

Effect of Procedural Justice on Organizational Commitment: Mediating Role of Job Satisfaction

Yilak Alamrew Fentie

Department of Commerce and Management Studies, Andhra University
Email: yalamrew@yahoo.com/yilakalamrew1@gmail.com

Prof. N. Kishore Babu

Department of Commerce and Management Studies, Andhra University
Visakhapatnam
Email: dr.n.kishorebabu@gmail.com

Procedural Justice, Job Satisfaction and Organizational Commitment

Abstract

The relationship between procedural justice, job satisfaction, and organizational commitment was investigated using satisfaction as a mediator in this study. This is a study of 368 samples/respondents, all of whom are permanent employees of the University of Gondar. Data was collected via a questionnaire, and tables with mean and SEM (structural equation modeling) were used to analyze the results. According to the findings of this study, procedural justice has a considerable beneficial effect on job satisfaction, which in turn has a big positive effect on organizational commitment. Job satisfaction fully mediates the association between procedural justice and organizational commitment, implying that procedural justice has a strong indirect effect on organizational commitment via the mediator variable, job satisfaction. Thus a manager must inspire and please employees who are ultimately tied to organizational justice if he/she wants to achieve stated organizational goals. When organizations develop policies and update their implementation procedures in order to satisfy their workers, they are not benefiting the workers; they are working for the benefit of themselves. The more effort we put to satisfy employees of an organization, the more they will be able to give back to their respective institutions.

Key words: Procedural Justice; Job Satisfaction; Organizational Commitment

1. Introduction

Today's firms face one of the most difficult challenges: attracting and retaining motivated employees in order to compete in the global economy. As a result of this, enterprises are paying close attention to

employee commitment, as their existence and proper operation are heavily reliant on resources, particularly human resources. If a company wants to maintain its performance, competitiveness, efficiency, and achieve its goals by retaining experienced employees, it must inspire and please employees who are ultimately tied to organizational justice. Despite a large body of literature on organizational justice and related issues accumulated over decades of research, researchers have been unable to define organizational justice and its effects in organizations, which may be attributed to people's multifaceted behavior and the changing environment. Greenberg, (1987) was the first to use the term organizational justice to refer to people's perceptions, defining it as a concept that articulated employees' perceptions on the extent to which they are treated equally in organizations and how these views affect institutional outcomes such as commitment and satisfaction, based on the equity theory.

Procedural justice, according to (Hasan Ali Al-Zu'bi, 2010), refers to participants' sense of the fairness of the rules and procedures that govern a process. The degree to which one feels positively or badly about one's job is referred to as job satisfaction. Job satisfaction has the ability to affect a wide range of key attitudes, intentions, and behaviors (Bhuiyan & Menguc, 2002), whereas organizational commitment is simply defined as employees' commitment to their employer (Curry, Wakefield, Price, & Mueller, 1986). In addition, research has found links between perceived organizational justice and several metrics of employee performance (Colquitt et al., 2001). Organizational citizenship conduct is said to have its origins in perceived organizational justice (Bakhshi & Kumar, 2009). Even though the link between organizational justice perceptions and a variety of work outcomes is well-known in European research, few Ethiopian researchers have looked at the relationship and effect of perceived organizational justice perceptions on employee satisfaction and work attitude/commitment in their studies.

Nobody can disagree that job satisfaction and dedication are extremely essential concerns in enterprises. The University of Gondar is the third university that I joined as an employee. Though I have around 12 years of experience in the teaching profession, I'm always considered as a new candidate in different ways. It is me who knows how much I feel when there is a competition to scholarship, house allotment, and community school competition, position in the organization, and the like. This makes me feel more depressed & angry with customers. In addition, it poses a high social impact on me. Besides this, nobody can deny the benefit of establishing trusted organizations and maintaining satisfied and committed employees for the overall success of an organization. It is to this end that I become very interested to study this specific area i.e. the effect of perceived procedural justice on organizational commitment considering job satisfaction as a mediator on university employees using SEM (Structural Equation Modeling).

