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The Impacts of Organisational Justice on Normative Commitment among Public and Private Sector Employees in Malaysia

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ABSTRACT

This paper investigates the impacts of the four dimensions of organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) on normative commitment among public and private sector employees in Malaysia. Organisational justice is examined within the context of compensation at the workplace because compensation is an important outcome for all employees. Normative commitment is examined due to the rising emergence of the boundaryless careerists and also due to the scarcity of research on normative commitment compared to the other two dimensions of organisational commitment. Based on the theory of social exchange, it is predicted that the four dimensions of organisational justice will have a significant positive impact on normative commitment. A total of 226 employees from the public and private sectors throughout Malaysia participated in this research. Partial least squares of structural equation modeling is used to test the hypotheses. The findings revealed that distributive justice, procedural justice, and informational justice have significant positive impacts on normative commitment. This study also discovered that the relationship between interpersonal justice and normative commitment is stronger among public sector employees compared to private sector employees contrary to the hypothesised statement. This paper provides both theoretical and practical implications that would benefit both academics and practitioners in the field of human resource management and organisational behaviour. Thus, it is concluded that organisations must enhance the perceptions of compensation fairness at the workplace to increase the perceived obligation among employees to remain working with their employers.

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INTRODUCTION

Commitment of employees to organisations is an important organisational phenomena because it has implications for organisations in terms of employees' turnover, job performance, organisational citizenship behaviour, and employee health and well-being (Klein, Becker, & Meyer, 2009). With the recent proliferation of the boundaryless careerists where employees no longer stay with one organisation for a lifetime (Hall, 2002), organisational commitment is an important attitude that should not be neglected. The increasing business threats to organisations such as mergers and acquisitions, downsizing, outsourcing, and reengineering are undermining commitment and it therefore makes organisational commitment an important variable to be examined (Klein *et al.*, 2009). In Malaysia, the employee turnover rates rose from 10% in 2009 to 15.9% in 2011 signalling the rising trend of job-hopping among Malaysian workforce (Goh, 2012). Thus, it is important for organisations to understand how to fuel commitment among its employees.

Organisational commitment comprises three components, which are affective commitment, continuance commitment, and normative commitment (Meyer, Allen, & Smith, 1993). Organisational commitment has been reviewed to be an important predictor of several organisational behaviours such as job performance, organisational citizenship behaviours, and withdrawal intentions (Meyer & Parfyonova, 2009). Among the three components of organisational commitment, normative commitment received the least attention in research (Meyer & Parfyonova, 2009). Furthermore, normative commitment is reported to be strongly correlated with turnover intention in countries high on the collectivist culture (Fisher & Mansell, 2009). Due to that, normative commitment deserved research attention because Malaysia is a country high on the collectivist culture (The

Hofstede Centre, 2013). Therefore, the study of normative commitment warrants attention in Malaysia to assist organisations to retain important talent to gain competitive advantage.

Organisational justice is a concern for many employees because it affects their daily lives in the workplace. Employees are concerned about the fairness of resource distributions such as pay, promotions, and rewards (Colquitt, Greenberg, & Zapata-Phelan, 2005). Besides resource distributions, employees are also concerned about the decision making procedures that lead to the outcomes and the interpersonal treatment received from authorities in the organisations (Colquitt *et al.*, 2005). Therefore, the promotion of justice at the workplace is important to fill the needs of its employees to be treated fairly.

Commitment among public sector employees is important to assist the government in achieving its national aspiration, goals, and objectives of Vision 2020 because a committed employee is more willing to put full effort in helping their employer to achieve their goals (Abidin, Muda, Hassan, & Mohd Salleh, 2010). Likewise in the private sector, a committed employee will assist the organisation to achieve its goals and to retain its competitive advantage because talented human resource is a human capital to an organisation. Furthermore, little attention is given to the study of commitment among public sector employees in Malaysia (Abidin *et al.*, 2010). Therefore, employees from both the public and private sectors in Malaysia will be examined and compared in this study.

This research seeks to explore the relationship between the four dimensions of organisational justice and normative commitment and to add further understanding on the moderating effects of organisational sectors of the public and private sector. This research intends to provide theoretical and practical contributions as well as to add to the organisational justice and the normative commitment literature within the Malaysian context.

