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The Relationship between Organizational Justice Dimensions and the Organizational Commitment of FTO Theoretical Knowledge Instructors

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ABSTRACT

The purpose of this paper is to study the relationship between Organizational Justice Dimensions and Organizational Commitment. Although, Organizational Justice and Organizational Commitment have been studied for their numerous aspects so far, every new research with new horizons has additional potential to reveal significant ties. The specific scope of this study is to investigate the relationship between Flight Training Organization (FTO) Theoretical Knowledge Instructors' (TKIs) perceptions of organizational justice and to determine the effect of their perception on organizational commitment. A quantitative approach was used through developing a survey instrument and collecting data from TKIs instructing at FTOs which are approved by Turkish Directorate General of Civilian Aviation (DGCA).

Keywords: Organizational justice, organizational commitment, Theoretical Knowledge Instructors.

Introduction

Organizational justice which has been covered in this research is one of the topics that have been intensively studied in the areas of organizational behavior, organizational psychology and human resource management in the last century. It has been recognized as an important issue in effectively fulfilling organizational functions (Greenberg, 1990). The other concept which has been investigated in the research is “organizational commitment”. Organizational commitment is a need of a person and in every aspect of social life which he or she works in order to satisfy this

need. The internalization of organizational goals and values and organizational commitment is, above all, one of the most effective motivational styles. It is seen as a very difficult achievement. When it is achieved, this harmony brings about high level of volunteerism and creativity (Katz and Kahn, 1978)

In this research, organizational justice theories are used as framework. Various theories developed related with organizational justice cast light to relationships of organizational justice dimensions with organizational commitment as they do same contribution in explaining the relationships of them with some other organizational behaviors like performance, satisfaction, etc.

The main objective of this research is to reveal the relationship between the justice sentiment which TKIs in Turkey have for their organizations and the level of their organizational commitment. This relationship also investigated according to the justice sentiment perceived according to relationships with supervisors and relationships with co-workers.

TKIs are the instructors who give the ground courses for pilot training at Approved/Flight Training Organizations. The instructors are certified by the National Civilian Aviation Organization (CAA) according to the international and national regulations. In Turkey Turkish CAA, namely DGCA define and control TKI initial training, certification and on job training procedures in line with International Civilian Aviation Agency (ICAO) and European Aviation Safety Agency (EASA) provisions and regulations (SHGM SHT-TBO Regulation).

Literature Review

Commitment is a compelling force that requires one to acknowledge and respect commitment, even in various situations where one faces hesitant (Brown, 1996). In other words, commitment is an emotional orientation towards a certain entity (Meyer and Allen, 1984).

Commitment is an emotional orientation towards a certain entity (Meyer and Allen, 1984). Two different views have been defended in most of the researches on organizational commitment. Morrow (1983), who advocated the first view, suggested that the concept of organizational commitment would be examined differently from concepts related to understanding the strategic consequences of the effects on performance, turnover, and so on. Reichers (1985), who advocates the other view, emphasized that commitment cannot be regarded as one-dimensional concept and accordingly organizational commitment must be understood as a composition of the commitment to different groups forming the organization (Çolakoğlu et al., 2009).

There are three dimensions of commitment;

Affective commitment is the degree of employees' perceptiveness in terms of identification and engagement with the organization (Mowday et al., 1979). It is closely related with emotional reactions to the business environment and is more related to job satisfaction and friendship (Balay, 2014).

Human resources are one of the most significant values of any organization if they are well-trained and good at team work (Ertugan and Kayabaş, 2011). Owing to that fact FTOs feel

obliged to sustain their qualified TKI reserve. Continuance commitment, which includes a well-considered approach based on exchange. Exchange of investments related to employees, such as labor, knowledge and the rewards of their work defines commitment that keeps employees off leaving organization with new costs (Uygur, 2009). Another explanation of the continuance commitment is being aware of immense penalties if an employee changes organization (Stebbins, 1970).

Normative commitment is based on the employees' sense of responsibility related to staying in the organization (Balay, 2014). Employees in normative commitment believe in the importance of loyalty and feel a moral imperative in this regard (Yalçın and İplik, 2005). This kind of commitment can only come to an end with the payment of the debt by the employee (Meyer and Allen, 1991). When employees have moral feelings which force them remain in the organization, they have normative commitment towards their organizations (Marsh and Mannari, 1977).

