

Impact of Perceived Justice and Commitment on Goal Orientation: A Study of Artisans in M.P Region

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Abstract - The term 'organization justice' refers to the degree to which work forces perceive working environment procedures, interactions and results to be fair in nature. These perceptions can impact attitude and behaviour for good or sick, thus having a positive or negative effect on workforce performance and the organization's achievement. The term artisan is utilized to allude to those individuals who work with normal or direct sources to make things of essential needs. The main objective of the study is to measure the level of perceived justice among the artisans in Madhya Pradesh region and to examine impact of justice on performance of artisans in Madhya Pradesh. The target population for this research is collected from artisans of Madhya Pradesh state who literally made the various items and sold them in the market directly or through agent. Convenience sampling method is used to collect data and sample size is 200. Factor analysis and regression is applied to find out results. The findings of the study shows that perceived justice and commitment is having significant impact on performance of artisans.

Keywords: Artisans Perceived Justice, Commitment, Performance, Justice.

I. INTRODUCTION

The term artisan is utilized to allude to those individuals who work with normal or direct sources to make things of essential needs. They for the most part utilize the by regional standard accessible sources and make important items without the guide of instruments. Artisan generally works in customary and unorganized division in which they are ineffective against misuse and low wages. Apart from the lush forests, exuberant festivity, blissful solitude and magnificent monuments, this site located in the key portion of the state of India and known for its rich tradition and culture, which gets reflected from the different works of art and craft. Handicrafts in Madhya Pradesh portray painstaking craftsmanship and hereditary skills of the inhabitants as well as add a unique charm to the state's culture. The term 'organization justice' refers to the degree to which work forces perceive working environment procedures, interactions and results to be fair in nature. These perceptions can impact attitude and behaviour for good or sick, thus having a positive or negative effect on workforce performance and the organization's achievement. The purpose of organizational justice is to develop traditional models of work conduct that have a tendency to conceptualize the main components, including job demands, job control, social support, etc. for individual well-being and profitability. Work analysts have highlighted three particular, however covering, and types of organizational justice, distributive, procedural, and interactional.

Distributive Justice

This kind of justice that indicates the results being distributed corresponding to contributions – the so-called equity principle (Adams, 1965). Results in a work setting may take the type of wages, social approval, manager stability, promotion and career opportunities. The justice principle is as of now on one hand is maintained by the organizations to a wider level by standardized HR policies, for example, pre-planned job evaluations and pay scales, all comprehensive training and improvement opportunities, and evasion of "favoritism" in demonstrating acceptance.

Procedural Justice

Procedural justice related to the decency of results is the procedure prompting a specific result. As simply noted, procedural justice can exceed distributive justice, that individuals may be willing to acknowledge an undesirable result in the event those which are accepted as the decision procedure. The same principles may apply to the speculative situation of promotion. An unpromoted laborer may be assuaged in the event that he/she is satisfied and the framework used to decide promotions is transparent and free from predisposition.

Interactional justice

In a few regards, interactional justice decreases under the umbrella term of procedural justice, however, is sufficiently noteworthy to be considered in its own privilege. It alludes to the worth of the relational behavior expected by persons working in an organization, especially as a feature of

formal decision making techniques. Bies and Moag (1986) recognize some key parts of interactional justice, which can improve individuals' perceptions of fair treatment.

II. REVIEW OF LITERATURE

Mohamed & Ann, (2014) identified that since over the years study of an employee's workplace was keep going like on different areas (gender differences, organizational, commitment, and justice). Metle, (1997) also pointed that the relationship between personal characteristics (e.g., gender) and work attitude might differ among employees in different countries with different cultures. Researchers defined "organizational justice" in this paper as to indicate the extent to which employees perceive rules and regulations, policies and procedures that pertain to their work and the results can be fair. This paper concluded that job satisfaction, organizational justice had direct impact on job satisfaction and there were no effects of organizational justice and personal characteristics of organizational commitment.

Akanbi & Ofoegbu, (2013) stated that organizational justice as a key element linked with the accomplishment of each organization. With a specific end goal to keep workers fulfilled, committed, and faithful to the organization, the organization should be reasonable in its framework in regards to distributive justice, procedural justice, and interactional justice. The consequences of this study for the most part support the hypothesis formulated as far as the effect of organizational justice on organizational commitment. Their study demonstrated that there were main impact of procedural justice and distributive justice on perceived organizational commitment. There was additionally interaction impact of distributive justice and procedural justice on organizational commitment. The study further supported the hypothesis that there was a critical relationship between procedural justice and organizational commitment.