This research attempts to answer the research questions below:

- Is there a relationship between the four dimensions of organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) and normative commitment?
- Does organisation sector moderate the relationship between the four dimensions of organisational justice (distributive justice, procedural justice, interpersonal justice, and informational justice) and normative commitment?

Literature Review:

Normative Commitment:

As mentioned earlier, organisational commitment comprises three distinct psychologically states which are affective commitment, continuance commitment, and normative commitment. Normative commitment is characterised as a mindset of obligation referring to the sense of obligation to remain working with the same organisation, whereas affective commitment is characterised as a mindset of desire and continuance commitment is characterised as a mindset of cost-avoidance (Meyer & Parfyonova, 2009). Although normative commitment is strongly correlated with affective commitment, several studies have found normative commitment to be a distinct construct from affective commitment (Meyer & Parfyonova, 2009).

Normative commitment has its origins when the notion of moral obligations to stay in an organisation was proposed by academics in the 1960s and 1970s (Kanter, 1968; Etzioni, 1975; Marsh & Mannari, 1977). Additionally, Wiener (1982) asserted that committed employees who act in the interests of the organisations believe it is the “right” and moral thing to do. From the foregoing literature, Meyer and Allen (1991) define normative commitment as the perceived obligation to remain in the organisation. It is therefore imperative to examine commitment to organisations from the perspective of a perceived moral duty.

The antecedents for normative commitment identified include personal characteristics, work experience, and organisational investments (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). In relation to organisational justice, the meta-analysis by Cohen-Charash and Spector (2001) only reveal that procedural justice is a predictor of normative commitment and they therefore called for more research to be carried out between organisational justice and normative commitment. Based on the expected perceived need to reciprocate among those who strongly believe in moral obligations, it would be interesting to examine the relationship between organisational justice and normative commitment.

Organisational Justice:

According to Cohen-Charash and Spector (2001), organisational justice comprises three dimensions, which are distributive justice, procedural justice, and interactional justice. Greenberg (1993) earlier proposed that there are two aspects of organisational justice which can be divided into two focal determinants, which are structural and social justice. Structural justice refers to distributive and procedural justice whereas social justice refers to interpersonal and informational justice (Greenberg, 1993). Based on a construct validation study by Colquitt (2001), there are four dimensions for organisational justice, which are distributive justice, procedural justice, interpersonal justice, and informational justice. Therefore, this study will adopt the four dimensional model of organisational justice.

The structural aspects of justice comprises distributive and procedural justice (Greenberg, 1993). Distributive justice refers to fairness of the distributed outcomes such as rewards and it has its roots on the equity theory (Colquitt *et al.*, 2001). Procedural justice refers to the fairness of the decision making procedures on the allocation of the outcome (Colquitt *et al.*, 2001) and it is largely based on the Leventhal's (1980) six rules. There are six criteria that fulfil the fairness of procedures, which are consistency, bias suppression, accuracy of information, correct ability, representation, and ethicality (Leventhal, 1980). The fulfilment of the six criteria render a procedure perceived to be fair.

Bies and Moag (1986) proposed that employees are also concerned on the quality of interpersonal treatment received during the enactment of procedures. As a result, interactional justice came about and it represents the social side of organisational justice. Interactional justice comprises interpersonal and informational justice (Greenberg, 1993). Interpersonal justice refers to the quality of interpersonal treatment received from the decision makers such as the degree of politeness, dignity, and respect given to the employees (Colquitt *et al.*, 2001). Informational justice refers to the justifications and explanations given by the decision makers to the employees explaining on why a certain decision is made (Colquitt *et al.*, 2001). This shows that proper communication by decision makers also contributes to fairness in the workplace.

In this research, organisational justice is examined within the context of compensation because compensation is an important relevant work outcome for all employees (Spell & Arnold, 2007). Most importantly, pay and benefits remain an important reason of why people look for employment and stay committed to an organisation (Milkovich & Newman, 2008, Stum, 2001). Therefore, the study of organisational justice within the context of compensation is justified based on the foregoing reasons.

