

The Impact of Perceived Organizational Justice on Organizational Commitment among Bouchrit Corporation Employees

أثر العدالة التنظيمية المدركة على الالتزام التنظيمي لدى موظفي مؤسسة بوشريط

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Abstract

The purpose of this study is to examine the influence of perceived organizational justice on organizational commitment among a sample of employees within Bouchrit Corporation. Using a self-administered questionnaire, 31 employees, were randomly selected and surveyed. Correlation and regression analyses were used to examine the data. The study revealed an effect of organizational justice's perceptions on organizational commitment. All organizational justice dimensions have a positive significance. The other findings are as follows:

- The perceptions of respondents concerning the dimensions of organizational justice were medium. The perceptions towards the interactional justice were the important factor among dimensions; while the procedural justice was the dimension the least perceived among the organizational justice dimensions.
- The respondent's perception of the organizational commitment was medium.
- Organizational commitment showed significant positive correlation with all three dimensions of organizational justice.

The results were discussed in the light of the literature, and the context of the local work environment. The study, finally, a set of recommendations based on its concluded findings were proposed.

Key words: Organizational justice; distributive justice; procedural justice; interactional justice; organizational commitment.

المخلص:

هدفت هذه الدراسة إلى البحث عن أثر العدالة التنظيمية المدركة لدى عمال شركة بوشريط بالأغواط على ولائهم التنظيمي، وقد تم استخدام أداة الاستبانة لعينة قوامها 31 عاملا، واستخدم الباحث من خلالها عدة أدوات إحصائية لتحليل البيانات مثل الارتباط، تحليل الانحدار. وقد خلصت الدراسة إلى نتيجة مفادها وجود أثر للعدالة التنظيمية المدركة على الولاء التنظيمي لعمال شركة بوشريط، مع تسجيل أثر إيجابي لجميع أبعاد العدالة التنظيمية على الولاء التنظيمي، كما تم التوصل إلى النتائج أتية: أولا. تسجيل معدل متوسط للعدالة التنظيمية المدركة لدى العمال، والعدالة التفاعلية بصورة أكبر تليها العدالة الإجرائية ثم التوزيعية؛ ثانيا. تسجيل معدل متوسط للولاء التنظيمي للعمال؛ ثالثا. وجود ارتباط إيجابي دال إحصائيا بين الولاء التنظيمي وجميع أبعاد العدالة التنظيمية. تمت مناقشة هذه النتائج وفق لبعض الأدبيات المرتبطة بهذه المفاهيم، وتم تقديم مجموعة من التوصيات.

الكلمات المفتاحية: العدالة التنظيمية، العدالة التوزيعية، العدالة الإجرائية، العدالة التفاعلية، الولاء التنظيمي.

INTRODUCTION

Organizations are considered as social and human units besides economic aspects. Inside these entities, managers and decision-makers should reorient their subordinates according to these considerations: fairness, equality; they shouldn't tend to focus on the productive or economic aspect, and neglect the social and human aspect. A lot of psychologists, sociologists and managers discussed the manner to reach balance between entities actors within the organizations; or rather focused on achieving competitive advantages without losing the sight of human aspect. Therefore, we find that the modern approach of human resources management is based on considering human resource as a real partner who must be dealt with a manner taking into account the achievement of all parties' objectives.

Among these transactions, in recent years, an increasing attention has been paid to the issue of organizational justice and its impacts on organizational outcomes. The concept of justice is central to understanding a wide range of human behaviors in the organizational setting like organizational commitment (Greenberg et al., 2000).

We attempt through this study to answer the problematic in which we observe the impact of perceived organizational justice dimensions (distributive, procedural, interactional) on organizational commitment among employees of Bouchrit Corporation. This problematic is divided into the following sub-questions:

- What is the level of perceived organizational justice among Bouchrit employees?
- What is the level of organizational commitment among employees to their Corporation?

As an answer to the initial problematic and sub-questions, we adopted the following assumptions:

“There is statistically a significant positive impact of perceived organizational justice dimensions on organizational commitment”,

- The level of perceived organizational justice reaches a medium scale,
- The level of organizational commitment reaches an acceptable value.

