

Job Involvement as an Outcome of Organizational Justice

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Abstract

This research paper aims to examine employee perceptions of job involvement as an outcome of organizational justice in Nepalese context. It is based upon the perceptions of 765 employees of 18 commercial banks and 6 insurance companies of Nepal. This study uses a six Point Likert-type scale for measurement of the perception of job involvement and organizational justice. Based on empirical results, this study shows that organizational justice is positively associated with job involvement. All three justice dimensions such as distributive, procedural and interactional justices play key roles in making employees more involved in their job in Nepalese organizations. If employees perceive any kind of justice in the organization in terms of rewards, outcomes, rules, communication, and interactions, they will fully involve in their jobs and organizational activities.

Key words: *Job involvement, Organizational justice, Distributive justice, Procedural justice, Interactional justice, Outcome.*

Introduction

Job involvement is a part of employee attitude. It is conceptualized in many ways and modified over the past decades due to its complexity (Robbins, 1996 cited in Seo, 2013). It refers to the degree to which employees participated in their job. This concept is also related to the degree to which the job met the individual's needs for prestige and autonomy (Allport, 1943 cited in Ekmekçi, 2011).

According to Rogelberg (2007), job involvement refers to a state of psychological identification with work. It is the degree to which a job is central to a person's identity. From an organizational perspective, Mase and Aondoaver (2014) stated job involvement as the key to unlocking employee motivation and increasing productivity. From an individual perspective, Kanungo (1982) stated that job involvement constitutes a key to motivation, performance, personal growth, and satisfaction in the workplace. He further explained that job involvement is the extent to which one identifies psychologically with one's work.

Job involvement contributes importantly to organizational effectiveness, productivity, and morale with the resource of appealing employees deeply of their work. It makes job more meaningful (Shrestha, 2017). Employees become involved in their jobs when they perceive a potential for satisfying salient psychological needs (e.g., for growth, achievement, meaning, recognition, and security) (Brown, 1996). Rogelberg (2007) stated that job involvement enhances individuals' work performance by motivating them to exert greater effort and use their creativity to solve problems and work intelligently. Lawler and Hall (1970) also reported that job implies that a job-involved person sees her or his job "as an important part of his/her self-concept."

Ojo (2009 cited in Akintayo & Ayodele, 2012) also argued that job involvement is a belief descriptive of the present job and tends to be a function of how much the job can satisfy one's present needs. It is related to the work motivation that a person has with a job (Bashaw and Grant, 1994; Hackett, Lapierre, & Hausdorf, 2001; McElroy, Morrow, Crum, & Dooley, 1995; Blau, 1986; Blau & Boal, 1987). With same

sense, Mathieu and Zajac (1990) also argued that job involvement is a belief descriptive of an employee's relationship with the present job. Joiner and Bakalis (2006) suggested that job involvement describes how interested, enmeshed, and engrossed an employee is in the goals, culture, and tasks of a given organization.

Review of the Literature

This research proposes a positive influence of organizational justice on employee job involvement. In one study, Singh and Kumari (1988) reported that job involvement is the degree to which a person is identified psychologically with his or her work or the importance of work in his or her total self-image. In the same way, Van Knippenber (2000) argued that when employees perceive that there is positive organizational justice in their organization, they are likely to internalize the goals and values of their organization as their own, which, these all may motivate them to become more involved in their jobs.

Organizational justice is in fact necessary to achieve organizational goals (Jenaabadi, 2014). It is concerned with how fairly the organization treats employees in terms of distributing outcomes and making decision for allocation of outputs. It has significant impact on employee work outcomes. Job involvement is one of these outcomes. It is a concept newly entered to organizational issues and not more than two decades since its advent. Employees engaged in job, usually energetic and active; they interact positively with their work and try to do their jobs effectively. Job involvement, as an attitude of employee, is an important factor that helps to increase the effectiveness of the organization (Jenaabadi, 2014).

Harter, Schmidt and Hayes (2002) confirmed that employee involvements on work have a significant effect on an organization's profitability and productivity. Mello, Wildermuth, & Paukena (2008) explained that employees' involvement in job is affected by several personal, professional, and organizational factors. Among them organizational justice is one of most the important organizational factors that affects employee's perception of job involvement. Organizational justice is an employee perception of fairness in the work environment. It is believed that employees expect fairness and equity behaviors in the organization. In this regard, Sachs (2006) stated that employees brought in their attempts to be fair to the organization, and more involved in work and do higher performance. In his study, Jenaabadi (2014) reported that there is a significant correlation between organizational justice and its dimensions include distributive justice, procedural justice and interactional justice and job involvement. He further added that the involvement of the priorities of the predictor variables of job, one previous study showed that distributive justice and procedural justice have the ability to predict job involvement.