People's organizational commitment is based on their perceived balance of reward utilities over input utilities, as described in Adams' exchange theory. While Moore, (2002) discovered that one of the elements that contributes to people's intention to quit their professions is a lack of job satisfaction. People's perceptions of fair treatment, or perceived organizational justice, received from their respective institutions, are as important as a basic condition for employee happiness and institution effectiveness (Greenberg, 1990). Elamin, (2012) investigated the impact of perceived organizational justice on job satisfaction and organizational commitment among Saudi employees, according to (Ibrahim & Perez,

2014). He also looked at the impact of procedural and distributive justice on the two work-related attitudes separately. Justice, he discovered, has a major impact on job satisfaction and commitment/dedication. Furthermore, the differential impacts of justice revealed that distributive justice, as opposed to procedural justice, is a higher predictor of work satisfaction.

Employees who have faith in the fairness of organizational policies and procedures will be more committed to the company, demonstrating that enhanced work satisfaction and perceived organizational justice would undoubtedly boost organizational commitment (Karim & Rehman, 2012). While Meyer & Allen, (1997) concluded that organizational membership is based on continuance commitment, with employees constantly weighing the risks of staying or leaving. Organizational justice and job satisfaction have a meaningful and positive relationship among Iran's Youth and Sport Ministry Experts (Karimi, Alipour, Pour, & Azizi, 2013). Increases in perceived organizational fairness can lead to higher levels of satisfaction and, as a result, higher performance (Beuren et al., 2017). When a teacher's impression of organizational fairness improves, so does his or her job happiness (Dundar & Tabancali, 2012). Interactional justices, as well as procedural and distributive fairness, were found to be important predictors of teacher job satisfaction (Lutfi Althayneh et al., 2014). Job satisfaction predicts organizational commitment (Caizares & Garca, 2012), job satisfaction predicts organizational commitment (Srivastava, 2013), and job satisfaction predicts organizational commitment (Stevens et al., 1978; Williams and Hazer, 1986).

Employees become more dedicated to their businesses and their performance improves when they perceive a high level of fairness, according to Cowherd & Levine, (1992). People's commitment is determined by procedural justice views. Procedural justice had a bigger role in generating a sense of organizational commitment (Folger & Konovsky, 1989). Job satisfaction has a significant effect as a mediator between organizational justice, transformational leadership and organizational commitment (Silitonga et al., 2020). While Bagis, (2018) has proved that job satisfaction mediates the relationship between procedural justice and organizational commitment. This suggests that, despite the fact that only a few studies have looked at organizational justice, job satisfaction, and organizational commitment together, the findings of various studies have found inconsistent associations between organizational justice, job satisfaction, and organizational commitment. Managers' and leaders' ability to make choices is hampered by this conflict. On the other hand, despite the fact that research has been conducted in this area, nearly none of it has addressed the costs of organizational justice views in academic settings, notably in Ethiopia. The aforementioned problems and these arguments urge the essentiality of advanced understanding and examination in the area of procedural justice, job satisfaction, and commitment. To this end, this research work has the following objectives:

- ✓ Examine the effect of procedural justice on organizational commitment
- ✓ Determine the effect of procedural justice on job satisfaction
- ✓ Examine the effect of job satisfaction on organizational commitment
- ✓ Analyze mediating role of job satisfaction between procedural justice & commitment

2. Method

2.1.Design and Sampling

This study is essentially a mixed research approach in which a cross-sectional survey of employees was conducted across all of the University of Gondar's campuses. This study looks at how employees' perceptions of procedural justice affect their job satisfaction and commitment; hence it's a causal study with an explanatory research design. The study's population consists of 4,600 academic and non-academic staff members at the University of Gondar. The need to understand differences in employees' perceptions of fairness across sections /departments of an organization and the impact of these perceptions can have paramount importance to organizational success. Besides, nobody can deny how much an important concern is job satisfaction and commitment in organizations particularly in academic institutions which suffers with excessive teacher migration. To address these aforementioned issues, from a total population of 4,600 employees 368 respondents/samples were chosen using a proportionate stratified sampling technique based on Taro Yamane's, (1967) formula from various colleges and sections of the university's campuses.

2.2.Data Collection and Measurement

It is a primary data source, particularly a questionnaire that was used for data collection in this research study and accordingly, as questionnaire gets approval; the researcher has contacted to all concerned bodies of the studied organization and administered the instrument to respondents after the approval of their management. As far as measurement concerns, a six-item five-point likert scale devised by Neihoff & Moorman, (1993) was used to assess people's perceptions of procedural justice. Job satisfaction is measured using a standardized questionnaire with seven items adapted from Fernand & Awamleh, (2006), in which questions about employees' perceptions of their jobs are asked to assess their level of job satisfaction using a five-point likert scale to rate responses from 1 (strongly disagree) to 5 (strongly agree). While commitment was measured using the nine-item abbreviated version of the Organisational Commitment Questionnaire (OCQ) developed by Porter et al., (1974), which is equivalent with the 9-item Scale of British Organisational Commitment established by Cook & Wall, (1980).