Hypotheses and Theoretical Framework:

The theory of social exchange is applied in explaining the relationship between organisational justice and normative commitment, which forms the theoretical framework of this study. The social exchange theory is grounded in the norm of reciprocity (Gouldner, 1960) whereby one mutually exchanges something in return for the benefits he or she received. Based on the theory of social exchange and the norm of reciprocity, an employee who perceives fairness in the workplace will reciprocate by staying committed to their employer. On the other hand, the perception of injustice will make an employee loses their commitment to the employer. Based on the above discussion, it is therefore expected that the perceptions of fairness will make one to be obligated to his or her employer.

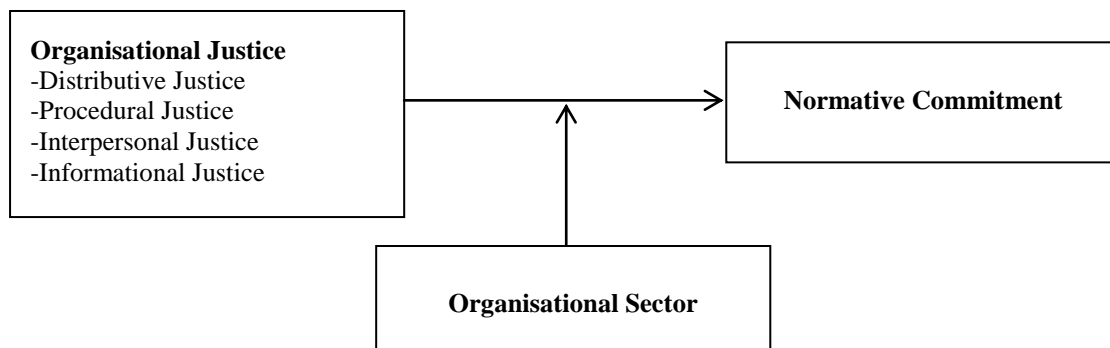


Fig. 1: Theoretical framework of the study.

Meta-analyses by Cohen-Charash and Spector (2001) and Colquitt *et al.* (2001) revealed that organisational justice have significant positive relationship with organisational commitment. Employees who perceive that compensation are fairly distributed, fair procedures are used in the distribution of compensation, interpersonal treatment are received politely, and information are communicated truth fully are expected to be normatively committed to the organisation. It is reasonable to expect that the higher the perception of justice, the higher the perceived obligation to remain working. Hence,

H1: Distributive justice is positively related to normative commitment.

H2: Procedural justice is positively related to normative commitment.

H3: Interpersonal justice is positively related to normative commitment.

H4: Informational justice is positively related to normative commitment.

According to Genevičiūtė-Janonienė (2013), private sector employees have higher normative commitment compared to public sector employees. Due to this, it is expected that organisational sector moderates the relationship between organisational justice and normative commitment whereby the relationship is stronger for private sector employees compared to public sector employees. Hence,

H5: The relationship between distributive justice and normative commitment is moderated by the type of organisational sector employees work in where the relationship will be stronger for private sector employees than public sector employees.

H6: The relationship between procedural justice and normative commitment is moderated by the type of organisational sector employees work in where the relationship will be stronger for private sector employees than public sector employees.

H7: The relationship between interpersonal justice and normative commitment is moderated by the type of organisational sector employees work in where the relationship will be stronger for private sector employees than public sector employees.

H8: The relationship between informational justice and normative commitment is moderated by the type of organisational sector employees work in where the relationship will be stronger for private sector employees than public sector employees.

Research Methodology:

Questionnaires were distributed on a convenience sampling basis to working adults studying at the School of Distance Education of Universiti Sains Malaysia. The respondents are from Peninsular Malaysia, Sabah, and Sarawak. The convenience sampling method was chosen due to its practicality and cost-saving measures. Using the Smart PLS software, partial least squares of structural equation modeling was used to assess the goodness of measures, to test the hypotheses for this study, and to calculate the predictive relevance of the independent variables.

Distributive justice (four items), procedural justice (seven items), interpersonal justice (four items), and informational justice (five items) were measured based on the scales developed by Colquitt (2001). The measurement were adapted to reflect justice within the compensation context at the workplace. The scale was measured using a seven-point Likert scale ranging from (1) "strongly disagree" to (7) "strongly agree". The Cronbach's alpha reported by Colquitt (2001) were 0.93 for distributive justice and procedural justice, 0.92 for interpersonal justice, and 0.90 for informational justice.

