

ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN STAR CLASS HOTELS IN SRI LANKA: A DIMENSIONAL PERSPECTIVE

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ABSTRACT

This paper attempts to identify the relationship between dimensions of Organizational Justice (OJ) and dimensions of Organizational Commitment (OC) of frontline employees in star class hotels in Sri Lanka. For the purpose of the study the researcher collected data from sample of 239 employees representing fifteen star class hotels located within Colombo City and Greater Colombo region by using a structured questionnaire.

According to the statistical results, the correlation between IJ and AC is stronger than between IJ and other dimensions of Organizational Commitment. The study further reveals that there are positive significant relationships between Procedural Justice and dimensions of Organizational Commitment: Affective Commitment, Continuous Commitment and Normative Commitment. The statistical results of the study revealed that the Procedural Justice has the highest impact on Affective Commitment and Continuous Commitment.

This paper provides further insight, for people who are responsible in handling employees as human resource managers of organizations, on how the perceptions and attitudes of employees affect organizational performance.

Keywords: *Organizational Justice, Organizational Commitment*

Introduction

Organizational justice (OJ) has become one of the most interested topics among the scholars who carry out research in fields such as HRM, Organizational Behavior and Industrial Psychology. Organizational Justice (OJ) is defined by Greenburg (1980) as an individual workers perception and also reaction about fairness in an organization. Justice or fairness refers to the idea that decision that has been taken or implemented is correct according to equity, norms, values, ethics, fairness, law etc. People in organizations are

highly concerned on how their performance are rated, promotion decisions are taken, transfer policies, pay raises and selection decisions are taken. These decisions are based on procedures in the organization. Justice in organizations can include issues related to fair pay, equal opportunities for promotions, personnel selection procedures, formal performance evaluation system, formal grievance handling procedure etc. Individual workers' perception about these decisions as unfair or fair resulted in their subsequent attitudes and behavior. Hence workers perception about fairness is very important aspect to an organization since fairness affects workers attitudes and behavior about work.

If the employees perceived greater justice, this will resulted in increased their commitment to the organization (Cohen-Charasha & Spector, 2001). Organizational commitment (OC) refers to the relative strength of an individuals' identification with and involvement in a particular organization (Mowday, et al, 1982). Scholl (1981) and Weiner (1982) state that OC is employee's personal sacrifice for the well-being of the organization. If the employees feel they are being treated fairly by the organization then it leads to develop positive attitudes among them to sacrifice their attempt for the betterment of the organization.

Tourism and Hospitality Industry in Sri Lanka

Sri Lanka is a developing country with a population of twenty million. In the past Sri Lanka was a very attractive destination for the tourists. But due to the prevailing civil war of the country the tourists refused to come to Sri Lanka and went to other countries in the same region. However Sri Lanka's tourism has kept a record in year 2010 with the highest tourist arrivals due to the post war peaceful environment. (Annual Report, Sri Lanka Tourism Development, 2010). Moreover in the same year foreign exchange earnings were also increased by 62% from Rs. 40,133 million (US \$ 349.3 million) in 2009 to Rs. 65,018 million (US \$ 575.9 million) in 2010. As a result of the rise of the arrival of the tourists tourism became the 5th largest foreign exchange earner in the year 2010.

Hence it is the responsibility of the management of hotels to provide them a high quality service to meet the expectations of the guests then only will they decide to revisit the hotel. Hotels as service providing organizations must have highly committed and dedicated employees who work more than what the organization expects from them specially at the operational level or front line because they deal directly with the guests.

The aim of this study is to find out the relationship between Organizational Justice and Organizational Commitment frontline employees in star class

hotels located in Colombo City limits and Colombo Metropolitan Area in Sri Lanka.

The findings derived from this study could provide insights to the management of the star class hotel industry on the ways of how the sector could gain competitive advantage by having and maintaining high committed workforce to meet both the expectations of the customers and the hotel.