2.3.Data Analysis

It is entirely descriptive statistics (mean and standard deviation) that were used to analyze the level of procedural justice, job satisfaction, and commitment in the institution, as well as to see the causal relationships among the latent variables; I used Amos software Version 21 to perform Structural Equation Modeling (SEM). After all of the statistical tests and assumptions were confirmed, all of these statistical tools for analysis were applied. These statistical tools of analysis are preferable since the study is casual in nature with a multivariate analysis.

3. Results

3.1. Demographic Information

Respondents' characteristics has showed that the majority of participants were male (69.9 %) and the majority of respondents are within age group of 25-35 around 64%. This may indicates that the university staffs are young, which further suggests that young girls and boys keep joining the teaching workforce in Ethiopia. In addition to this we may conclude as males mainly dominate the teaching profession. As far as the academic qualification concerned, majority of them are master's degree holders surprisingly around 60%. The majority of the respondents (73%) were married, while the rest are reported as single and divorced.

3.2. Descriptive Analysis

Table 1, below summarizes descriptive data for the study's primary variables: procedural justice, job satisfaction and commitment. On average, respondents gave a score of 3.6978 for procedural justice and 3.7620 for job satisfaction, with a score of 3.9481 for commitment.

Table 1: Descriptive statistics of all latent variables

Factors / variables	Mean	S.D
Procedural Justice	3.6978	.47019
Job satisfaction	3.7620	.46652
Commitment	3.9481	.51216

As can be seen in table 1, the respondents' response to procedural justice is at a high level (mean = 3.6978). In terms of job satisfaction, they reported a greater degree of satisfaction in overall (mean = 3.7620 & SD =.46652). In terms of commitment, the average is a little higher (mean of 3.9481, SD =.51216), but it still doesn't meet the threshold for highest.

3.3. Inferential Analysis

As indicated in the methodology section, SEM (structural equation modeling) with Amos graphics is used for analysis to check the assumptions that have been developed. The correlation between exogenous constructs, the factor loading for each item, the value of R², and the model's fitness indexes are all obvious metrics to focus on from a standardized estimate. As a result, since all of the fitness criteria have been met, the overall model fit appears to be fairly strong.

H1. Procedural justice has a significant and direct positive effect on commitment

The path coefficient of procedural justice to commitment i.e. PJ to C is 0.45 which tells us that for every one unit increase in procedural justice, its effects would contribute 0.45 unit increase in organizational commitment. Here, we have to notice that, the effect of procedural justice on organizational commitment is significant ($p < 0.05$) as indicated below in table 2. Thus, the hypothesis which states that procedural justice has significant and direct positive effects on organizational commitment is

supported. In other words, it means that the better perceived level of procedural justice in an organization, the more organizational commitment becomes.

Table 2: The direct effect of Procedural justice (PJ) on job satisfaction and commitment

			Beta estimate	S.E.	C.R.	P-value	Result
C	←	PJ	0.454	0.163	2.789	0.005	Significant
JS	←	PJ	0.445	0.184	2.413	0.016	Significant
C	←	JS	0.725	0.220	3.290	0.001	Significant

Employees who believe in the fairness of organizational policies and procedures are more dedicated to their particular institutions, according to this study, implying that higher work satisfaction and perceived procedural justice would surely improve organizational commitment.

H2. Procedural justice has a significant positive effect on job satisfaction

For procedural justice to job satisfaction (PJ to JS), the arrow and its coefficient, which indicates how much an exogenous component affects the respective endogenous construct, is 0.44. This means that if the exogenous variable procedural justice rises by one unit, the endogenous variable job satisfaction rises by 0.44, confirming the hypothesis that procedural justice has a strong positive effect on work satisfaction. This implies that organizations had better to give more emphasis to their policies and implementation procedures with the aim of enhancing organizational justice particularly on procedural justice in order to maintain satisfied workforce for better productivity.