Normative commitment was measured based on the scales developed by Meyer, Allen, and Smith (1993) containing six items. The Cronbach's alpha reported by Meyer *et al.* (1993) for the scale was 0.83. The scale were measured using a five-point Likert scale ranging from (1) "strongly disagree" to (5) "strongly agree".

Data Analysis:

Demographic Profiles:

The major highlights of the demographic profile are shown in Table 1. A total of 226 working adults participated in this research. The sample consisted of 72.6% female and 27.4% male. In terms of age, 55.8% of the respondents are aged 30 and below, 39.8% are 31-40 years old, 4.0% are 41-50 years old, and 0.4% is 51 years old and above. In terms of race, a majority of 82.3% of the respondents are Malay, followed by Chinese (6.6%), others (7.5%), and Indian (6.6%). The majority of the respondents work between 4-6 years (36.7%), earning below RM2,001 (42.5%), and are working in the public sector (73.9%).

Goodness of Measures:

Construct validity, convergent validity, discriminant validity, and reliability analysis were used to assess the goodness of measures for the study variables.

Construct Validity:

To assess construct validity, one should assess both convergent validity and the discriminant validity. In order to assess convergent validity, then one should look at the factor loadings, composite reliability, and average variance extracted (AVE). First of all, the factor loadings of each construct are inspected. Table 2 below shows the factor loadings for each of the constructs. The individual loadings that are above 0.70 on each construct are deemed significant (Hair, Ringle, & Sarstedt, 2011). Indicators with very low loadings below 0.40 were deleted (Hair *et al.*, 2011). Therefore, two items for normative commitment were deleted because they were below 0.40. One indicator for normative commitment is between 0.40 and 0.70 but it was not deleted because the composite reliability (CR) and the average variance extracted (AVE) are already above the recommended values (Hair *et al.*, 2011). The rest of the indicators have loadings well above 0.70 for each respective constructs supporting the convergent validity.

Next, the composite reliability (CR) and the average variance extracted (AVE) are inspected and are shown in Table 3 below. The composite reliability represents the degree to which the construct indicators indicate the latent construct while the AVEs measure the degree to which a latent construct explains the variance of its indicators (Hair, Hull, Ringle, & Sarstedt, 2014). The CRs for each construct are above the recommended value of 0.70 and the AVEs are above the recommended value of 0.50 (Hair, Black, Babin, & Anderson., 2010). As a result, the convergent validity for all constructs are supported.

To assess discriminant validity, the squared correlations between the measures are compared with the square root of the AVEs. As shown in Table 4 below, all of the squared correlations between the measures were lower than the square root of the AVEs which are bolded on the diagonals. Therefore, the items measuring the constructs for this research have adequate discriminant validity.

Table 1: Demographic Profiles of Respondents.

Demographic variables	Categories	Frequency	Percentage (%)
Age	30 and below	126	55.8
	31 – 40 years	90	39.8
	41 – 50 years	9	4.0
	51 and above	1	.4
Gender	Male	62	27.4
	Female	164	72.6
Race	Malay	186	82.3
	Chinese	15	6.6
	Indian	8	3.5
	Others	17	7.5
Organisational Tenure	Less than 1 year	4	1.8
	1-3 years	45	19.9
	4-6 years	83	36.7
	7-9 years	49	21.7
	More than 9 years	45	19.9
Monthly salary	Below RM2,001	96	42.5
	RM2,001 to RM3,000	94	41.6
	RM3,001 to RM4,000	20	8.8
	RM4,001 to RM5,000	10	4.4
	More than RM5,000	6	2.7
Sector	Public sector	167	73.9
	Private sector	59	26.1

Table 2: Loadings and Cross Loadings.