Problem Statement

However the retention of employees has become a serious problem in Sri Lankan star class hotels (Sri Lanka Tourism Development Authority, Annual Report, 2010). According to the experts in the industry one of the main reasons for employees leaving the organization is there are so many job opportunities available in the tourism industry both locally and internationally. After getting employment in a hotel and whenever they completed approximately six months period that is sufficient training for them to get a good opportunity in another hotel. And also there is a labor shortage in the industry (Sri Lanka Tourism Development Authority, Annual Report, 2010). Employees' high turnover affects the hotel adversely since it increases the total cost, decreases both service quality and customer satisfaction. One of the main antecedents of labor turnover is the lack of commitment among the employees. Hence it is very important to develop organizational commitment attitude among them for the purpose of remaining them with the same employer for a long period of time. This can be done by developing fairness perception about the hotel among the employees. Since there is positive relationship between fairness perception of Organizational justice and Organizational commitment (Bakhshi et al., 2009; Hashemi and Sadeghi, 2013; McFarline & Sweeney, 1992; Memarzadeh & Mahmoudi, 2010; Masterson et al., 2000).

Hence in Sri Lankan context there is hardly any research done in the hotel sector to identify the relationship between OJ and OC particularly the dimensional perspective of these variables. This study is an attempt to identify the relationship between OJ and OC in terms of dimensional perspective.

1. What is the relationship between distributive justice and dimensions of OC: affective commitment, continuous commitment and normative commitment of employees in star class hotels in Sri Lanka.
2. What is the relationship between interactional justice and dimensions of OC: affective commitment, continuous commitment and normative commitment of employees in star class hotels in Sri Lanka.

3. What is the relationship between procedural justice and dimensions of OC: affective commitment, continuous commitment and normative commitment of employees in star class hotels in Sri Lanka.

Objectives of the Study: The Following are the Objectives of The Study

1. To identify the relationship between distributive justice and dimensions of OC: affective commitment, continuous commitment and normative commitment of employees in star class hotels in Sri Lanka.
2. To identify the relationship between interactional justice and dimensions of OC: affective commitment, continuous commitment and normative commitment of employees in star class hotels in Sri Lanka.
3. To examine the relationship between procedural justice and dimensions of OC: affective commitment, continuous commitment and normative commitment of employees in star class hotels in Sri Lanka.
4. To identify the strongest dimension of OJ to improve OC of employees in star class hotels in Sri Lanka.

Literature Survey and Statements of Hypotheses.

Organizational Justice

The term organizational justice was first defined by Greenburg (1984) and is defined as “employees’ perception about fairness in an organization and their reaction. They try to understand why employees believe certain events as just and also the consequences. OJ is personal evaluation about the ethical and moral standing of managerial conduct (Cropanzano et al, 2007). People in organizations need fairness since it provides what they like and need.

Conceptualization of OJ

OJ has been conceptualized as a multi-dimensional construct. It consists of three components namely; distributive justice, procedural justice and interactive justice. These are popularly known as three components of overall fairness. But however, interactional justice consists of another two components namely; interpersonal justice and informational justice.

Distributive Justice

Out of three different justices, the first component is distributive justice. Distributive justice is dealt with that all the employees are not treated equally. Sometimes employees believe that the things are distributed just. For example when most qualified employee was given the promotion employees feel that it was a fair and just decision. Sometimes they are not happy with the decisions taken by the organization. For example promotion was given to employee who has personal relationship with the top management.

According to recorded historical evidence the idea of equity was first revealed by Aristotle. In his *Nicomachean Ethics*, the philosopher maintained that just distribution involved “something proportionate” which he defined as equity of ratios. Before 1975, studies pertaining to justice were confined to distributive justice and it was based on equity theory. Equity theory was first proposed by Adams (1965). Under the theory he was trying to emphasize that how employees arrive at decisions based on whether decision was fair. He has put the theory into the following equation.

$$\text{Employee's Inputs} = \text{Other Inputs}$$
$$\text{Employee's Outcome} = \text{Others' Outcomes}$$

Equity theory demonstrates that the workers are concerned on comparing their own rewards with what others get. Employees always expect a fair and equitable return for their input or contribution. The structure of the theory is based on the ration of inputs and outputs. If the employee feels he has been under paid, and then it will result in that employee will not perform well. If the employee feels his payment is fair compared with the other employees, then the employee will tend to display various positive behaviors and outcomes such as organizational commitment, job satisfaction, organizational support, trust etc. On the other hand if the employee feels that he has been over paid which will result in guilt. An employee will consider that he is treated fairly if he perceives that the ratio of his inputs to his outcomes is similar to the other workers. Inputs include time, effort, loyalty, commitments, flexibility, tolerance, personal sacrifice, trust in superiors, skill etc. Examples for outcomes are job security, salary, recognition, reputation.