In addition, previous researches have examined the relationship between justice types and job involvement. In one research, Ahmadi (2011) found a positive relationship of distributive and procedural justice with job involvement. Likewise, Akintayo and Ayodele (2012) also found a positive relationship of distributive justice, procedural justice and interactional justice with job involvement. Hence, in this study, job involvement is taken as the positive outcome of employee perception of organizational justice in Nepalese organizations.

Research Questions

This research addresses a central research question: *how do employees' perceptions of organizational justice contribute to their level of job involvement?* Therefore, to examine the organizational justice and its effects on job involvement in Nepalese context, this study focuses on the following research questions:

- RQ₁: Does distributive justice explain the employees' job involvement?*
RQ₂: Does procedural justice explain the employees' job involvement?
RQ₃: Does interactional justice explain the employees' job involvement?

Objective of the Study

The present research focuses on examining job involvement as an outcome of organizational justice. Attempts are made to seek answers of the above mentioned research questions.

Research Hypotheses

The major hypothesis of this study is: perceived organizational justice (distributive justice, procedural justice, and interactional justice) has positive and significant associations with job involvement. More specially, following are the key hypotheses of this research:

H_1 : *There is a positive and significant effect of distributive justice on employee job involvement.*

H_2 : *There is a positive and significant effect of procedural justice on employee job involvement.*

H_3 : *There is a positive and significant effect of interactional justice on employee job involvement.*

Research Methods

Participants

This research tries to examine employee job involvement level as an outcome of perceived organizational justice in Nepalese organizations. For this, in total 840 copies of questionnaires (35 in each of the 24 organizations: incorporating 18 commercial banks and 6 insurance companies) are administered. 765 (91.10%) copies of questionnaire are completely filled and returned. These questionnaires are utilized for the purpose of the study. These responses have been collected from head offices, corporate offices, and branch offices of the selected organizations all over the country.

Questionnaire and Measurement

Measurement of Organizational Justice

Organizational justice is measured using the scale developed by Niehoff and Moorman (1993), which is slightly modified to make it clear to the Nepalese people. The scale intended to determine distributive, procedural, and interactional justice.

- *Measurement of Distributive Justice:* Perceptions of distributive justice are measured with a 5-item scale developed by Niehoff and Moorman (1993). The variables under distributive justice are measured by work schedule, pay, work load, job responsibilities, and rewards.
- *Measurement of Procedural Justice:* Perceptions of procedural justice are measured with a 6-item scale developed by Niehoff and Moorman (1993). They are measured by employees' perceptions toward behaviours of managers that consist of unbiased manner, dealing with employee concerns, collecting accurate and complete information, clarifying decisions & providing additional information, applying job decisions consistently, and allowing to challenge or appeal job decisions.
- *Measurement of Interactional Justice:* Perceptions of interactional justice are measured with 9-item scale developed by Niehoff and Moorman (1993). The perceptions of interactional justice are measured by employees' attitudes toward the behavior of their managers such as kindness and consideration, respect & dignity, sensitive, truthful manner, concern for right, discussion, offering adequate justification, explanations and clarification.

Measurement of Job Involvement

The measurement of job involvement is based on a 10-item scale developed by Kanungo (1982). The major sample items are: involvement in the present job, the job is almost all parts of the employee, very much involved personally in job, live, eat & breathe with the job, centered-interest around job, strong ties with job, attachment, job-oriented goals, job as reason of existence and absorbed in the job.

All the items of this study are measured on a six-point Likert-type scale from "disagree totally (1)" to "agree totally (6)".

Empirical Results

This section of the study presents an analysis of empirical data that were obtained from the survey.