	Distributive Justice	Procedural Justice	Interpersonal Justice	Informational Justice	Normative Commitment
D1	0.847	0.396	0.310	0.396	0.397
D2	0.912	0.392	0.331	0.397	0.377
D3	0.921	0.406	0.344	0.428	0.400
D4	0.913	0.464	0.298	0.412	0.407
P1	0.350	0.737	0.176	0.268	0.276
P2	0.305	0.772	0.155	0.272	0.276
P3	0.381	0.712	0.188	0.310	0.225
P4	0.380	0.812	0.195	0.377	0.222
P5	0.350	0.781	0.189	0.358	0.186
P6	0.242	0.713	0.024	0.242	0.268
P7	0.453	0.777	0.215	0.367	0.261
INT1	0.313	0.201	0.912	0.632	0.285
INT2	0.369	0.211	0.941	0.707	0.297
INT3	0.335	0.212	0.885	0.744	0.246
INT4	0.209	0.101	0.741	0.579	0.203
INF1	0.315	0.262	0.804	0.820	0.308
INF2	0.384	0.405	0.607	0.892	0.364
INF3	0.478	0.424	0.597	0.909	0.411
INF4	0.419	0.377	0.634	0.903	0.345
INF5	0.384	0.311	0.736	0.869	0.373
N1	0.377	0.201	0.231	0.306	0.771
N2	0.231	0.123	0.193	0.203	0.604
N4	0.283	0.239	0.197	0.286	0.727
N5	0.345	0.339	0.232	0.357	0.747

Reliability Analysis:

Cronbach's alpha is used to assess the reliability of the constructs. Looking at Table 5, the alpha values for all constructs are above the recommended value of 0.60 (Nunnally & Berstein, 1994). Therefore, the measurements for the constructs are reliable to be used. Although the alpha values provide an indicator for the reliability of the measurement, it suffers from severe underestimation of the internal consistent reliability of latent variables in PLS pathmodels (Werts, Linn, & Joreskog, 1974). Therefore, the CRs are also relied upon to assess the reliability of the measurement. Looking back at Table 3, the composite reliability values are all above the recommended value of 0.70 and all measurements are therefore reliable.

Hypotheses Testing:

After having established the validity and reliability of the measurement for the constructs, the path estimates are looked into to test the hypotheses for this research. First of all, the significance of each path estimates is assessed by looking at the t-value and the β coefficient. Secondly, the amount of variance for the dependent variable explained by the independent variables will be assessed by looking at the R^2 values. Bootstrapping of 500 resamples was carried out to obtain the standard error and the t-values in order to assess the significance of each path estimates. Bootstrapping refers to a resampling technique involving repeated random sampling with replacement from the original sample and estimates models for each resample (Hair *et al.*, 2011).

Table 3: Results of Measurement Model.

Construct	Items	Loadings	CR	AVE
Distributive Justice	D1	0.847	0.944	0.808
	D2	0.912		
	D3	0.921		
	D4	0.913		
Procedural Justice	P1	0.737	0.904	0.576
	P2	0.772		
	P3	0.712		
	P4	0.812		
	P5	0.781		
	P6	0.713		
	P7	0.777		
Interpersonal Justice	INT1	0.912	0.927	0.762
	INT2	0.941		
	INT3	0.885		
	INT4	0.741		
Informational Justice	INF1	0.820	0.944	0.773
	INF2	0.892		
	INF3	0.909		
	INF4	0.903		
	INF5	0.869		
Normative Commitment	N1	0.771	0.806	0.512
	N2	0.604		
	N4	0.727		
	N5	0.747		

Note: a. Composite reliability (CR) = (square of the summation of the factor loadings) / ((square of the summation of the factor loadings) + (square of the summation of the error variances))

b. Average variance extracted (AVE) = (summation of the square of the factor loadings) / ((summation of the square of the factor loadings) + (summation of the error variances))

Table 4: Discriminant Validity of Constructs.

Constructs	1	2	3	4	5
Distributive Justice	0.899				
Procedural Justice	0.462	0.759			
Interpersonal Justice	0.357	0.212	0.873		
Informational Justice	0.454	0.409	0.761	0.879	
Normative Commitment	0.440	0.329	0.299	0.413	0.715

Note: The bolded diagonals represent the square root of the AVEs while the other entries represent the squared correlations.