Procedural Justice

At the same time some of the scholars who were interested on organizational behavior raised a common question about how pay plans were decided, how to handle disputes and grievances of workers? Etc. They believed those procedures must be fair for everyone. By publishing a book in 1975, Thibaut and Walker added the study of process to the literature on

justice. Thibaut and Walker (1975) observed that dispute resolving methods like arbitration, mediation consisted of two stages namely; process stage and a decision stage. They referred to the amount of influence that disputants have as process control and decision control. If disputants are given enough control at process level they don't expect to have control at the next stage. Examples for control at the process stage are disputants are given an opportunity to present the case, give evidence etc. They were highly concerned on the situation where high autocratic procedures were followed and disputants were not given chance to collect and give evidence in their cases. If they are given such opportunities as they perceived such procedure as "fair process effect or voice effect (Folger, 1977; Lind & Tyler, 1988). That is one of the most replicated findings in justice literature. Finally Thibaut and Walker (1975) named fair process effect as procedural justice. Though Thibaut and Walker (1975) proposed the concept of procedural justice their studies were limited to disputants' reactions to legal procedures. Levanthal et al., (1980) can be appreciated for extending the theory in to organizational settings other than legal settings. Levanthal et al., (1980) expanded the concept further by adding six determinants of procedural justice. They emphasized that if the employees perceived a procedure as a fair one it must consist the following criteria, 1) Be applied similarly across people and across time, 2) be free from bias, 3) Ensure that accurate information is collected and used in making decisions, 4) have certain mechanism to collect inaccurate information as well 5) maintaining standards of ethics 6) ensure opinions of various groups affected by the decision must be taken into account.

Interactional Justice

Bies and Moag (1986) introduced the latest dimension comes under organizational justice, which is popularly known as Interactional justice by emphasizing the importance of quality of interpersonal treatment employees get when procedures are implemented in organizations. Very recently researchers have identified that interactional justice consisted of two specific types on interpersonal treatment namely; interpersonal justice and informational justice (Greenberg, 1990).

Organizational Commitment

"A strong belief in and acceptance of the organization's goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership" (Porter et al, 1974). "The relative strength of an individual's identification with and involvement in a particular organization that is characterized by three factors: (a) a strong belief in and acceptance of the organization's goals and values, (b) a willingness to exert

considerable effort on behalf of the organization, and (c) a strong desire to maintain membership in the organization” (Moday, et al, 1982). “Organization commitment is an attitude reflecting an employee’s loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and well-being” (Northcraft and Neale, 1996).

“Organizational commitment is a multidimensional construct with antecedents and consequences varying across dimensions” (Meyer & Allen, 1997). “Organizational commitment is an approach that describes an employee’s mental situation of empathy and his wish to be a participant of the business in the long run” (Becker, et al. 1995). Organization commitment is defined as a psychological state that is representative of an employee’s relationship with the organization, and influences the employee’s decision to remain employed at a particular organization (Meyer & Allen, 1993)

Dimensions of Organizational Commitment

Organizational Commitment is three fold namely Attachment to the organization, Cost and obligations. Based on these 3 elements basically 3 dimensions were developed over time namely affective commitment, Continuance Commitment and Normative commitment

Affective Commitment (AC)

One of the most popular types of dimension in organizational commitment literature is affective or attachment to the organization, involved in activities and also enjoy being a member of the organization. This view was revealed for the first time by Kanter in 1968. He named it as cohesion commitment’ and explained that it is the attachment of individual affectively and emotionally to a group. Later on Buchanan (1974) was trying to conceptualized commitment as individual’s affective attachment to the goals and values of the organization and individual performs to accomplish the goals and objectives and organization for its own benefit. But Affective commitment was systematically defined by Porter and his colleagues (Mowday, Steers & Porter, 1979;) Mowday et al., (1979) described organizational commitment as ‘the relative strength of an individual’s identification with and involvement in a particular organization’ and also they developed a scale with 15 items to measure AC.