Demographic Characteristics of Respondents

This section of the study presents the demographic characteristics of the participants and respondents' such as:

Table 1: Demographic Characteristics (N = 765)

| Demographic Variables | Categories | Frequency | Percent |
|----------------------------|--------------------------|-----------|---------|
| Nature of Job | Permanent | 668 | 87.3 |
| | Contract | 97 | 12.7 |
| Gender | Male | 388 | 50.7 |
| | Female | 377 | 49.3 |
| Education | High School/SLC | 30 | 3.9 |
| | Certificate (+ 2) | 44 | 5.8 |
| | Bachelor | 146 | 19.1 |
| | Masters | 538 | 70.3 |
| | M.Phil | 5 | 0.7 |
| | Ph. D | 2 | 0.3 |
| Age | Under 20 | 37 | 4.8 |
| | 21 - 34 | 541 | 70.7 |
| | 35 - 44 | 73 | 9.5 |
| | 45 - 54 | 78 | 10.2 |
| | 55 and above | 36 | 4.7 |
| Job Level/Designation | Managerial Level | 34 | 4.44 |
| | Supervisor/Officer Level | 286 | 37.39 |
| | Clerical Level | 445 | 58.17 |
| Work Experience (in years) | 0 - 4 years | 378 | 49.41 |
| | 5 - 9 years | 213 | 27.84 |
| | 10 - 19 years | 69 | 9.02 |
| | 20 - 29 years | 75 | 9.8 |
| | 30 years and above | 30 | 3.92 |

Descriptive Statistics

Means, standard deviations, inter-correlations, and internal consistencies for each study variable are presented in table (2).

Table 2: Scale Means, Standard Deviations, Cronbach's Alpha, and Inter-correlation (N = 765)

| Scales | | M | SD | Alpha | 1 | 2 | 3 | 4 |
|--------|-----------------------|------|------|-------|--------|--------|--------|---|
| 1. | Distributive Justice | 4.50 | 0.12 | 0.92 | 1 | | | |
| 2. | Procedural Justice | 4.34 | 0.22 | 0.91 | 0.29* | 1 | | |
| 3. | Interactional Justice | 4.35 | 0.16 | 0.94 | 0.25** | 0.39** | 1 | |
| 4. | Job Involvement | 4.78 | 0.13 | 0.94 | 0.49** | 0.48** | 0.69** | 1 |

Note: **p<0.01. *p<0.05

The above table (2) shows that the cronbach coefficient for distributive justice, procedural justice, interactional justice, and job involvement are 0.92, 0.91, 0.94 and 0.94 respectively. The cronbach coefficients for the entire variables show value above than 0.70. As Sekaran (2006) highlighted that the higher the coefficients, the better the measuring instrument. Therefore, it can be concluded that the collected data are 'good fit' for the study. In summary, the instruments used to measure each variable in this study are reliable enough and provide useful results.

The results show that the mean on distributive justice is 4.50 with S.D. = 0.12, the mean for procedural justice is 4.34 with S.D. = 0.22, and the mean for interactional justice is 4.35 with S.D. = 0.16 respectively. These results show high levels of distributive justice, moderate levels of interactional justice, and low levels of procedural justice among the Nepalese employees. The highest mean and lowest standard deviation have proved that distributive justice is high among Nepalese employees. However, the lowest mean of procedural justice shows low level of procedural justice among the Nepalese employees. Interactional justice in between two other justice components shows the average level of interactional justice among Nepalese employees. The mean value for job involvement is 4.78 with a standard deviation of 0.13. This mean value is very close to the range of 4.5 to 5. It means the employees have perceived moderate level of job involvement toward their organizations in a scale of 1 to 6.

Job Involvement as an Outcome of Organizational Justice

In this section, multiple regression analysis is applied to ascertain job involvement as an outcome of three dimensions of organizational justice in Nepalese organizations. The results of linear regression analysis of the influence of organizational justice dimensions towards job involvement are shown in table (3):