Table 5: Results of reliability test

Constructs	Measurement items	Cronbach's α	Loading range	Number of items ^a
Distributive Justice	DJ1, DJ2, DJ3, DJ4	0.920	0.847-0.921	4 (4)
Procedural Justice	PJ1, PJ2, PJ3, PJ4, PJ5, PJ6, PJ7	0.877	0.712-0.812	7 (7)
Interpersonal Justice	INT1, INT2, INT3, INT4	0.894	0.741-0.941	4 (4)
Informational Justice	INF1, INF2, INF3, INF4, INF5	0.926	0.820-0.909	5 (5)
Normative Commitment	N1, N2, N4, N5	0.685	0.604-0.771	4 (6)

^a Final item numbers (Initial numbers before deletion)

There are a total of eight hypotheses. The first four hypotheses involved direct relationships between the independent variables and the dependent variable. The next four hypotheses involved moderating relationships between the independent variables and the dependent variable.

Table 6: Coefficients Beta and R^2 for Normative Commitment.

Exogenous Variables	Coefficient (β)
Distributive Justice	0.286***
Procedural Justice	0.095*
Interpersonal Justice	-0.021
Informational Justice	0.260**

*** $p < 0.01$, ** $p < 0.05$, * $p < 0.10$

The R^2 value for normative commitment is 0.258 meaning that 25.8% of the variance in normative commitment is explained by the four dimensions of organisational justice. Looking at each paths individually, distributive justice ($\beta=0.286$, $p<0.01$), procedural justice ($\beta=0.095$, $p<0.10$), and informational justice ($\beta=0.260$, $p<0.05$) are found to have significant positive effects on normative commitment. However, interpersonal justice is found to have a non-significant relationship with normative commitment. Therefore, H1, H2, and H4 are supported while H3 is not supported.

In order to assess the moderating effects of the organisational sector (public/private), four interaction effects are created which are based on the interaction between the independent variables and the moderating variable. As a result, four interaction variables are created and the path estimates are assessed from these four interaction variables towards normative commitment. After adding the interaction effects, the R^2 value for normative commitment increases to 0.287 meaning that 28.7% of the variance in normative commitment is explained by the independent variables and the interaction effects between the independent variables and the moderating variable.

The direct relationship between organisational sector and turnover intention is not significant. Additionally, none of the interaction effects are significantly supportive of the hypotheses. Therefore, H5, H6, H7, and H8 are not supported. However, interpersonal justice x organisational sector ($\beta=-0.849$, $p<0.10$) has a significant negative effect on normative commitment. It means that the relationship between interpersonal justice and normative commitment is stronger among public sector employees compared to private sector employees. This is contrary to the hypothesised statement that the relationship between interpersonal justice and normative commitment is stronger among private sector employees.

Table 7: Coefficients Beta and R^2 for Normative Commitment.

Exogenous Variables	Coefficient (β)
Organisational Sector	-0.139
Distributive Justice x Organisational Sector	0.099
Procedural Justice x Organisational Sector	0.253
Interpersonal Justice x Organisational Sector	-0.849
Informational Justice x Organisational Sector	0.549

*** $p<0.01$, ** $p<0.05$, * $p<0.10$

The summary of the hypotheses are shown below in Table 8 and only H1, H2, and H4 are supported.

Table 8: Summary of Hypotheses Testing.

Hypothesis	Relationship	Coefficient (β)	t-value	Decision
H1	DJ \rightarrow NC	0.286	3.175***	Supported
H2	PJ \rightarrow NC	0.095	1.333*	Supported
H3	INT \rightarrow NC	-0.021	0.228	Not Supported
H4	INF \rightarrow NC	0.260	2.124**	Supported
H5	(Organisational Sector * DJ) \rightarrow NC	0.099	0.309	Not Supported
H6	(Organisational Sector * PJ) \rightarrow NC	0.253	0.636	Not Supported
H7	(Organisational Sector * INT) \rightarrow NC	-0.849	1.463	Not Supported
H8	(Organisational Sector * INF) \rightarrow NC	0.549	1.040	Not Supported

*** $p<0.01$, ** $p<0.05$, * $p<0.10$

Predictive relevance:

The predictive capability of the model can be assessed by calculating the predictive relevance (Q^2) which measures the predictive relevance of the independent variable on the dependent variable. The cross-validated redundancy is utilised to determine Q^2 as recommended by Hair *et al.* (2011). The rule of thumb dictates that Q^2 greater than 0 (zero) signals that the specific path for that independent variable has predictive relevance on the dependent variable, whereas Q^2 less than 0 (zero) signals that the specific path does not have predictive relevance (Hair *et al.*, 2011).

