

The Relationship between Interactional Justice and Affective Commitment: The Moderating Role of Perceived Organizational Support

Alptekin SÖKMEN

Gazi University

Faculty of Economics and Administrative
Sciences

Ankara, Turkey

orcid.org/0000-0002-5162-0918

asokmen@gazi.edu.tr

Gökhan KENEK

Gazi University

Faculty of Economics and Administrative
Sciences

Ankara, Turkey

orcid.org/0000-0002-5019-4099

gokhankenek@gazi.edu.tr

Emre Burak EKMEKÇİOĞLU

Gazi University

Faculty of Economics and Administrative Sciences

Ankara, Turkey

orcid.org/0000-0001-6344-9735

emreburak.ekmekcioglu@gazi.edu.tr

Extensive Summary

Introduction

The variables of organizational justice, organizational commitment and perceived organizational justice play an important role within research on the quality of working life. The objectives of this study are to identify the relationships between interactional justice, affective commitment and perceived organizational justice and to determine whether perceived organizational support have moderator affect or not when interactional justice impacts affective commitment. Procedural justice focuses on employees' perceptions of the quality of the interpersonal treatment received during the enactment of organizational procedures, commonly labeled interactional justice (Bies, 1986). Interactional justice, an extension of procedural justice, pertains to the human side of organizational practices, that is, to the way the management (or those controlling rewards and resources) acts toward the recipient of the justice. As such, interactional justice relates to the aspects of the communication process between the source and the recipient of justice, such as politeness, honesty, and respect (Bies and Moag, 1986). To the extent that both the employee and the employer apply the reciprocity norm to their relationship, favorable treatment received by either party is reciprocated, leading to beneficial outcomes for both (Rhoades and Eisenberger, 2002). Organizational support theory (Eisenberger et al., 1986) implies that to determine the organization's readiness to reward increased work effort and to meet socioemotional needs, employees develop

global beliefs concerning the extent to which the organization values their contributions and cares about their well-being. Affective commitment is defined as "an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization" (Allen & Meyer, 1990:2). Employees who are emotionally committed to the organization show higher performance, reduced absenteeism, and a lessened likelihood of quitting their job (Meyer and Allen, 1997; Mowday, Porter, and Steers, 1982).

In scope of this study hypotheses are developed as:

H₁: There is a positive and significant relationship between interactional justice and affective commitment.

H₂: There is a positive and significant relationship between perceived organizational support and affective commitment.

H₃: There is a positive and significant relationship between interactional justice and perceived organizational support.

H₄: Perceived organizational support has a moderator effect on the relationship between interactional justice and affective commitment.

Methodology

The aim of this study is to analyze the relationship between the concepts of interactional justice, perceived organizational support and affective commitment, and to indicate the moderator role of perceived organizational support between interactional justice and affective commitment. In accordance with the literature described above, a research model has been established in Figure 1 below.

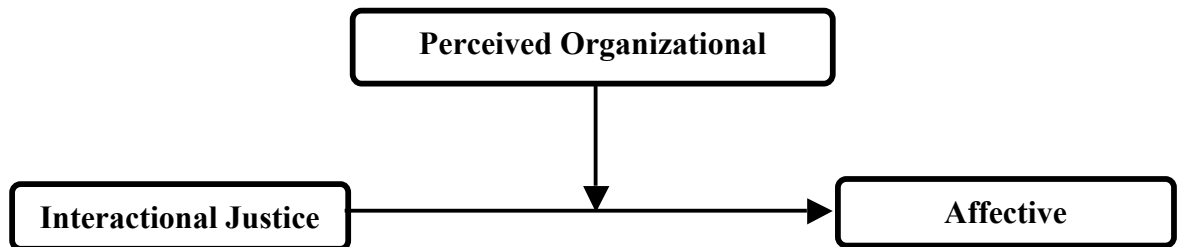


Figure 1. Research Model

According to research model in Figure 1, interactional justice was defined as an independent variable, affective commitment was defined as a dependent variable and finally perceived organizational support was defined as a moderator variable.