Continuance Commitment (CC)

Becker (1960) stated that in addition to attachment to the organization employees consider the cost of being a member of the organization and

decide whether continue or not. Kanter (1968), described ‘cognitive-workers are concerned on the profit that they gain by remaining as a member in the organization and the cost incurred if they leave the organization. The affective attachment approach is perhaps best represented, however, by the work of

Porter, Crampon & Smith, 1976; Porter, Steers, Mowday & Boulian, 1974) who defined organizational commitment as ‘the relative strength of an individual’s identification with and involvement in a particular organization’ (Mowday et al., 1979, p. 226).

as ‘the attachment of an individual’s fund of affectivity and emotion to the group’ (p. 507) and by Buchanan (1974) who conceptualized commitment as a ‘partisan, affective attachment to the goals and values of the organization, to one’s role in relation to the goals and values, and to the organization for its own sake, apart from its purely instrumental worth’

Our intention here, therefore, is threefold: (1) to delineate the distinctions between three of the more common conceptualizations of ‘attitudinal’ commitment (2) to develop measures of each, and (3) to demonstrate that these measures are differentially linked to variables identified in the literature as antecedents of commitment.

Normative Commitment (NC)

Normative commitment is the extent to which employee feels a sense of obligation to stay at the organization where he works. The definition of NC has changed from time to time since its inception. NC was originally based on the work done by Weiner in 1982 and he emphasized that employees’ feeling to stay with the organization may result in internalization of normative pressure occurred prior to entry into the organization (cultural socialization) after entry (organizational socialization) NC refers to employees’ perceptions of their obligation to their organization. For instance, if an organization is loyal to the employee or has supported his/her educational efforts, or spent money to develop skills and knowledge of workers by sending them for training and development programs the employee may report higher degrees of normative commitment. Recognition of these investments made by the organization puts employee into imbalance state and ultimately the employee decides to stay with the organization until debt has been paid off leads employee (Scholl, 1981).

Studies Related to Dimensions of OJ and OC

Jamaludin (2010) examined the impact of different dimensions of OJ on various dimensions of OC. The data for the study was collected from 290

academic teachers in a public school in Malaysia. The results of the study further revealed that PJ has strong influence on continuance commitment and also on normative commitment. But interactional justice has the highest impact on affective commitment. Beugre (1998) also found that IJ is positively related to Affective commitment. But different results have been reported in the study done by Liao and Rupp (2005). They have done a multi-level and multi-target study on the relationship between various dimensions of OJ; IJ, DJ and PJ and OC: AC, CC, NC. They found only procedural justice has an effect on OC ($p < 0.05$, one tailed). However, IJ did not have significant impacts on OC. Leow and Khong (2009) found that based on the results of hierarchical regression on AC and NC, DJ has a positive influence on both AC and NC. But only partial support for CC. Cohen –Charash and Spector (2001) found that both DJ and PJ positively related with AC. Hashemi and Sadeghi (2013) shared the results as the impact of procedural justice on dimensions of OC; AC, CC and NC are 11.4%, 12.9% and 17.7% respectively. According to the results procedural justice has the biggest impact on NC compared with the others. PJ has a positive and significant influence on OC and DJ has a negative effect on the employees' Turnover intentions. Memarzadeh & Mahmoudi (2010) reported that both PJ and DJ were positively and significantly related with OC while only DJ was significantly related to job satisfaction.

Bakhshi et al., (2009) found that the relationship between PJ and OC is greater than the relationship between DJ and OC. McFarline & Sweeney (1992) have empirically investigated the relationship between dimensions of OJ; Both PJ and DJ on personal and organizational outcomes. They considered pay satisfaction as the personal outcome while job satisfaction as the organizational outcome. Study was carried out by taking a sample of 1100 employees working in a bank in Mid-western of the USA. They received response from 675 employees. Reason for the same is if the organization follows fair procedures the employees will appreciate it and give their contribution to the betterment of the organization though they are not satisfied with the low salaries.