This study aims to achieve a set of goals as follows:

- It aims at linking between two concepts: organizational justice and organizational commitment;
- Shed light on the reality of organizational justice in Bouchrit Corporation, as well as organizational commitment and show the dimensions of each element in the contextual part.

This study represents a contribution that focuses on the concept of organizational justice. First, It is an informational asset to the decision-makers, because it is related to the concept of commitment and its impact on the future of the corporation. Second, it clarifies the relations of organizational justice with several organizational variables.

The study provides also a diagnosis of the impact of organizational justice on organizational commitment to Bouchrit Corporation, and then, it offers solutions and recommendations for decision-makers with a view to taking the necessary measures.

LITERATURE REVIEW

Organizational Justice

In his first definition of Organizational Justice, Greenberg (1993) neglected completely the interactional justice; he focused on distributive and procedural justice, however his later definition with Cropanzano (1997), they included Interactional Justice, and considered the organizational justice as: "*employee perceptions of fairness in the workplace (organization)*" (Cropanzano & Greenberg, 1997, p.250). They argued to focus on the individual perception within the organization to identify the organizational justice. Others like Koys & DeCotiis defined it as: "*the individuals perceptions to practices carried out by the organization are fair and non-abusive*" (Kaneshiro, 1997, p.3), but James added the behavioral response of individuals and groups to those perceptions (Guo, 2009).

Notably, the roots of organizational justice, through many studies did not begin with the organizational behavior, but the psychological, philosophical and social point views were focused the concept backing up to the social sciences. Later on, many thinkers projected the concept on organizational behavior (Homans1961, Adams1965, Stoufer, Suchman, DeVinney, Star & Williams1949); They also contribute in many field of organizational behavior (Greenberg, 1990). Firstly, organizational justice background has focused on distributive justice in the years (1950s to 1970) it was concerned on fairness in the distribution of resources. In the second phase, it concentrated on the procedural justice. In mid-seventies to mid-nineties, it focused on the justice of the procedures in the decision-making processes. Then, it has focused on the interactional justice from (1980s) until the present day, in this phase, justice dealt with personnel. Colquitt and his colleagues advised to gather the three dimensions in one concept "organizational justice", it represents an integrative view of the complementary side (Guo, 2009).

Organizational justice dimensions

Regarding the historical development of empirical justice research a two-factor model was advocated in the beginning, distributive and procedural justice. **Distributive justice** was the earliest dimension of the justice appearing in the literature (Patrick, 2012); it deals with the fairness-related judgment of outcomes (distributions). It is defined as: "*the outcomes obtained by individual compared to peers within the organization*" (Al-Saud & Sultan, 2009, p.201). On the other perspective, Deutsch (1985) defines distributive justice as "perceived fairness on the distribution of outcomes including conditions and goods that will affect individual

wellbeing” (Sudin, 2011). Theories of distributive justice have included the justice judgment model (Leventhal, 1976, 1980), distributive justice theory by Homans (1961), allocation preference theory by Leventhal, Karuza & Fry (1980), the equity theory of Adams (1963, 1965); Eskew, (1993). We can outline the last definition to the equity theory of Stacy Adams (1963-1965). Adams suggested that there is one way to determine the fairness of one’s outcome by calculating the ratio of one’s contributions or inputs (efforts, experience, performance,...) to one’s outcomes (status, salary, bonus, rights, gains,...). For example, an individual observes others in a societal settings, analyzes his perceived ratio of input to outcome with the ratio (same fractions) of others (Karim & Rehman, 2012), so the individual will be motivated when he has a ratio superior to 1 (Blackely, Andrews & Moorman, 2005). If the ratio is inferior to 1, he believes that he has been unfairly treated; consequently, he distances himself from the organization and may accomplish no more than what it exactly is expected of him; and to avoid calling attention to himself (Greenberg, 1993a). Although, the comparison of inputs-outputs ratio gives Adams’s equity theory an objective component; he has mentioned that this process is completely subjective (Collquitt et al., 2001).