H3. Job satisfaction has a significant positive effect on commitment

As indicated in table 2 above, the coefficient of the arrow job satisfaction to commitment is 0.73, indicating that a one-unit change in the independent variable leads to a 0.73-unit change in the dependent variable, i.e., a unit increase in job satisfaction leads to a 0.73-unit increase in organizational commitment, confirming the hypothesis that job satisfaction has a significant positive effect on organizational commitment. This finding suggests that when employees perceive just and fair behavior and treatment from their bosses, and see that rewards are distributed fairly and procedures in their workplace are equitable, they are more satisfied with their jobs, which leads to increased attachment to their workplace and improved performance. In terms of job happiness and commitment, the findings of my study revealed that job satisfaction has a considerable beneficial impact on organizational commitment, as evidenced by the work of other researchers.

H4. Job satisfaction mediates the relationship between procedural justice and commitment

Under this theme, the focus of this study is to investigate the mediating effect of job satisfaction in the relationship between procedural justice and organizational commitment.

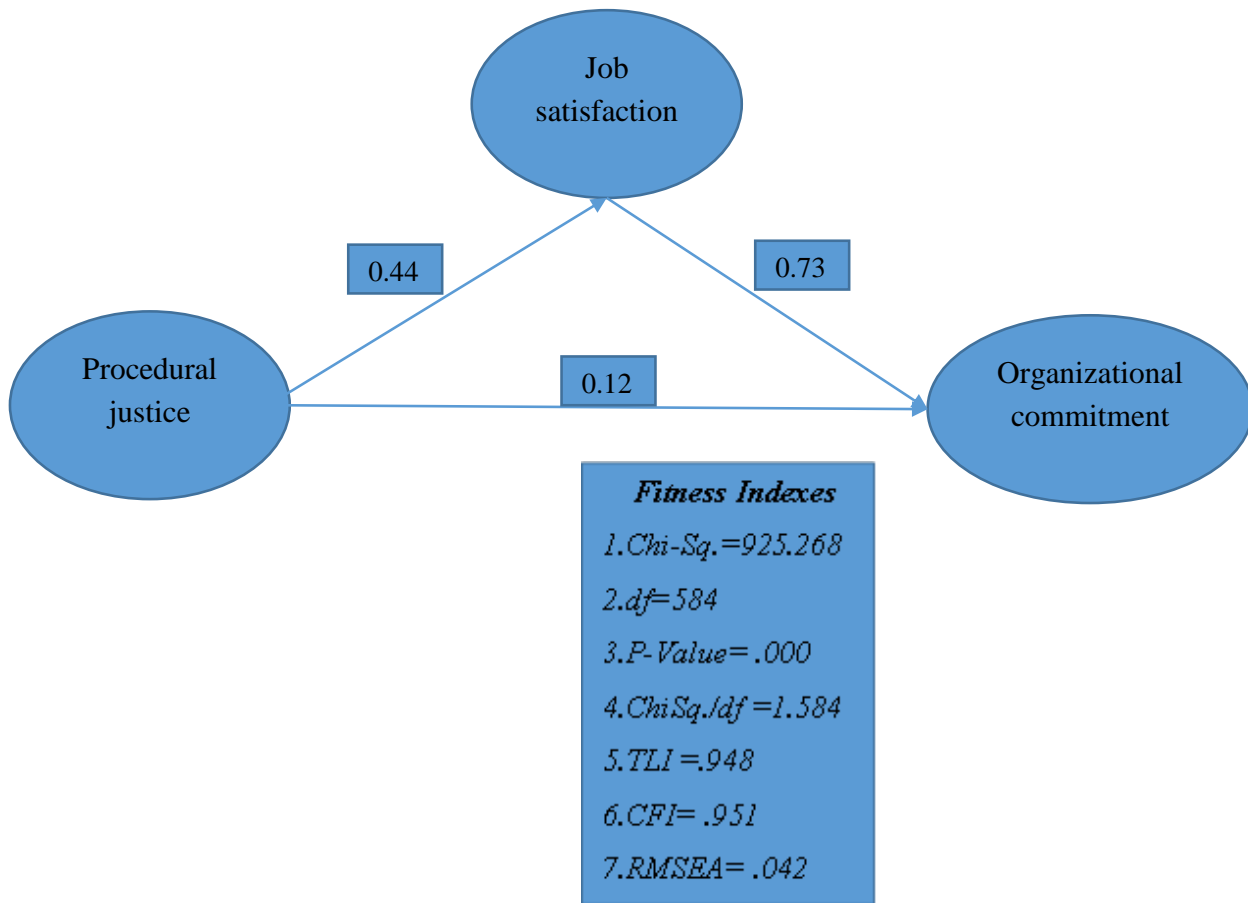


Figure 1: Mediating role of job satisfaction

Mediation happens whenever the indirect effect is bigger than the direct effect, which means that when the mediating variable enters the model, the value of the beta coefficient for the direct effect is reduced. As shown in table 2 above, the exogenous variable PJ (procedural justice) has a direct effect of 0.45 on C (commitment), but when the mediating variable JS (job satisfaction) is included in the model, this effect is reduced to 0.12 and a significant portion of the effect size is shifted through the mediating variable JS (job satisfaction). Because the direct effect of PJ (procedural justice) on C (commitment) becomes insignificant after JS (job satisfaction) enters the model as a mediator, the form of mediation observed here in our case is full mediation.

But don't be misled: just because the direct effect of an exogenous variable on an endogenous variable becomes insignificant when a mediating variable is introduced to the model (as shown in table 3 below), doesn't mean the exogenous variable has no direct relationship to the given endogenous variable. When the mediating variable of work satisfaction is eliminated from the model, the direct association between the two becomes substantial. Instead, it means that a significant portion of the direct effect of procedural justice on organizational commitment has shifted through the mediating variable, namely job

