Kendall, & Hulin, 1969). The GIWC measures four facets of work commitment: (a) occupational commitment, (b) job involvement, (c) value of work, and (d) organizational commitment. The 11 occupational commitment items focus on the importance of the

career to the respondent. The seven job involvement items focus on the degree to which the individual identifies with a job. The seven items measuring value of work focus on the centrality of work in a respondent's life. Finally, the six items measuring organizational behavior focus on the devotion and loyalty of the respondent to the organization. Each item is measured on a 6-point Likert-type scale (1= Strongly Disagree, 2= Moderately Disagree, 3= Slightly Disagree, 4= Slightly Agree, 5= Moderately Agree, and 6= Strongly Agree). Mean scores from each facet are then compared against each other to determine the relative influence of each facet on the respondent's overall work commitment. with Cronbach's alpha of 0.72.

Data Analysis:

The present study will use multiple statistical procedures to analyze the data. The following description of the data analysis will be broken down by study purpose: (a) differences in staffs' perceptions of organizational justice, (b) differences in staffs' level of overall job satisfaction and overall organizational commitment, (c) relationship between organizational justice, and both job satisfaction, and organizational commitment. To analyze the data, descriptive statistics are used for estimating demographic characteristics of age, sports history, and gender. And in inferential statistics section, t test is used for the opinions of the two groups, multiple regression and co-relation method to study the relation between the under study variables at the level of Alpha 0.05, also version 16 of SPSS software is used to analyze the data.

Result:

The age of the participants ranged from 23 to 51 with a mean of 31.05 (SD = 7.71) years. As for education, 59.7% of respondents had completed a bachelor's degree, 27.5% had completed a master's degree, 6.2% had completed a doctoral degree and 5.2% had completed an associate's degree.

Table 1: Pearson correlations analysis between organizational justice with job satisfaction and organizational commitment.

	Distributive	procedural	interactional	Organizational justice
men				
Job satisfaction	.589**	.741**	.360	.715**
organizational commitment	.668**	.652**	.654**	.694**
females				
Job satisfaction	.543**	.485	.786**	.685**
organizational commitment	.712**	.683**	.797**	.782**

As shown in Table1, correlation analysis showed that ratings of higher levels of positive organizational justice would be associated with more positive attitudes toward job satisfaction ($r=0.765$). The correlation analysis for the three components of

organizational justice showed that two components of organizational justice namely, distributive and procedural justice have positive relations in men staff. Also interactional justice demonstrated significant correlations with job satisfaction in

females staff, namely supervision($r=0.786$). A positive relationship is also identified between organizational justice and organizational commitment in females staff. These dimensions are supervision($r=0.782$).

Result table 2 showed that independent variable **Organizational Justice** predicted that job satisfaction and organizational commitment. The R square of 0.775 suggests that organizational justice features predictors' variables explained 49% of the variance/variation in the organizational commitment.

Table 2: Model summary regression of *Organizational Justice*

Variables	R	R ²	Adjusted R square	Std.Error of the Estimate
Job satisfaction	.726	.680	.668	.574
organizational commitment	.812	.775	.741	.493

Table 3: Multiple Regression Results for *Organizational Justice* with Organizational Commitment and job satisfaction

Variable	R ²	men			females			
		β	T	Sig	R ²	β	T	Sig
Organizational justice	.65	2.33	23/787	.047	.71	2/38	34/33	.01
Job satisfaction	.47	1/52	14/62	0/00	.53	2/06	3/467	0/013
organizational commitment	.42	.875	13/45	0/00	.47	1/97	12/45	0/00

These results table 3. regression analysis indicated different organizational justice components predicted both overall job satisfaction and organizational commitment. In predicting overall job satisfaction among men's staff, both distributive and interactional justices were significant predictors($p = .047$). However, procedural justice was a stronger predictor for females staff($p = .01$), the linear combination of organizational justice scores explained over 52% ($R^2 = .52$, $t = 1.715$; $p = .023$) of the variance for job satisfaction and organizational commitment for staff men's. also, the linear combination of organizational justice scores explained over 71% ($R^2 = .71$, $t = 28/52$; $p = 0/00$) of the variance in procedural justice for job satisfaction and organizational commitment staff females sport organization.

Discussion:

While much of the sport management research has been focused specifically on distributive justice, other studies have been broader in their focus. In fact, a recent trend in sport management research has been to consider additional facets of organizational justice beyond distributive justice. These studies considered the effect of distributive justice on various organizational outcomes, while others incorporated procedural and/or interactional justice into the research. In addition, many of these studies have chosen to explore different sport contexts beyond the intercollegiate athletics setting. While these trends are generally seen more in recent studies, the first study to include a broader examination of organizational justice in sport actually predates Hums and Chelladurai (1994b) by nearly a decade. We hypothesized that more positive organizational justice would be associated with more positive attitudes toward job satisfaction and organizational commitment. We also hypothesized

that all dimensions of organizational justice would be associated with more positive attitudes toward all dimensions of job satisfaction and organizational commitment. In general, the correlation data in conjunction with the results of the regression analysis indicate that organizational justice has high positive correlation with job satisfaction and organizational commitment. Pearson correlation is significant at ($p < 0.00$ and equal 0.782, 0/694). The multiple regression for these variables indicated the positive correlation between justice and job satisfaction and organizational commitment. Our multiple regression model is significant at $P < 0.00$. In predicting overall job satisfaction and organizational commitment among men's staff, both distributive and interactional justices were significant predictors($p = .57$). However, procedural justice was a stronger predictor for females staff($p = .01$). The result of this study support findings which have been held by other theorist and practitioners stating that organizational justice is associated with job satisfaction. [12,23,11]. distributive and interactional justice have positive relations with dimensions of job satisfaction and organizational commitment. This result is consistent with previous studies that done by [23,11]. Whisenant [25] and Whisenant and Jordan [26] analyzed intent to continue sport participation as a dependent variable, neither study attempted to conceptually link organizational justice to a theoretical model of sport commitment such as Scanlan, Simons, Carpenter, Schmidt, and Keelr (1993) Sport Commitment Model, which posits that sport commitment is composed of the following five determinants: sport enjoyment, involvement alternatives, personal investments, social constraints, and involvement opportunities. Given that elements of the Sport Commitment Model have been studied by Whisenant [25] and Whisenant and Jordan [26] (i.e., sport commitment and sport enjoyment) and that other sport management scholars have recently

explored the Sport Commitment Model in their research [1], the potential for a synergistic line of inquiry exists via the conceptual linkage of the organizational justice and sport commitment constructs.

Conclusion:

The findings of from this study revealed that overall all organizational justice components significantly predicted staff job satisfaction and organizational commitment staff sport organization. also distributive justice was important element in predicting job satisfaction and organizational commitment in males staff. Besides procedural justice was important element in predicting job satisfaction and organizational commitment in females staff. the result agree with finding [19,7,14].

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