The Q^2 can be calculated by using a blindfolding procedure in the Smart PLS software. Blindfolding is a sample reuse technique that omits every d th data point in the construct's indicators of the independent variable and uses the resulting estimates to predict the omitted part (Hair *et al.*, 2011). An omission distance between 5 and 10 is recommended to be used to calculate the Q^2 . In this research, an omission distance of 7 was chosen to calculate the Q^2 . Four separate blind foldings were calculated for each independent variable and the values are shown in Table 9 below. The Q^2 values for all the four dimensions of organisational justice are above 0 (zero), and therefore they all have predictive relevance towards normative commitment.

Table 9: Predictive Relevance.

Exogenous Variables	Q^2 (cross-validated redundancy)
Distributive Justice	0.660
Procedural Justice	0.577

Interpersonal Justice	0.765
Informational Justice	0.771

Discussion:

From the Smart PLS data analysis, it is revealed that distributive justice, procedural justice, and informational justice have significant positive effects on normative commitment. When employees perceived that they are being compensated fairly, when the compensation procedures involved are perceived to be fair, and when truthful and justified information concerning compensation are believed to be communicated, employees will reciprocate by obliging to remain with their employers. However, interpersonal justice has a non-significant relationship with normative commitment. This implies that no matter how much respectful treatment are provided to employees, it may not result in higher normative commitment from the employees. Nevertheless, the findings from this research builds on the findings by Cohen-Charash and Spector (2001) and Colquitt (2001) by examining the relationships between the four dimensions of organisational justice and normative commitment. The findings are not only theoretically important but it also contributes to the needs of practitioners.

Practically, policy makers in the human resource department should learn the importance of paying their employees fairly commensurate with their efforts, skills, and qualifications. Additionally, policy makers should also implement fair procedures when allocating compensation to their employees. Other than that, policy makers should communicate compensation information in a truthful and justified manner to explain the reason for the decisions made concerning compensation. The essence is that policy makers should strive to create a perception of justice at the workplace to increase the perceived obligatory commitment among its employees.

Additionally, it is showed that organisational sector moderates the relationship between interpersonal justice and normative commitment contrary to the hypothesised statement. The relationship between interpersonal justice and normative commitment is stronger among public sector employees. In the public sector, it is learned that the more respectful treatment are given to employees, the higher will be the perceived obligation to remain with their employers. It therefore shows that giving respectful treatment to employees in the public sector has a better likelihood of creating a perceived obligation to stay. The results suggested that public sector employees are being more receptive to respectful treatment to be obliged to continue employment. However, organisational sector does not have a moderating effect on the other three dimensions of organisational justice against normative commitment. It signifies that distributive justice, procedural justice, and informational justice have significant positive impacts on normative commitment equally for all employees from both the public and private sectors.

Another important finding from the study is that it confirms the four dimensions of organisational justice through confirmatory factor analysis. This is consistent with the four dimensional model of organisational justice as have been examined by Colquitt (2001). This would provide an avenue for future researchers to carry out more research using the four dimensional model of organisational justice in Malaysia.

Limitations and Suggestions for Future Research:

The first limitation of this study is that the respondents are only limited to working adults studying at the School of Distance Education, USM and therefore, it is not certain as to whether the results of this study can be generalised to all Malaysians. The second limitation is that only normative commitment was examined in its relationship with the four dimensions of organisational justice.

To build on this current research, a more representative sample of Malaysians should be obtained in the future. Additionally, it is suggested that other important work outcomes are also examined in its relationship with the four dimensions of organisational justice to further advance the theoretical understanding on the consequences of organisational justice. Another suggestion is that researchers should utilise the four dimensions of organisational justice in future research since the four dimensions are confirmed in this study. Lastly, more research is needed to examine the moderating effects of organisational sector on the relationship between organisational justice and organisational commitment.

Conclusion:

Despite the limitations, this research showed the importance of compensation fairness, fair allocation procedures, and truthful communication in fostering normative commitment among employees from both the public and private sectors. Additionally, an interesting finding uncovered is that the relationship between interpersonal justice and normative commitment is stronger among public sector employees. Thus in conclusion, the perceived obligations to remain with the employer depends on the fairness of the compensation, the fairness of the allocation procedures involved, as well as truthful and justified information concerning compensation being provided to employees.

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