Organizational justice has been assessed as an important factor in the performance of tasks assigned to the work of one's workplace (Cropanzano et al., 2007), explained the state of the managers as being just or fair (Colquitt et al., 2001). Greenberg (1990) defines organizational justice in the form of perceived justice as regards the practice of one's organization. Although there is no consensus on the division of organizational justice dimensions, three-dimensional (distribution, procedural, interactional) seems reasonable to be used (Meydan et al., 2011). For this reason, organizational justice will be examined in three dimensions in this study. The concept of distribution justice is based on distribution or division principle in organizations. Distribution justice involves the way in which the distribution of resources in organizational life is perceived by employees (Martin, 1981). Distribution justice is accepted as the belief of individuals that sources are shared fairly (Chambers, 2002).

Procedural justice expresses perceived justice for methods used in formal procedures while determining achievements and taking decisions. During implementation of any procedure fairness and validity of the relationship arising from the implementation of the bilateral communication, impartiality, feelings and attitudes; such as compromise, sincerity and courtesy is the subject of procedural justice (Duffy et al., 2003).

Interactional justice constitutes the human dimension of practices within the organization. In other words, in the fairness of interaction, there is a sense of courtesy, honesty, respect, etc. Behavior is taken as basis (Beugre, 1998).

Hypothesis Development

At the core of the distribution justice principle is the fact that there is an ethical and objective behavior. In line with this principle, individuals with similar conditions should be treated in a similar manner and those with different conditions should be treated in proportion to their differences. Distribution justice is an extension of equality theory. According to the Equity Theory, equal effort brings equal result (İşcan, 2005). When TKIs begin to think that

management of the FTO is unfair to them, the link between TKIs and the FTO begins to weaken. TKIs immediately tend to leave the organization.

Hypothesis 1: There is a positive relationship between Distribution Justice and Organizational Commitment of TKIs.

Procedural justice is a tool for reaching outcomes, setting the roles of the participants in decision-making processes (Crapanzono et al., 2007). If the TKIs' tendency to view the procedural justice trends in the negative direction their organizational commitment also decreases together with their motivation and performance. As a result they tend to leave the FTO.

Hypothesis 2: There is a positive relationship between Procedural Justice and Organizational Commitment of TKIs.

Executives who do not treat each employee equally are not perceived fairly by employees. The perception of the employees' injustice of the interaction in the organization leads to the reaction to the managers (Özdevecioğlu, 2003). When the reaction of TKIs stemmed from the lack of positive interactional justice perception is not taken into account they lose their tie with the FTO. The humanitarian dimension of the organizational justice is related with the relationship among employees, as well. If good relationship is not established among TKIs regarded with fair interaction, the work environment gets uncomfortable. Such a work condition decreases their commitment to whole organization.

Hypothesis 3: There is a positive relationship between Interactional Justice and Organizational Commitment of TKIs.

Research Model

The research was conducted to determine the effect of organizational justice dimensions on the organizational commitment. In order to allow visualization of the dependent and independent variables the related conceptual model is illustrated in figure 1.

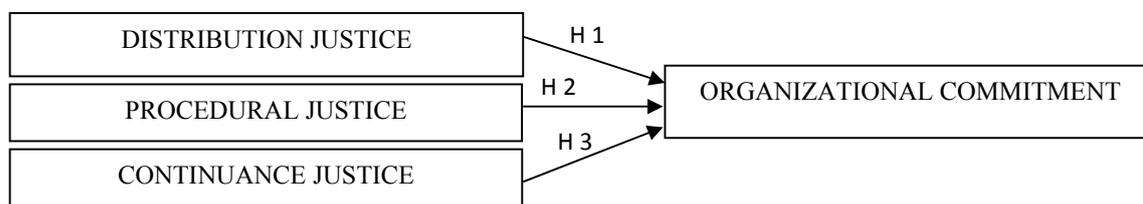


Figure 1. Conceptual Model.

Methodology

Data Collection

The purpose of this study is defined as descriptive study in order to gain an accurate profile of the relationship between the dependent variable and independent variable of the research. The

best plan to achieve the goal of the study was decided. This plan, namely “research strategy” was chosen for creating a link between the philosophy of research and data collection method. In accordance with the descriptive research with a deductive approach, survey strategy was applied. Quantitative method was taken as methodological choice.

Primary data were collected from TKIs for the aimed research objectives. Questionnaires were used for quantitative data collection in order to analyze those quantitatively by using descriptive statistics. Self-completed questionnaires were used. 50 questionnaires were distributed to the TKIs, of which 32 responded. In the first part of the questionnaire, questions about the demographic characteristics of the participants took place.