Many authors argued that this theory didn’t contribute on the definition of organizational justice, for the reasons of: subjectivity of assessment and perceptions, the futility of comparison between inputs and outputs of the individual with those of others, since the comparison manner is based on the equality only according to the logic of perceptions. This latter is different from one person to another, and that equality is irrational because we cannot compare the inputs and outputs of individual with those of another at all. Moreover, we cannot compare two employees from different functions in the distribution of resources due to the equality of their inputs-outputs value, but most likely to the added value provided to the organization by each one.

The dimension of distributive justice is comprised of three components or sub-dimensions (Cropanzano, Bowen & Gilliland, 2007) which are:

- *Equity*: which means rewarding employees based on their contributions;
- *Equality*: which means providing each employee approximately the same compensation;
- *Need*: which means providing a benefit based on one’s personal requirements.

The authors noted that the employees differ in their equity sensitivity and they can be regrouped in three sets. First set is named: “Benevolents” who prefer their input/outcome ratios to be less than a comparison with other’s under reward. The second one is named: “Entitleds” who prefer their input/outcome ratios to be greater than other’s comparison (overreward). In between Benevolents and Entitleds, they are “Equity Sensitivities employees” who are experiencing distress when their ratios differ from both directions (Abu-Jassir, 2010).

The second dimension of organizational justice concept is named **procedural justice** which refers to the means by which outcomes are allocated (Blackely, Andrews & Moorman, 2005; Harvey & Haines III, 2005). Leventhal et al. (1976, 1980) established some core attributes that make procedures just: firstly, consistency which means all employees are treated in the same manner; secondly, free of bias which means no person or group is singled out for the reason of discrimination or ill treatment; thirdly accuracy which means decisions are based on accurate information; then, representation of relevant stakeholders which means appropriate stakeholders have access to a decision process, after that, correction which means there is an appeal process or other mechanism for fixing mistakes; lastly, the consistent with ethical norms (Eskew, 1993; Cropanzano, Bowen & Gilliland, 2007).

The third dimension of organizational justice is **Interactional Justice**. It may be the simplest of the three components. Bies & Moag (1986) defined it as: “Perceived fairness of individuals towards transactions when procedures are implemented” (Greenberg & Cropanzano, 2001; Sušanj & Jakopec, 2012) or “perceived fairness of the nuances of interpersonal treatment” (Greenberg et al., 2000). More recently, interactional justice has come to be seen as consisting of two specific types of interpersonal treatment. The first, labeled interpersonal justice which reflects the degree to which people are treated with politeness, dignity and respect by the authority of other parties involved in executing procedures or determining outcomes. The second labeled informational justice that is based on explanation provided to employees that convey information about why procedures were applied in certain manner or why outcomes were distributed in certain way (Colquitt et al., 2001; Blakely, Andrews & Moorman, 2005).

It should be noted that some authors consider interactional justice a part of procedural justice, where they say that when the employees assess the procedures, they tend to assess it from two sides. The first is structural; it means they assess the fairness of procedures in the environmental context when interaction occurs. The second is a social context which determined by the interaction with the employees. In other words, we can say that the interactional justice is the social part of the procedural justice (Cropanzano & Greenberg, 1997). In other aspect, some authors considered that distributive justice focuses on ends, while procedural and interactional justice focus on means (Ibragimova, 2006).

Measurement of organizational justice

There were a lot of scales of measurement of organizational justice, and all have been concerning by three dimensions as subscales of organizational justice: distributive, procedural and interactional justice. For example:

Collquitt scale (2001): it is the famous scale applied by researchers; it was divided in three subscales: distributive, procedural and interactional justice, and contained 20

items, 7 items for procedural, 4 items for distributive, 4 for interpersonal and 5 for informational; the response format employed a 5-point Likert scale (Pernica, 2001).