satisfaction, and that the exogenous variable (procedural justice) still affects the endogenous variable (organizational commitment) indirectly through the mediating variable (job satisfaction) in our case. That is why the association between procedural justice and organizational commitment becomes insignificant as indicated below in the table when the mediating variable job satisfaction enters in to the model.

Table 3: Significance of every path coefficient

Hypothesis Statement of path analysis	Beta Estimate	P-value	Results
H1: procedural justice has significant and direct positive effects on commitment	0.122	0.495	Not significant
H2: procedural justice has a significant positive effect on job satisfaction.	0.445	0.016	Significant
H3: Job satisfaction has a significant positive effect on commitment	0.725	0.001	significant

Generally, the direct effect of procedural justice on organizational commitment is insignificant but procedural justice has significant indirect effect on organizational commitment through the mediator variable namely job satisfaction.

1. The indirect effect= $0.44 \times 0.73 = 0.3212$
2. The direct effect= 0.12
3. Since indirect effect > direct effect: mediation occurs
4. The direct path is insignificant and both indirect paths are significant
5. Thus the type of mediation here is called complete mediation since the direct effect becomes insignificant when the mediator variable enters in to the model

4. Discussion

With the main purpose of examining the effects of perceived procedural justice on employees’ commitment considering job satisfaction as a mediator; this study validated prior research findings on the association between procedural justice and organizational commitment made by other researchers. According to Karim & Rehman, (2012) employees who have faith in fairness of organizational policies and procedures will be more committed to the company, demonstrating that enhanced work satisfaction and perceived organizational justice would undoubtedly boost organizational commitment. While Meyer & Allen, (1997) concluded that organizational membership is based on continuance commitment, with

employees constantly weighing the risks of staying or leaving. Furthermore, Morrow, (1993), observed that the amount of organizational commitment is low, which is linked to employees' negative perceptions of their organizational justice. In contrast, Srivastava, (2015) found that informational justice is the only component that predicts organizational commitment in a substantially positive way. However, these findings differ from those of Fatholahi, (2011), who reported that there is no significant relationship between organizational justice and organizational commitment in a study of Tehran's municipality.