In the second part, the “Organizational Justice Scale” was used to determine the participants' knowledge and perceptions regarding organizational justice. The utilized scale was originally developed by Niehoff and Moorman (1993), adapted to Turkish by Gürbüz and Mert (2009). The scale adapted by them consists of 20 items and it is measuring distribution justice (6 items), procedural justice (9 items) and interactional justice (5 items). The high score to be taken from the scale indicates that the justice in the institution studied is high.

Finally, "Organizational Commitment Scale" developed by Allen and Meyer (1984) was used to determine organizational commitment levels of employees. The scale developed by Allen and Meyer includes three subscales: emotional, continuity and normative commitment. Likert scale technique, one of the multiple scale formats was used in the questionnaire. This method includes expressions; (1) "never agree", (2) "I do not agree", (3) "I am undecided", (4) "I agree", and (5) "I fully agree". The high score to be taken from the scale indicates that the organizational commitment in the institution studied is high. Both scales used in our research have been frequently used in our country and abroad. They have high values in the reliability analyzes in general.

Data Analysis

In our study a statistical data analysis program package has been utilized in order to analyze the data collected.

Reliability tests were conducted to determine whether the statements in the questionnaires were perceived at the same level by the respondents. Cronbach's alpha internal consistency coefficient which is widely used in such studies were used in determining the reliability of the scales for our research. Cronbach's alpha coefficients, determining the internal consistency, are found 0.83 for “Organizational Justice Scale” and 0.81 for "Organizational Commitment Scale".

The descriptive and occupational characteristics of the TKIs included in the study were determined using frequency analysis and descriptive statistics were given for the scores of the participants on the scales and subscales. In order to determine the hypothesis tests used in the research, the normal distribution, Kolmogorov-Smirnov test, was examined by QQ plot and skewness-kurtosis values. When data set was normal distributed, parametric hypothesis tests were used. Otherwise, nonparametric hypothesis tests were used.

Independent sample t test and Mann-Whitey U test were used to compare the scale scores when the independent variable was composed of two categories. When the number of categories in the independent variables was more than two, the scale scores were tested by using the Kruskal-Wallis test. When any difference between the categories was determined according to the Kruskal-Wallis test results, the difference between the categories was determined by the Mann-Whitney U test. Pearson correlation analysis and multiple regression analysis were used to determine the relationship between Organizational Justice Scale and Organizational Commitment Scale.

Conclusion and Discussion

Results

Table 1. Demographical data (n=32)

	(n)	(%)
Gender		
Female	14	43.75
Male	18	56.25
Age		
40 and below	18	56.25
41 and over	14	43.75
Education		
Undergraduate	11	34.38
MSc/MA	14	43.75
PhD	7	21.88
Total employment duration		
20 and below	13	40.63
21 and over	19	59.38
Employment duration at current FTO		
3 and below	11	34.38
4 and over	21	65.63
Employment Status		
Full time	28	87.50
Part time	4	12.50

When Table 1 was examined, it was found that; 43.75% of the TKIs included in the survey were female. 56.25% were male. 56.25% were in the age group of 40 and below. 43.75% were in the age group of 41 and over; 34.38% of undergraduate. 43.75% of MSc/MA and 21.88% of PhD degree. 40.63% had 20 years and below. 59.8% had 21 years and above total employment duration. 34.38% of TKIs have been working for 3 years and below. 65.63% of them have been working for over 4 years and over. 87.50% of TKIs are working full time. 12.50% of TKIs are working part time.

Table 2. Scores from Organizational Justice Scale and Organizational Commitment Scale (n=32)

	n	\bar{x}	s	Min	Max
Emotional Commitment	32	2.59	0.59	1.17	3.17
Continuance Commitment	32	2.35	0.70	1.00	3.33
Normative Commitment	32	2.98	0.54	2.17	4.00
Organizational Commitment Scale (Overall)	32	2.64	0.53	1.44	3.44
Distribution Justice	32	3.29	0.43	2.40	4.00
Procedural Justice	32	3.15	0.41	2.50	4.00
Interactional Justice	32	3.16	0.47	2.44	4.00
Organizational Justice Scale (Overall)	32	3.20	0.37	2.80	4.00

Table 2 gives descriptive statistics such as mean, standard deviation, minimum and maximum value of the scores of the TKIs who were included in the research by the organizational justice scale and organizational commitment scale.