Beugré scale (1998): it is developed by Beugré (1998); the questionnaire contained 35 items divided in: 10 items for distributive justice, 5 items for procedural, 10 items for interactional and 10 items for systemic justice; we noted that this questionnaire contained in the original format 75 items in 1996. The reliability of this scale reached 0.94.

Niehoff and Moorman (1993): A scale developed by Niehoff and Moorman (1993), it consists of 20 items selecting perceptions of three dimensions: distributive justice (DJ; 5 items); procedural justice (PJ; 6 items); and interactional justice (IJ; 9 items). It was based on a six-point Likert type scale (Tzinert et al., 2011; Elamin & Alomaim, 2011).

Organizational commitment

Before defining commitment, we should clear some concepts like loyalty which was considered as similar to commitment. The dictionary of Human Resources and Personnel Management (1998) defines loyalty as “the state or quality of being loyal,” where loyal is defined as “steadfast in allegiance to one’s homeland, government or sovereign” or “faithful to a person, ideal, or custom”, while commitment is defined as:” an attitude of someone who works very hard to do or support something” or “something which you have agreed to do”.

The organizational context, commitment is defined as: “a high degree of compliance, congruence of the individual with goals of the organization” (Robert, 1992). It is also defined as: “a strong relationship towards organization, which produce a sense of emotional connection –attachment- to it” or “the extent to which an individual accepts and internalizes the goals and values of an organization and views her or his organizational role in terms of its contribution to those goals and values” (Patrick, 2012; Rai, 2013); while organizational loyalty is defined as: “the quality of rendering faithful and willing service, while accepting one’s duties and responsibilities with selflessness” (Burke, 2005).

We found also other definitions of the last constructs in the context of labor unionism’s literature; organizational loyalty is defined as “one’s pride in union membership, positive attitudes toward the union and its values, and one’s realization of the benefits of being in the union”, while organizational commitment has been found to include three additional factors beyond loyalty, belief in unionism, responsibility to the union, and the willingness to work for the union” (Niehoff et al., 2001). Whereas, we found others defined organizational commitment as “a high degree of three factors: *compliance* which means engaging in actions conforming to the policies or procedures, or correlating with organization’s objectives. *Assimilation* which means the internalization of the norms, rules and policies of an organization.

Identification which means the engagement of the employee in the social psychological processes involving the integration of organizational objectives into the cognitive set of the employee, and engaged in by the employee when evaluating the relative costs versus rewards (Linn, 1992).

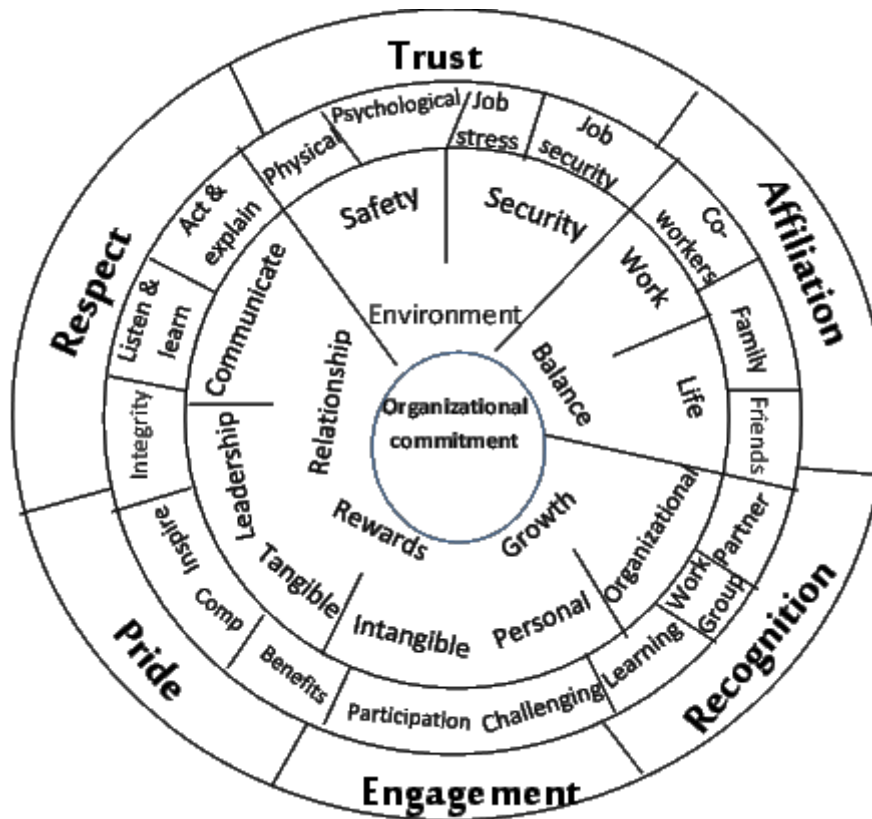
It is noted that Myer & Allen (1991) believe that organizational commitment typically synonymous with organizational loyalty (Linn, 1992), which was considered as attitudes and a set of behaviors (but they differ in these behaviors, the loyal behavior embodies defending attitudes against criticism, and emphasizing the positive aspects of the organization, and refraining from complaining about the organization) (Burke, 2005; Douglas, 2008). But the two constructs are different, because of faithfulness described by loyalty need not be associated with a strongly held belief system about or a deep emotional attachment to the object or person (commitment). In short, one can be loyal to the organization without being committed to their values. (Niehoff et al., 2001).