As far as the relationship between procedural justice and job satisfaction concerns, the result of my study has matched with many researchers findings but differs in somewhat with results of few researchers. For instance, different organizational justice components contributed differently to predicting overall job satisfaction and organizational commitment across all sport types (Thorn, 2010). Organizational justice and job satisfaction have a meaningful and positive relationship among Iran's Youth and Sport Ministry Experts (Karimi, Alipour, Pour, & Azizi, 2013). Increases in perceived organizational fairness can lead to higher levels of satisfaction and, as a result, higher performance (Beuren et al., 2017). When a teacher's impression of organizational fairness improves, so does his or her job happiness (Dundar & Tabancali, 2012). Interactional justices, as well as procedural and distributive fairness, were found to be important predictors of teacher job satisfaction (Lutfi Altahayneh et al., 2014). Distributive justice, procedural justice, and interactional justice are all sub-dimensions of organizational justice that have a strong beneficial impact on employee job satisfaction (Mahboob & Khan, 2017). Hasan Ali Al-Zu'bi, (2010) found that all measures of organizational justice had a positive link with job satisfaction, implying that organizational justice is a precursor to job happiness. Only procedural justice and relational justice are significantly related to employee job satisfaction among the dimensions of justice (Srivastava, 2015). Procedural justice was not found to be related to job satisfaction (Bakhshi et al., 2009), which agrees with the findings of (Castillo & Fernandez, 2017), who found a significant relationship between university students' satisfaction and their perceptions of distributive and interactional justice, but no evidence of a relationship between job satisfaction and procedural justice. In this regard, my findings differ from those of (Bakhshi et al., 2009) and (Castillo & Fernandez, 2017).

Job satisfaction predicts organizational commitment (Caizares & Garca, 2012; Srivastava, 2013; Stevens et al., 1978; Williams & Hazer, 1986). Findings of Rifai, (2005) support the argument that job satisfaction is considered as an antecedent of affective commitment and when employees believed the outcome for their jobs was fair, they were satisfied with the procedures and the results and inclined to be more committed to the values of their organization. Cúlibrk et al., (2018) discovered that job satisfaction has a positive link with organizational commitment stating that there is a moderate to strong relationship between the two. We may deduce from the preceding explanation that workers who have faith in the fairness of organizational rules and execution methods will have higher job satisfaction, which will lead to stronger organizational commitment.

Job satisfaction has a significant effect as a mediator between organizational justice, transformational leadership and organizational commitment (Silitonga et al., 2020). While Bagis, (2018) has proved that

job satisfaction mediates the relationship between procedural justice and organizational commitment. These findings are similar with the finding of my research which has confirmed that job satisfaction fully mediates the relationship between procedural justice and organizational commitment while it is somewhat different with a research result conducted with the help of SEM (structural equation modeling) which has confirmed that among the dimensions of organizational justice, job satisfaction partially mediates the relationship between procedural justice and organizational commitment (Veress & Gavreliuc, 2019).

Taking this research finding as a benchmark, future researchers can undertake a more comprehensive research on this specific issue incorporating the components of organizational justice all together and considering motivation as an additional mediating variable in a wider perspective. As a remark, the results of this study implies that managers should give a due emphasis to develop employee centered policies and update their implementation procedures in order to satisfy their workers which in turn rises their level of commitment by then the respective organization can attain stated goals and become more productive through maintaining satisfied and committed workforce.

5. Conclusion

Findings of this research which targets to examine the effect of procedural justice on organizational commitment by considering job satisfaction as a mediator, has confirmed that procedural justice has a significant and direct positive effect on organizational commitment if the mediating variable is removed from the model. But the result of my research study has also showed that satisfaction has a significant positive influence on organizational commitment and satisfaction fully mediates the relationship between procedural justice and organizational commitment which means that procedural justice has significant indirect effect on organizational commitment through the mediator variable namely job satisfaction. In other words, it means that the better perceived level of procedural justice in an organization, the more employees' become satisfied on their job which in turn affects organizational commitment and this implies that organizations had better to give attention to their policies and implementation procedures in order to maintain satisfied and committed workforce for better performance.

When organizations develop policies and update their implementation procedures in order to satisfy their workers, they are not benefiting the workers; they are working for the benefit of themselves. With the goal of lowering inequity practices prevail in the organization, increased employees' job satisfaction, and enhanced organizational commitment by improving the overall mood of the institution, who's receiving the better end of the deal? The more effort you put to satisfy your workers, the more they will be able to give back to their respective organizations. In general, when you satisfied your workers, you save more and will be pleased by their performance in completing stated organizational objectives. Together, we can accomplish more and keep qualified and experienced workers for longer.

6. Limitation

This study's findings will surely aid in the areas of justice, satisfaction, and organizational commitment. However, the study's shortcomings/limitations include a small sample size and the absence of motivation as a mediating component. As a result, we recommend that future researchers do a comparable study with a larger sample size and motivation as a factor.