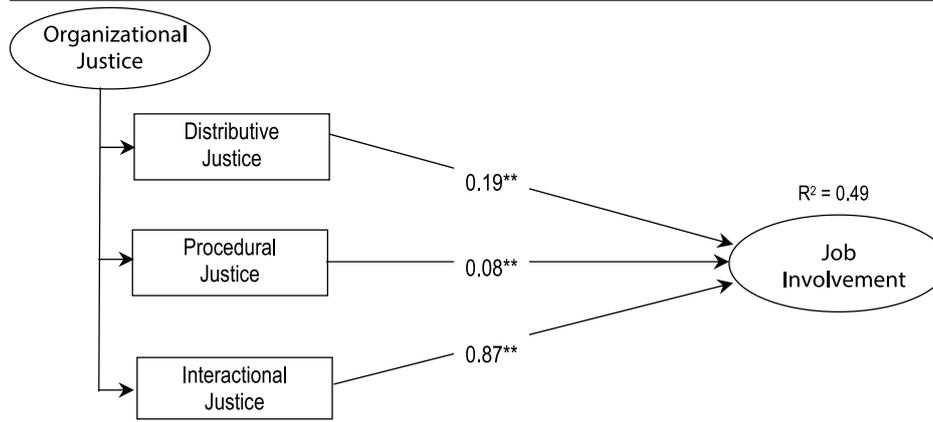
Table 3: Regression Result of Organizational Justice and Job Involvement

| Model | Unstandardized Coefficients | | t | Sig. |
|-----------------------|-----------------------------|------------|-------|--------|
| | B | Std. Error | | |
| (Constant) | 18.29 | 1.63 | 11.19 | 0.00** |
| Distributive Justice | 0.19 | 0.07 | 2.98 | 0.00** |
| Procedural Justice | 0.08 | 0.05 | 1.6 | 0.03* |
| Interactional Justice | 0.87 | 0.04 | 22.72 | 0.00** |

R = 0.702; R² = 0.49; Adjusted R² = 0.491; F-Value = 246.824
 Note: *p<0.05, **p<0.01; Dependent Variable: Job Involvement

Based on the results, this section presents the structural model of dimensions of organizational justice and job involvement.

Figure 1: Structural Model of Organizational Justice Dimensions and Job Involvement



Note: * $p < 0.05$, ** $p < 0.01$

The analyses reveal that distributive justice is significantly positively related to job involvement ($\beta = 0.19$, $p < 0.01$). Similarly, procedural justice is significantly positively related to job involvement ($\beta = 0.08$, $p < 0.05$) and interactional justice is also significantly positively related to job involvement ($\beta = 0.87$, $p < 0.01$). Thus, the results indicate that there is a positive and significant effect of perceived organizational justice on employee job involvement. These findings provide support for H_1 , H_2 , and H_3 . These results show that job involvement is an outcome of organizational justice. As the matter of fact, out of three justice dimensions, interactional justice has shown its strong influence in developing employee job involvement whereas procedural justice has least influence on employee job involvement.

Discussion and Conclusion

The main aim of this research is to investigate job involvement as an outcome of organizational justice in Nepalese organizations. Based on the empirical results, this study shows a significant and positive relationship between job involvement and organizational justice dimensions. Moreover, the results show a significant and positive relationship between distributive justice and job involvement. It is also same in case of procedural justice and job involvement. This finding is consistent with the results of Akintayo and Ayodele (2012), and Ahmadi (2011). They stated that distributive and procedural justices have significant and positive impact on job involvement. This finding is consistent with the results of Mohamed (2014), and **AL-Abrow**, Ardakani, Harooni, and Pour (2013). All these results indicate that when employees perceive the work schedule, pay, workload, job responsibilities and rewards to be fair they reciprocate by involving more in their job. In the same way, employees' perceptions toward behaviours of managers (that consist of unbiased manner, dealing with employee concerns, collecting accurate and complete information, clarifying decisions and providing additional information, applying job decisions consistently, and allowing to challenge or appeal job decisions) also help employee to be more involved in their jobs. The results of this research also show a positive and significant relationship between interactional justice and job involvement. These results seem to be consistent with the findings of Jenaabadi (2014). Jenaabadi (2014) stated that the involvement of priorities of the predictor variables of job, the results show that distributive justice and procedural justice have the ability to predict job involvement. Therefore, it can be conclude that job involvement is an outcome of organizational justice. Therefore, based on all these results it can be concluded that when employees perceive any kind of justice in the organization- in rewards and outcomes, in procedures and communication, and in interaction- they will be involved in job and organization; that ultimately, the employees identify with their job and organization. Thus, it can be concluded that distributive, procedural and interactional justice could have their role in making employee more involved in job. It implies that the more favourable organizational justice, the more likely positive employee involvement in their organizational jobs. It also can be concluded that the employees who are

highly involved in their job care deeply about their work and find it difficult to separate their work and personal lives. Hence, the findings of this study suggest that efforts to increase levels of job involvement for employees, today's organizations need to consider their perceptions of fairness in organizational practices.

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