Many authors like Meyer & Allen, (1990); Porter et al. (1974); Weiner & Vardi, (1980) have identified three types of organizational commitment: *Affective commitment*: which refers to the employee's emotional attachment to identification with or involvement in the organization; it is also called "psychological oriented commitment" or "moral commitment". *Continuance commitment*: it refers to commitment based on the cost that an employee associates with leaving the organization; and it is defined in a sense of loss i.e: once one cannot continue his or her activities in the organization when he or she will have a loss. Hence, it isn't referred to an emotional relation to the organization because it is based on material benefit, and then, it is called "calculated commitment" or "exchange oriented commitment". *Normative commitment*: it refers to the employee's feeling of obligation to remain in the organization, because they believe that it is a "right" and moral thing to do, therefore, employees unveil this behavior because they considered the commitment as a duty that must be done (Xiong, 1997).

Organizational commitment elements

Scott (2005) has attributed five organizational elements or "workforce needs" (in the inner circles) that drive commitment (Relationship, Environment, Rewards, Growth and Balance), and six commitment tenets also emerged as a foundation of commitment which are showed in the outer circle: Engagement, Affiliation, Trust, Respect, Recognition, and Pride:

Figure 1. Organizational commitment circle



The last figure showed us five organizational elements which subdivided to other elements and guided to establish six organizational tenets. For example the element of *balance* that employee seeks is divided in two sub elements (work and life), the work with co-workers and life with family and friends; after he realizes this balance he feels a strong affiliation to the organization. Another element that can be described like *growth*, which tend to realize a tenet of *recognition* (the employees receive re-compensation –financially or otherwise- in recognition of their behavior or actions), and it embodied in some believes and behavior like (If i am recognized for my contributions, treated fairly, compensated well and given more responsibilities).

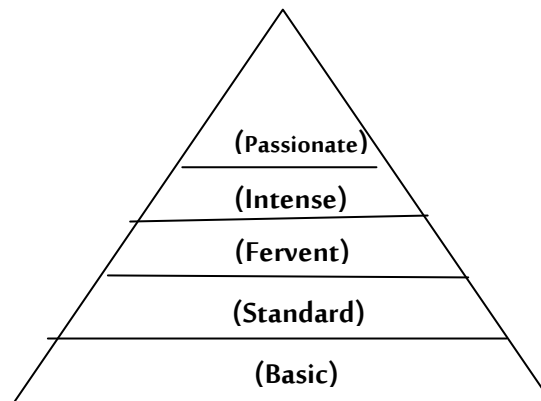
Another organizational element like *environment*, which not only provide a physical sense of well-being, but there must be a psychological belief that the environment is free from fear, intimidation, or harassment; it's guided to tenet of *trust*, employees trust the leaders of their organization and share the same values with the organization (Scott, 2005).