The questionnaire form constructed within the scope of the research and consists of two parts. The first part consists of the questions to determine the demographic characteristics of the participants. Interactional justice, affective commitment and perceived organizational support scores were measured by different scales in the second part. The scale of the interactional justice which was developed by Niehoff and Morman (1993) consists of 9 items, perceived organizational support scale (Eisenberger et al., 1986) consists of 8 items and 6 items affective commitment from the organizational commitment scale which was developed by Meyer and Allen (1997) were used. The survey was conducted by a total of 207 public employees. After the elimination of 9 missing and incorrectly filled surveys, 198 questionnaires were analyzed. Analyses

which are used in the study can be listed as descriptive statistical analysis, reliability analysis, correlation and regression analysis. SPSS 20 is used for analyses.

Table 1. Intercorrelations Among the Variables

Variable	1	2	3
1.Interactional Justice	(0,91)		
2.Perceived Organizational Support	0,67*	(0,78)	
3.Affective Commitment	0,39*	0,42*	(0,69)

*p<0,01; The values in the parentheses are reliabilities of variables.

The Cronbach's alpha for the three scales were .91, .78, and .69, respectively. Intercorrelations among the variables are shown in Table 1. According to correlations Hypothesis 1, Hypothesis 2 and Hypothesis 3 were supported. As we predicted, interactional justice, affective commitment and perceived organizational support were positively correlated.

Table 2. Results of Regression Analysis

Model	B	S.E.	Standardised β	t	p
1 (Constant)	2,060	,173	-	11,871	,000
IJ	,349	,059	,390	5,922	,000
2 (Constant)	1,711	,196	-	8,737	,000
IJ	,164	,078	,183	2,097	,037
POS	,314	,089	,305	3,507	,001
3 (Constant)	1,729	,195	-	8,886	,000
IJ	,158	,077	,176	2,041	,043
POS	,294	,089	,286	3,294	,001
IJ X POS	,075	,038	,128	1,978	,049
Dependent Variable: Affective Commitment (AC)					
1) R= ,390	R ² = ,152	F = 35,069		p = ,000	
2) R = ,450	R ² = ,194	F = 24,697		p = ,000	
3) R = ,467	R ² = ,218	F = 18,015		p = ,000	

IJ:Interactional Justice; POS: Perceived Organizational Support; AC:Affective Commitment

Results of hierarchical regression analyses are shown above in Table 2. Along with the inclusion of perceived organizational support in the second stage, there is a change of 0,042 in R² is observed. After that, with the inclusion of interaction variable (interactional justice X perceived organizational support) in the second stage, again there is a change of 0,024 in R² is observed. According to results, H4 was supported.

Conclusion and Suggestions

The purpose of this study is to analyze the relationship among interactional justice, affective commitment and perceived organizational support and to reveal that whether there is a moderator role of perceived organizational support between the relationship interactional justice and affective commitment. Current study was conducted with the participation of employees of a public organization in Ankara. According to analyses which was conducted; there was a significantly positive relationship between interactional justice and affective commitment and H₁ was accepted. This result is same as the studies of Greenberg (1994), Barling and Philips (1993), Heffernan and Dunlon (2016). There was a significantly positive relationship

between interactional justice and perceived organizational support and H₂ was accepted. That result is same as the studies of Deconick (2010), Ambrose and Schminke (2003). According to another result there was a significantly positive relationship between perceived organizational support and affective commitment and H₃ was accepted. That result supports the studies of Eisenberger et al (1990), Shore and Tetrick (1991), Shore and Wayne (1993), Tansky and Cohen (2001), Rhoades, Eisenberger and Armeli (2001). Finally, the hypothesis was tested whether there was a moderator role of perceived organizational support between the relationship interactional justice and affective commitment or not. According to analysis perceived organizational support had a moderator effect in the relationship of other two variables and H₄ was accepted. In the present case when the strength of organizational support increases, the strength of the effect of interactional justice on affective commitment is going to increase. In the literature interactional justice, perceived organizational support and affective commitment there is no study about moderator effect of among these variables as modelled in relevant analysis. Thus it is thought that results may contribute to literature.