The TKIs included in the survey had a mean of 2.59 ± 0.59 points on the emotional commitment subscale, 2.35 ± 0.70 points on the subscale of continuance commitment and 2.98 ± 0.54 points on the normative commitment subscale on the organizational commitment scale. When the scores of the TKIs were examined by the organizational commitment scale, it was found that the average score of the scale was 2.64 ± 0.53 , the lowest was 1.44 and the highest score was 3.44.

It was determined that the TKIs had an average of 3.29 ± 0.43 points in the distribution justice subscale, 3.10 ± 0.41 points in the procedural justice subscale, and 3.16 ± 0.74 points in the interactional justice subscale. TKIs participating in the research had an average of 3.20 ± 0.37 points in the organizational justice scale, with the lowest score of 2.80 and the highest score of 4.

Table 3 gives the correlation analysis results for the purpose of determining the relationship between the organizational justice scale of the TKIs included in the survey and the scores they got from the organizational commitment scale.

Statistically significant correlations were found between the scores of the TKIs' distribution justice, procedural justice and interactional justice subscales which were included in organizational justice scale and the scores obtained from all dimensions of organizational commitment scale and all subscales included in the scale ($p < 0.05$). These correlations are positively and strongly correlated. According to this as the scores of the TKIs' distribution justice, procedural justice and interactional justice are increased the scores of the organizational commitment scale and all the subscales included in the scale are also increasing.

Table 3. Pearson Correlation Analysis between Organizational Justice and Organizational Commitment (n=32)

		Emotional Commitment	Continual Commitment	Normative Commitment	Organizational Commitment Scale (Overall)
Distribution Justice	r	0.38	0.46	0.50	0.51
	p	0.03*	0.01*	0.00*	0.00*
Procedural Justice	r	0.50	0.66	0.71	0.72
	p	0.00*	0.00*	0.00*	0.00*
Interactional Justice	r	0.59	0.71	0.83	0.81
	p	0.00*	0.00*	0.00*	0.00*
Organizational Justice Scale (Overall)	r	0.58	0.72	0.81	0.81
	p	0.00*	0.00*	0.00*	0.00*

* $p < 0.05$

It was found that there is positive and strong correlation between the scores that TKIs got from the overall organizational justice scale and the scores they got from the overall organizational commitment scale ($p < 0.05$). As the scores of the trainers increase from the overall organizational justice scale, the scores they receive from the overall organizational commitment scale are also increasing.

Table 4 gives the results of the regression analysis of the scores of the scores of the instructor's organizational justice scale. Distribution, procedure and interaction justice subscales, and the score of the organizational commitment scale.

Table 4. Regression Analysis between Organizational Justice and Organizational Commitment

	Unstandardized		Standardized	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.84	0.50		-1.69	0.10
Distribution Justice	0.13	0.15	0.11	0.90	0.38
Procedural Justice	0.32	0.20	0.25	1.59	0.12
Interactional Justice	0.65	0.18	0.58	3.57	0.00*

($R^2 = 0.70$, $p < 0.05$)

There is a significant relationship between the scores of distribution, procedural and interactional justice subscales of the organizational justice scale and the score of the organizational commitment scale ($p < 0.05$) and these variables explained 70% of the organizational commitment variance.

It was found that the scores of the TKIs from the interactional justice sub-dimension were statistically significant predictors of organizational commitment scale scores ($p < 0.05$). According to this, one unit increase in the points that the instructors got from the interaction justice subscale increases the organizational commitment scores by 0.65.

Discussion and Implications

The practical purpose of this study is to explore the effects of organizational justice dimensions observed at Flight Training Organizations on the organizational commitments of TKIs. First of all, all dimensions of organizational justice and organizational commitment dimensions were investigated. Afterwards, organizational justice and organizational commitment relationship were determined in light of the related literature.

It has been revealed by other researchers that the FTOs that have the desired level of organizational commitment of TKIs have advantages compared to other FTOs. For this reason, important steps must be taken by the FTOs in order to increase the commitment of TKIs.

Limitations of the Study

The fact that the data obtained within the scope of the study is limited to the questions in the questionnaire is the main limitation of this study.

Moreover, because the participants in the survey do not face the concepts of organizational commitment and organizational justice in their own lives, there are difficulties in perceiving the questions.

Suggestions

The issue of organizational justice and organizational commitment has become increasingly important in terms of both employees and managers.

The research results provide important clues for Flight Training Organizations' managers who want to increase the organizational commitment of TKIs by raising their perceptions of justice. However, studies that include organizational trust dimensions which are closely related to the concept of justice and have an effect of enhancing organizational commitment are considered to contribute to this aim.

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