References

1. Awamleh R, Fernandes C. (2006). Impact of organizational justice in an expatriate work environment. *Manage. Res. News*, 29(11): 701- 712.
2. Bagis, F. (2018). Does Job Satisfaction Mediate the Effect of Procedural Justice and Distributive Justice on Organizational Commitment?: Case Study of Education Institution. 231(Amca), 341–344.
3. Bakhshi, A., Kumar, K., & Rani, E. (2009). Organizational justice perceptions as predictor of job satisfaction and organization commitment. *International Journal of Business and Management*, 4(9). <https://doi.org/10.5539/ijbm.v4n9p145>
4. Beuren, I. M., Santos, V. dos, Marques, L., & Resendes, M. (2017). Relation between perceived organizational justice and job satisfaction. *Revista de Educação e Pesquisa Em Contabilidade (REPeC)*, 11(0), 69–86. <https://doi.org/10.17524/repec.v11i0.1721>
5. Bhuian, S. N., & Menguc, B. (2002). Evaluation of Job Characteristics, Organizational Commitment and Job Satisfaction in an Expatriate, Guest Worker, Sales Setting. *Journal of Personal Selling and Sales Management*, 22, pp.1-12.
6. B.P Niehoff, R. H. M. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behaviour. *Academy of Management Journal*, Vol. 36, pp. 527–556.
7. Cañizares, S. M. S., & García, F. J. F. (2012). Organizational Commitment and Job Satisfaction. *Prestige Institute Of Management*, (January 2013), 138–161. <https://doi.org/10.4018/978-1-61350-207-5.ch008>
8. Castillo, C., & Fernandez, V. (2017). Relationships between the dimensions of organizational justice and students' satisfaction in university contexts. *Intangible Capital*, 13(2), 282–301.
9. Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., and Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86, 425-445.
10. Cowherd, D. M., & Levine, D. I. (1992). Product quality and pay equity between lower-level employees and top management: An investigation of distributive justice theory. *Administrative Science Quarterly*, 37, 302-320.
11. Čulibrk, J., Delić, M., Mitrović, S., & Čulibrk, D. (2018). Job satisfaction, organizational commitment and job involvement: The mediating role of job involvement. *Frontiers in Psychology*, 9(FEB), 1–12. <https://doi.org/10.3389/fpsyg.2018.00132>
12. Curry, J. P., Wakefield, D. S., Price, J. L., & Mueller, C. W. (1986). *On the causal ordering of job satisfaction and* Wiley.
13. Dr. Iram Rani Laghari-D,)Sanam Gul, & Memon. (2015). Impact of Organization Justice on the Job Satisfaction of Employees among Academia of Higher Education Institution (HEIs), Sindh. *International Journal of Case Studies*, 4(2015–04), 44–54.
14. Dundar, T., & Tabancali, E. (2012). The Relationship between Organizational Justice Perceptions and Job Satisfaction Levels. *Procedia - Social and Behavioral Sciences*, 46, 5777–5781. <https://doi.org/10.1016/j.sbspro.2012.06.513>
15. Elamin, A. (2012). Perceived organizational justice and work-related attitudes: A study of Saudi employees. *World Journal of Entrepreneurship, Management and Sustainable Development*, 8(1), 71–88. <http://dx.doi.org/10.1108/20425961211221633>
16. Fatholahi, A. (2011). Distributive and Procedural Justice as an Antecedent of Commitment. In *Journal of Chemical Information and Modeling* (Vol. 53).
17. Folger, R. and M.A. Konovsky. (1989). Effects of procedural and distributive justice on reactions. *Academy of*

Management Journal (32) 1: 115-30.