Masterson et al., (2000) found that PJ perception of employees were positively related to OC, Further Ansari (2001) revealed that employees perception on employee relations, compensation and training significantly related to all the dimensions of OC. Beugre (1998) found that procedural justice is positively related to AC. Alexander and Ruderman (1987) found that both DJ and PJ are positively related to outcomes of employees. But PJ has strongest correlation with OC. Zaman et al (2010). The results of the Regression analysis indicated that 34%, 28% and 41% of the variance in employees' job satisfaction, commitment and turnover have been explained by OJ (DJ and PJ). Chughtai & Zafar (2006) were trying to identify the impact of selected

personal characteristics, job satisfaction and OJ on OC of university teachers in Pakistan. They found that job satisfaction, personal characteristics and PJ and DJ as a group were significantly related with OC. Individual's perception about DJ and trust in management were significantly and positively related with commitment. Moreover commitment has an adverse relationship with turnover intentions and positively related with a self-report measure of job performance. Based on the above literature the following hypotheses have been postulated.

H1 There is a positive relationship between interactional justice and continuous commitment of employees in star class hotels in Sri Lanka.

H2 There is a positive relationship between interactional justice and normative commitment of employees in star class hotels in Sri Lanka

H3 There is a positive relationship between Distributive justice and affective commitment of star class hotels in Sri Lanka.

H4 There is a positive relationship between Distributive justice and continuous commitment of star class hotels in Sri Lanka.

H5 There is a positive relationship between Distributive justice and normative commitment of star class hotels in Sri Lanka.

H6 There is a positive relationship between Procedural justice and affective commitment of star class hotels in Sri Lanka.

H7 There is a positive relationship between Procedural justice and continuous commitment of star class hotels in Sri Lanka.

H8 There is a positive relationship between Procedural justice and normative commitment of star class hotels in Sri Lanka.

Study Setting, Design and Sampling

Study Setting

For the purpose of the study the researcher has selected hotel industry in Sri Lanka due to number of reasons. Consequently tourism became the 5th largest foreign exchange earner in the 2010. The total contribution of tourism industry to the total foreign exchange earnings in the year 2010 was 3.8%. There are so many investors who looking opportunities to invest money on tourism industry in Sri Lanka. There are so many positive avenues to develop tourism industry in Sri Lanka. In Sri Lanka the places where the guests stay can be divided in to three main categories namely; graded establishments, supplementary establishments and others. Graded establishments consists of two types of hotels namely star class hotels and unclassified hotels. By

year 2010 there are 113 star class hotels ranging from one star class to five star class are located island wide. Number of available unclassified hotels is 140 in the same year while 530 supplementary establishments served the guests during the year .Star class hotels can be defined as all the tourist hotels which maintain international standards of operation (Sri Lanka Tourism Development Authority, Annual Report, 2010).

Sample

By year 2012, there are nearly 10000 employees have been working in star class hotels island wide and that is the target population of the study. But the researcher has decided to limit the study to the hotels located within Colombo, the study population will be all the front line employees work in selected 22 star class hotels. There are approximately 4000 employees work in such category. Hence 4000 is the study population of this study. According to the statistical table given by Krejcie and Morgan (1970) as in Sekeran and Bougie, (2009) the required sample size is 351. In order to gather information from the frontline employees 500 questionnaires were distributed among 22 hotels but only 249 were returned. However, only 239 questionnaires were in usable state. The response rate for front line workers was nearly 67%. However the response rate is sufficient since in most of the research carried out in gathering data pertaining to employees perceptions, attitudes and behavior the response rate was less than the response rate in current study.

Measurements of OJ and OC

Organizational Justice

Organizational dimension was measured based on three sub dimensions; DJ, PJ and IJ. Distributive Justice: DJ was measured by using a DJ Index developed by Price and Mueller (1986). This construct consists of six items and the researcher modified and adopted the scale in order to make it suitable to hotel industry. These items measure the degree to which the employees believe he is being treated fairly by the organization in terms of educational level, performance, effort. This sub dimension was measured using a scale consisting five items developed by Greenburg (1990b). For the purpose of the study the researcher adopted and modified the scale. These items were developed to measure the employees' perceived degree of fairness of the procedures followed by the organization with regard to pay and promotions. This scale was developed by Greenburg (1990b) based on the original work done by Levanthal (1980). This sub dimension was measured by the work done by Tyler and Bias (1990). The scale consisted of six items and these indicate how fair the organization treat the employees its employees. There are procedures and policies adopted by the organization and employees degree

of perception on how do the management treat employees in fair manner. The following table 3.27 shows the elements pertaining to IJ.