Levels of organizational commitment pyramid

The levels of organizational commitment pyramid are based on the evidence that there are five different level of commitment that can be attained by employees.

The five levels of organizational commitment are showed in the figure below:

Figure 2. Levels of organizational commitment



We should note that each level of the pyramid is dependent on the previous level, in the previous figure we noted that the lowest acceptable level of organizational commitment is the *basic* level, which is necessary to guarantee the organization goals' achievement. The second level is the *standard* level, which is common to the majority of employees; and it is higher than the previous level. The third level is the *fervent* level which considered as the acceptable level of commitment among employees because the employees feel that they hold the same values as those of organization. The fourth level was the *intense* level it has been found a few employees which have this degree of commitment (like benevolent). The last level is the *passionate* level, some employees who have believed that their fates were linked to the fate of their organization, and sometimes behave in a sort of detrimental the interest of the organization.

Measurement of Organizational commitment

Some measures of organizational commitment are as diverse as the definitions. For example we cite the known scales:

Myer & Allen scale: Myer & Allen introduced in 1990 the first scale which included 24 items (8 items for affective, 8 items for continuance and last 8 items for normative commitment), the first scale was edited in the form of "I feel", and after that exactly in 1997, they substituted it to the form "I believe". The whole scale contained 9 negative items (Jaros, 2007).

Porter et al. (1979) scale (Porter, Mowday & Steers): they developed a questionnaire in 1979, which contained 15 item (6 negative item), and formed in the sense of "feeling" (I feel). The response format employed a 7-point Likert type scale with the following anchors: strongly agree, moderately agree, slightly agree neither agree nor disagree, slightly disagree, moderately disagree, strongly disagree (Mowday, Steers, & Porter, 1979).

METHOD

Sample

Data used in this study were collected using a questionnaire with items obtained through an earlier investigation of the literature and based on some scales like Beugré (1998), Porter et al. (1979). The questionnaire consisted of demographic characteristics of the respondents and multiple-item survey instruments.

The population of the study was 138 employees, 60 of them work outside the workplace of the corporation, and 78 work inside. A total of 78 copies of questionnaires were distributed for the survey, 36 employees have returned completed questionnaires with response rate of 46.15%.

Measures

All measures used a five point Likert format with a scale of 1=strongly disagree to 5=strongly agree. The Cronbach's alpha for all measures indicate acceptable inters item reliability.

Organizational justice, the 35-item scale developed by Beugré (1998) was used to measure distributive, procedural and interactional justice. The measure was assessed on a 5-point scale ranging from 1 "strongly disagree" to 5 "strongly agree". The alpha Cronbach for the 35 items was 0.964; and 0.893 for the 10 items related to distributive justice; and 0.835 for the 5 items related to procedural justice; and 0.923 for the items related to interactional justice.

Organizational commitment was measured with a 15-item scale developed and validated by Porter et al. (1979). The instrument was assessed on a 5-point scale ranging from 1 "strongly disagree" to 5 "strongly agree". The alpha Cronbach was 0.77.

RESULTS

Descriptive statistics

The SPSS version 20.0 was used to analyze and examine data. Table 1. presents the distribution of the sample according to the demographic factors. As shown in table 1., the majority of the sample is males, aged from 20 to 40 years; and they had from 1 to 5 years of job tenure, and were from technical staff (middle management level).

Table 1. The Description of the Study Sample

Variables		Frequency	%
Demographic			
Gender	Male	30	85.71
	Female	5	14.29
Age	Less than 20	0	0
	20- 29	13	37.14
	30-39	17	48.57
	40-49	2	5.71
	50 years and above	1	2.85
Career			
Job level	Top level	14	40
	Middle level	17	48.57
	Bottom level	4	11.42
Job tenure	Less than 1 year	9	25.71
	1-5 years	16	45.71
	6-10 years	6	17.14
	11-20 years	4	11.42

Means, standard deviations, and correlations are presented in Table 2. The two initial hypotheses that refer to the organizational justice perception of employee reaches moderate average, and organizational commitment of employees reaches also a moderate average, both were supported. The mean of organizational justice is 3.08, and for organizational commitment is 3.6.