18. Greenberg, J. (1987). A Taxonomy of Organizational Justice Theories. *Academy of Management Review*, 12(1), 9–22. <https://doi.org/10.5465/amr.1987.4306437>
19. Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399-432.
20. Hasan Ali Al-Zu'bi. (2010). A Study of Relationship between Organizational Justice and Job Satisfaction. *International Journal of Business and Management*, 5(12), 102–109.
21. Ibrahim, M. E., & Perez, A. O. (2014). Effects of Organizational Justice, Employee Satisfaction, and Gender on Employees' Commitment: Evidence from the UAE. *International Journal of Business and Management*, 9(2), 45–59. <https://doi.org/10.5539/ijbm.v9n2p45>
22. Karim, F., & Rehman, O. (2012). Impact of Job Satisfaction, Perceived Organizational Justice and Employee Empowerment on Organizational Commitment in SemiGovernment Organizations of Pakistan. *Journal of Business Studies Quarterly*, 3(4), 92–104. Retrieved from http://jbsq.org/wp-content/uploads/2012/06/JBSQ_June2012_7.pdf
23. Karimi, A., Alipour, O., Pour, M. A., & Azizi, B. (2013). Relationship between organizational justice and job satisfaction in ministry of sports and youth in Iran. *Int J Sport Stud*, 3(11).
24. Lowe, R. H., & Vodanovich, S. J. (1995). A field study of distributive and procedural justice as predictors of satisfaction and organizational commitment. *Journal of Business and Psychology*, 10(1), 99–114. <https://doi.org/10.1007/BF02249273>
25. Lutfi Althayneh, Z., Khasawneh, A., & Abedalhafiz, A. (2014). Relationship between organizational justice and job satisfaction as perceived by Jordanian physical education teachers. *Asian Social Science*, 10(4), 131–138. <https://doi.org/10.5539/ass.v10n4p131>
26. Mahboob, F., & Khan, B. (2017). Arabian Journal of Business and Organizational Justice and Its Impact on Job Satisfaction in Public Sector Universities of Peshawar. *Arabian Journal of Business and Management Review*, 7(5), 1–13.
27. Meyer J and Allen N. (1997). "Commitment in the Workplace: Theory, Research, and Application", Sage Publications.
28. Moore, J.E. (2002). One road to turnover. An examination of work exhaustion in technology professionals, *MIS Quarterly*, 24 (1), pp.141-168.
29. Morrow, P. C. (1993). The theory and measurement of work commitment. Greenwich, CT: Jai Press Inc.
30. Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603–609. <https://doi.org/10.1037/h0037335>
31. Rifai, H. A. (2005). A Test of the Relationships Among Perceptions of Justice, Job Satisfaction, Affective Commitment and Organizational Citizenship Behavior. *Gadjah Mada International Journal of Business*, 7(2), 131–154.
32. Silitonga, N., Novitasari, D., Sutardi, D., Sopa, A., Asbari, M., & Yulia, Y. (2020). The Relationship of transformational Leadership , Organizational Justice and Organizational Commitment : A Mediation Effect of Job Satisfaction. 7(19), 89–108.
33. Somayyeh, K. A., Mohsen, H., & Zahed, B. (2013). Studying the relation between organizational justice and organizational commitment among the librarians of Khouzestan province ministry of science academic libraries. *European Online Journal of Natural and Social Sciences*, 2(3), 444–451.
34. Srivastava, S. (2013). Job Satisfaction and Organizational Commitment Relationship: Effect of Personality Variables. *Vision: The Journal of Business Perspective*, 17(2), 159–167. <https://doi.org/10.1177/0972262912483529>
35. Srivastava, U. R. (2015). Multiple Dimensions of Organizational Justice and Work-Related Outcomes among Health-Care Professionals. *American Journal of Industrial and Business Management*, 05(11), 666–685. <https://doi.org/10.4236/ajibm.2015.511067>
36. Stevens, John M., Janice M. Beyer and Harrison M. (1978). "Assessing Personal, Role and Organizational Predictors of Managerial Commitment", *Academy of Management Journal*, 21, 380-39
37. Thorn, D. (2010). Perceptions of organizational justice, job satisfaction, and organizational commitment in intercollegiate athletics :
38. Veress, Z. E., & Gavreliuc, A. (2019). Organizational Commitment , Organizational Justice and Work Satisfaction : A Comprehensive Model in a Romanian Organizational Setting Organizational Commitment , Organizational Justice and

effect of procedural justice on organizational commitment: mediating role of job satisfaction

Work Satisfaction: A Comprehensive Model in a Romanian Organizational Setting. (January).
<https://doi.org/10.24913/rjap.20.2.05>

39. Williams, L. J., & Hazer, J. T. (1986). Antecedents and consequences of satisfaction and commitment in turnover models: A reanalysis using latent variable structural equation methods. *Journal of Applied Psychology*, 71(2), 219-231. doi: 10.1037/0021-9010.71.2.219
40. Yamane, Taro. (1967). *Statistics: An Introductory Analysis*, 2nd Edition, New York: Harper and Row.