Organizational Commitment

To measure the OC the researcher adopted and modified the three sub dimensional model developed by Mayer and Allen (1997). However this particular model dominates the OC research since this has been adopted by number of researchers globally Ahmed et al., 2010; Chan, 2010; Dysvik & Kuvaas, 2008; Jamuldin, 2010; Khalid et al., 2009; Leow & Khong, 2009; Moorman et al., 1993; Najafi, 2011; Nasurdin et al., 2010; Rifai 2005; Ueda, 2010) his model emphasized that OC is experienced by employees as three simultaneous perceptions encompassing AC, CC and NC. AC experiences employees commitment towards organization based on their emotional attachment. NC reflects employees perceived obligation for the organization and the CC experiences the perceived economic and social costs incurred if the employee leaves the organization. This scale consists of 24 items and 8 items to measure each sub dimension.

Data Analysis and Testing of Hypotheses

Interactional Justice and Dimensions of Organizational Commitment

The first attempt is made to examine the correlation between IJ and various dimensions of OC: AC, CC and NC. The objective is to test if there is an association between Interactional Justice and dimensions of OC. The r value for IJ and AC is .396 which is more than .3 and the p value is less than .001($p < .001$). Hence there is a positive significant association between IJ and AC. The r value for IJ and CC is .251 which is less than .3 and the p value is less than .001($p < .001$). Hence there is a positive significant weak association between IJ and CC. The r value for IJ and NC is .246 which is less than .3 and the p value is less than .001($p < .001$). Hence there is a positive significant but weak association between IJ and NC. According to the statistical results all the hypotheses can be accept.

The table 02 shows the results of the regression analysis of IJ and dimensions of OC. The R square value between IJ and AC is .060. It implies that 6% variance in AC is explained by IJ. Hence the impact of IJ is minimum on increasing AC. According to the results IJ has highest impact on CC. It means 15.7% variation in CC is due to IJ.

Distributive Justice and Dimensions of Organizational Commitment

Table 1: Correlations Between Interactional Justice and Dimensions of Organizational Commitment

		Interactional Justice	Affective Commitment	Continuous Commitment	Normative Commitment
Interactional Justice	Pearson Correlation	1	.396**	.251**	.246**
	Sig. (2-tailed)		.000	.000	.000
	N	239	239	239	239

***. Correlation is significant at the 0.01 level (2-tailed).*

Table 2: Regression Analysis of Interactional Justice and Organizational Commitment

Dependent Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Affective Commitment	.246 ^a	.060	.056	.46811
Continuous Commitment	.396	.157	.153	.39570
Normative Commitment	.251	.063	.059	.42384

a. Predictors: (Constant), interactional justice

According to the statistical results of the Pearson's correlation technique (table 03) the r value for DJ and AC is .376 which is more than .3 and the p value is less than .001. Hence there is a positive significant association between DJ and AC. The r value for DJ and CC is .261 which is less than .3 and the p value is less than .001. Hence there is a positive significant weak association between DJ and CC. The r value for DJ and NC is .239 which is less than .3 and the p value is less than .001. Hence there is a positive significant but weak association between DJ and NC. According to the statistical results all the hypotheses can be accepted.

The regression analysis results for DJ and OC reveal that R square value is .147. This means 14.7% of the variation in OC is explained by DJ. However, the statistical analysis further reveal that only 7% and 6% variation in both CC and NC are explained by DJ respectively.

Procedural Justice and Dimensions of Organizational Commitment

The r value for PJ and AC is .469 which is more than .3 and the p value is less than .001. Hence there is a positive significant association between PJ and AC. The r value for PJ and CC is .464 which is more than .3 and the p value is less than .001. Hence there is a positive significant association between PJ and CC. The r value for PJ and NC is .408 which is more than .3 and the p value is less than .001. Hence there is a positive significant association between PJ and NC. All the above mentioned hypotheses can be accepted.