Table 2. Means, Standard deviations, alpha Cronbach, and correlations of variables

Variables	Mean	S.Deviation	1	2	3	4
1 Distributive justice	2.7	0.746	(0.893)			
2 Procedural justice	3.06	0.834	.879**	(0.835)		
3 Interactional justice	3.5	0.765	.605**	.747**	(0.923)	
4 Organizational commitment	3.6	0.786	.494**	.541**	.700**	(0.77)

Note: ** Correlation is significant at $p \leq 0.01$, alpha Cronbach is in parentheses on the diagonal

There is high and significant correlation between the majority of variables in this study. Organizational commitment show significant positive correlation with all three concepts of organizational justice (distributive $r=0.495$, procedural $r=0.541$, and interactional $r=0.7$), and significant high correlation between independent dimensions ($r=0.879$ between distributive and procedural, $r=0.605$ between distributive and interactional, and $r=0.747$ between procedural and interactional).

We note also that all dimensions' means reach moderate average (distributive mean=2.7, procedural=3.06, interactional=3.5, and commitment=3.6).

Regression Analysis Results

Table 3. shows the regression analysis of results between organizational justice variables and organizational commitment.

Table 3: Regression Analysis of Organizational Justice Variables on organizational commitment

3a - Model Summary

Model	R	R square	Adjusted R Square	Std. Error of the Estimate	F	Sig
1	0.716 ^a	0.513	0.466	0.32672	9.106	0.00 ^b

Using the enter method, a significant model emerged: F = 9.106, Sig< 0.00. The model explains 51.3 % of the variance (Adjusted R² = .466), which means that organizational justice variable explains 51.3% of the organizational commitment's variation.

3b – Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.1915	.291		6,583	.000		
1 distribution	.252	.127	.447	1,987	.050	.222	4.509
procedural	.292	.144	.576	2,028	.050	.155	6.472
interactional	.543	.126	.848	4,318	.000	.430	2.325

a. Dependent Variable: organizational commitment

Table 3.b gives information for the predictor variables. The three dimensions: distributive, procedural and interactional justice are significant predictors of organizational commitment of Bouchrit employees (Sig ≤ 0.05). Interactional justice has the big effect, followed by distribution justice, and then procedural justice. Tolerance and VIF are used to assess the degree of collinearity among independent dimensions. Each dimension has a tolerance inferior or equal to 1 (one).

DISCUSSION

The purpose of this study is to measure the relative contribution of organizational justice perceptions in the effects of organizational commitment. It was hypothesized that organizational justice would be related to organizational commitment. Results

support the importance of organizational justice in predicting organizational commitment.

The four hypotheses expressed in this study were supported. Hypothesis 1 stated that employees' perception towards organizational justice was moderate. Organizational justice dimensions (distributive, procedural and interactional) were measured and supported the hypothesis; that means employees perceive and feel well towards their organization, and look the distribution of outcomes is fair, the procedures followed by the organization are also fair, and they are treated fairly by the managers of the corporation. This finding seems to support the studies of some researchers in this field like: (Al-Abidi, 2012; Al-Soud and Sultan, 2009).

Hypothesis 2 stated that the employees have an acceptable average of commitment towards the organization. The measurement of organizational commitment shows an acceptable mean 3.6, i.e. there is a strong relationship between values and objectives of employees and those of the organization. This result supports the findings Azima, Ahme and Okab, 2007.

Hypothesis 3 suggested that organizational justice dimensions would be related significantly to organizational commitment. The result revealed that the dimensions of organizational justice have fairly predicted the level of organizational commitment. Correlations between employees' organizational justice perceptions were positively and significantly related to organizational commitment. The findings of the present study indicate that organizational members who tend to show positive feelings towards distributive, procedural and interactional justice are likely to report considerable level of organizational commitment. These findings support the studies of Moorman, Niehoff and Organ, 1993; Kaneshiro, 2008; Pitts, 2006; and Colquitt et al., 2001.