The regression analysis results for PJ and dimensions of OC. R square values between PJ and AC, CC and NC are .220, .215 and .166 respectively. It implies that 22% variance in AC has been explained by PJ. More over PJ is responsible for the variation in CC and NC 21.5% and 16.67% respectively.

Findings, Discussion and Recommendation

According to the statistical results, the correlation between IJ and AC is stronger than between IJ and other dimensions of OC. The relationship between IJ and other dimensions of OC; AC and CC are positive but give weak correlations. According to the statistical results the highest variation in AC (15.7%) is explained by IJ. However the impact of IJ on other dimensions of OC (NC and CC) is less than 7%. These results are somewhat controversial with the findings of the previous studies. But some previous studies provided the similar results.

Empirical evidence on OJ supports that the idea that employees' perception of OJ affects his attitudes toward the organization (McFarlin and

Table 3: Correlation between Distributive Justice and Organizational Commitment

Variable		Distributive Justice	Affective Commitment	Continuous Commitment	Normative Commitment
Distributive Justice	Pearson Correlation	1	.376**	.261**	.239**
	Sig. (1-tailed)		.000	.000	.000
	N	239	239	239	239

** Correlation is significant at the 0.01 level (1-tailed).

Table 4: Regression Analysis of Distributive Justice and Dimensions of OC

Dependent Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Affective Commitment	.376	.142	.138	.39926
C o n t i n u o u s Commitment	.261	.068	.064	.42263
Normative Commitment	.239	.057	.053	.46895

a. Predictors: (Constant), Distributive justice

Table 5: Correlation between Procedural Justice (Salary) and Organizational Commitment

		Procedural Justice (salary)	Affective Commitment	Continuous Commitment	Normative Commitment
Procedural Justice (salary)	Pearson Correlation	1	.469**	.464**	.408**
	Sig. (1-tailed)		.000	.000	.000
	N	238	238	238	238

Table 6: Regression Analysis of Procedural Justice on Salary and Dimensions of OC

Dependent Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Affective Commitment	.469	.220	.217	.38123
Continuous Commitment	.464	.215	.212	.38868
Normative Commitment	.408	.166	.163	.44181
a. Predictors: (Constant), Procedural justice on Salary				

a. Predictors: (Constant), Procedural justice on Salary

Sweeney, 1992) and also behavior (Moorman et al, 1998). The findings of this study are similar to the study done by Jamaludin, 2010; Beugre (1998) Beugre (1998). But different results have been reported in the study done by Liao and Rupp (2005). They have done a multi-level and multi-target study on the relationship between various dimensions of OJ; IJ, DJ and PJ and OC: AC, CC, and NC. They found only procedural justice has an effect on OC ($p < 0.05$, one tailed). However, IJ did not have significant impacts on OC.

Interactional justice relates to the employees' perception regarding the quality of treatment received by the individuals or the employees being treated equally by the management without making favorations (Bias and Moag, 1986). Bies and Moag (1986) identified four criteria related to IJ namely; appropriate justification on decisions, honesty, propriety and respect. Other scholars believe that IJ consist of Informational justice which similar to the Bies and Moag's (1986) concepts of justification and honesty. And also interpersonal justice is similar to the concepts of respect and propriety in the same theory. If the employees feel that they are being treated by the organization fairly they believe that organization is looking after them with honesty (Wayne et al 2002). Then employees built up emotional bond with the organization in exchange for this perception of fair treatment from the organization.

The statistical results of the study revealed that there is a positive relationship between DJ and AC. ($r = .376$; $p < 0.01$). Hence there are positive but weak associations between IJ and CC and NC. According to the statistical results only the first hypothesis can be accepted and the other two can be rejected. The results of the regression analysis show that DJ has the highest impact on AC (14.2%). However the impact of DJ on CC and NC are 6.8% and 5.7% respectively. The results of the study are somewhat controversial with previous research carried out by scholars. Leow and Khong (2009) found that based on the results of hierarchical regression on affective and NC, DJ has a positive influence on both AC and NC. But only partial support for CC. Cohen - Charash and Spector (2001) found that both DJ and PJ positively related with AC. But in this study only DJ has robust relationship with AC.