Finally, Hypothesis 4 suggests that there are significant impacts of organizational justice dimensions: distributive, procedural and interactional on organizational commitment in the level of significance ($\alpha \leq 0.05$). This hypothesis is supported, and it indicates that the more perceptions of justice increase, the more the level of organizational commitment of employees towards the organization. This finding adds further support to past research where suggests that fair perceptions are important for promoting the level of organizational commitment (Moorman, Niehoff and Organ, 1993; Patrick, 2012; Rai, 2013). the study of McFarlin & Sweeney (1992) also supported our findings concerning the dimensions of procedural and distributive justice. It found that distributive and procedural justice had significant interactive effects on organizational commitment; but the fairness of procedures has a greater impact on organizational commitment than the fairness of distribution (outcomes) (McFarlin & Sweeney, 1992).

RECOMMENDATIONS

Bouchrit Corporation can implement the following practices to increase fairness and justice at the workplace, which in turn increase employee's organizational commitment

Bouchrit Corporation has to strike a balance between the three principles of distributive justice depending upon the situation because employees take care about justice. The common good, human dignity and human rights must never be compromised by organization, and it should treat employees with dignity, respect and sensitivity.

It needs to ensure that procedures, processes and policies they use in decision making are fair. Clear guidelines and criteria should be referred to when they make decisions.

It should provide advance notice of decisions or intent, explain and justify decisions. Managers need to provide accurate information and adequate feedback and have to acquire a culture of open and transparent communication mechanisms.

It should clarify the procedures to become more transparent, because we noted no convenient average of this variable; we recommended in all dimensions of procedural justice.

It should promote and keep the spirit of commitment and belonging to the organization, because employees with greater level of organizational commitment are more productive and compatible, have more loyalty towards his work, they will assume more responsibility and, will be satisfied (Karim & Rehman, 2012).

It should focus more on promoting interactional justice, because it is the most influencing dimension on organizational commitment, simultaneously without neglecting the two other dimensions.

LIMITATIONS OF THE STUDY AND FUTURE RESEARCH

There are some limitations which need to be reserved when interpreting the results. The first limitation is the size of the sample used in this study, the number is insufficient (36 person).

A second limitation is that statistical differences of organizational justice or commitment are not measured in the present study. In studies like us should measure different aspects of the variables like correlation, impact, differences...etc. Future research should seek to determine if there is a difference in the perceptions of male versus female or hierarchical level of management) employees for justice, and for commitment.

A third limitation is that the present study is cross-sectional and conducted at only one corporation. Future research should collecting data at various times and in additional similar corporations to provide more generalizability of these results.

The fourth limitation is that study is quantitative and based on questionnaire and it is highly possible that respondents provided biased responses and it is not in hands of researcher to eliminate this bias.

CONCLUSION

This study examined facets of workplace justice as predictors of Bouchrit worker's commitment. The findings underscore the importance of justice in workplaces. Specifically, the interactional justice effects more than other dimensions of organizational justice the organizational commitment. The results of this study showed a moderate average of both fairness perceptions and organizational commitment among Bouchrit employees. Similarly strong correlation was observed between organizational commitment and perceived interactional justice on one hand, and moderate correlations perceived distributive and procedural justice on the other hand.

Supervisors and managers of Bouchrit Corporation should ensure that employees have a high level of organizational justice perceptions in order to resultantly have a high level of organizational commitment. In the same way employees feel that they are subjected to the fair treatment from their organization, they tend to be more devoted to their organization. The policies, procedures and implementation should be just and unbiased.

On the basis of our results, we conclude that perceived organizational justice significantly affect organizational commitment; proving the fact that the increased perceived organizational justice would definitely enhance the organizational commitment of the employees of Bouchrit Corporation.

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