DJ relates the employee's perception on how their outcome compare to other employees outcome. If the employee feels his outcome such as salary increment bonus etc. not reflects their contribution to the organization they pay less attention to the DJ of the organization. If they feel they are given fair rewards for their effort, emotional attachment of employees to the organization will be enhanced.

This study has been conducted in hotel industry. In Sri Lanka labour turnover in the hotel industry is very high (Annual Report, 2012, Sri Lanka

Tourism Development Authority). Since the hotel trade is an emerging industry in Sri Lanka as well as globally, Sri Lankan hoteliers have a very good demand for overseas job opportunities in the same industry for good packages. Hence employees do not expect job security. They are loyal to the profession but not to the hotel. Even though the organization has a fair policy to distribute rewards they have only emotional attachment with the place where they work but their intention to stay is minimum. Hence CC of frontline employees in star class hotels is minimum. And also they don't feel guilty to leave the hotel which is known as NC. Whenever they get a good opportunity they will leave the hotel and join with the new employer.

The study further reveals that the statistical results of the study there are positive significant relationships between PJ and dimensions of OC: AC, CC and NC ($r > .3$ and $p < .001$). All the above mentioned hypotheses can be accepted. Further the results of the regression analysis confirmed that R square values for PJ and AC, CC and NC are 22%, 21% and 16% respectively. But the researcher was unable to find out the same study with similar results from the previous literature since under the factor analysis in this study PJ was divided into two sub dimensions. The impact of PJ on salary is more for AC and CC than NC. In other words employees' perception on fairness of procedures of paying salary and other resources affects employees to be more emotionally attached to the organization and also to continue their employment with the same employer. These findings are consistent with number of past studies Bakhshi et al., (2009) Hashemi and Sadeghi (2013) McFarlane & Sweeney (1992) Memarzadeh & Mahmoudi (2010) Masterson et al (2000).

The impact of Procedural justice is more for AC and CC than NC. In other words employees' perception on fairness of procedures of paying salary affects employees to be more emotionally attached to the organization and also to continue their employment with the same employer. But NC of the frontline employees is not positively and significantly related with Salary procedures. In other words employees do not feel guilty to leave the organization whenever they get a good opportunity. Even there are clear procedures to decide their salaries their intention to leave the hotel is stronger. According to the sources available in the hotel industry, there is high turnover in the industry. Majority of these respondent employees are representing X and Y generations. In today's workplace basically consists of employees belongs to three Baby Boomers (born 1945-1964), Generation X (born 1965-1980), and Generation Y (born after 1980) (Eisner, 2005). One of the most important characteristic of these generations is they are more loyal to the profession and not to the organization. To enhance the NC among employees it is important to enhance their motivation, allowing them to engage in various activities of the hotel, giving them more recognition, opportunities for growth etc.

Conclusion

This study empirically investigated the relationship and impact of dimensions of OC and OC of employees of star class hotels in Sri Lanka. The study reveals that PJ has the highest impact on enhancing all the dimensions of OC namely AC, CC and NC. This study provides both theoretical and practical implications. Empirical results of this study further strengthen the relationship between dimensions of OJ and dimensions of OC. Most of the previous studies proved that PJ has the highest impact on AC and OC. This study further reconfirms the findings of previous research. The findings of this study provide valuable insights for hotel managers how to enhance the commitment of employees. First they have to take necessary steps to develop fairness perceptions among employees about the hotel. They can do it by adopting fair procedures to decide employees' salary, promotions, grievance settling, dispute handling etc.

Lastly since this study is confined to the employees work in hospitality industry in Sri Lanka, findings may not be able to apply for the other industry. Since the researcher suggests the future researchers to do the same study in other industries such as banking, food and beverage, insurance, manufacturing etc as well as other employees in the hotel industry, then it would be helpful to re confirm the findings in this study. This study is limited to a comparatively small sample, but future researchers can expand the sample without limiting it to Colombo region and also it is better to expand the study to cover various categories of employees without limiting it to frontline employees like in the current study.

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