Mirmohamdi and Marfeet (2013) conducted the study on the Effect of Perceived Justice and Organizational Silence on Organizational Commitment. The ultimate aim of this study is to examine the mediating role of organizational silence in relation with organizational justice and organizational commitment. Methodology in this research is descriptive evaluative. A total of 200 questionnaires were used for data analysis and SEM analysis was used to analyze the data. The results indicated that silence of employees does not play the role of mediator in relationship with organizational justice and organizational commitment. Also the results indicated that organizational justice respectively had a significant negative and positive impact on organizational silence and organizational commitment.

Ari, Cristina, & Thamendren, (2012) in this study authors asserted that performance appraisal was an integral part of human resource management. The results revealed that out

of all types of organizational justices, interactional justice has more influence in evaluating performance of employee's. Therefore, while framing and modifying the appraisal system, management should keep in view employees perceptions. As Robbins & Judge, (2007) quoted that "perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment." The results shown that the in the entire performance appraisal process, interactional justice was the most important among all organizational justices.

Objectives of the study

1. To measure the level of perceived justice among the artisans in Madhya Pradesh region.
2. To examine impact of justice on performance of artisans in Madhya Pradesh.
3. To evaluate effect of commitment on performance of artisans in Madhya Pradesh.

Hypotheses

- H₁: Procedural justice significantly affects commitment.
H₂: Interactional justice significantly affects commitment.
H₃: Distributive justice significantly affects commitment.
H₄: Commitment significantly affects performance.

III. RESEARCH METHODOLOGY

Population of study

The target population for this research is collected from Madhya Pradesh state. The survey only focused on the artisans who literally made the various items and sold them in the market directly or through agent.

Sampling technique

Convenience sampling method is used to collect data from respondents and primary data is used for the study.

Sample Size and Response Rate

The required sample size in the survey should be 250 cases (n=250) with Alpha=0.05. With the accurate calculation at the margin of errors Plus or Minus 3%, There totally 250 questionnaires were printed and distributed to the artisans directly, with assumption that respondents may fill the questionnaire casually which will result in error. As expected 200 questionnaires were filled correctly, which were found useable and surveys are valid and being collected, which is 85% response rate over the whole survey.

Questionnaire Development

This study required self-administered questionnaire as many variables needed to be explored. Questionnaire was consisted of 5 demographic questions, 24 questions

measured justice, 13 questions measured commitment and 9 questions measured performance.

Tools for Data Analysis

1. Validity and Reliability
2. Normality Analysis
3. Regression Analysis

IV. DATA ANALYSIS

Reliability Measurement for All Variables

Cronbach’s Alpha test had been applied to calculate reliability of all items of Justice, Commitment and performance.

Table No. 1.1. Reliability Measurement for All Variables

S	Variable Name	Cronbach’s Alpha	No of Items	Status
1	Organizational Justice	.825	24	Highly Reliable
2	Commitment	.843	13	Highly Reliable
3	Performance	.811	9	Highly Reliable

It is considered that the reliability value more than 0.7 is good and it can be seen that in almost all the reliability values is quite higher than the standard value.

Normality Measurement for All variables

Table 1.2. Normality Measurement for All Variables

S	Variable Name	Kolmogorov-Smirnov ^a	Shapiro-Wilk	Status
1	Organizational Justice	.565	.612	Normal
2	Commitment	.198	.211	Normal
3	Performance	.231	.245	Normal

The table above presents the results from two well-known tests of normality, namely the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. Above table shows that data is

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig
1	.527 ^a	.278	.274	5.08213	2.065	76.02	.000

normally distributed with significant level of (P>0.50). It is because if the significance value of the Shapiro-Wilk Test is greater than to standard value indicating that data were normal. If it is below 0.05, the data significantly deviate from a normal distribution.

Table 1.3. Frequency Analysis of Demographic Variable

AGE	18 Years-35 Years	70	35
	36 Years-55 Years	50	25
	Above 55 Year		
MARITAL STATUS	Married	116	58
	Unmarried	84	42
QUALIFICATION	Literate	110	55
	Illiterate	95	45
Income	0-25000	120	60
	25000-50000	80	40

The majority of 36 years – 55 years of respondents were 40% (80 Total Frequency) and 18 years – 35 years of respondents were 35% (70 total frequencies). The Marital Status divided into two major groups i.e. Married and Unmarried. The majority of married respondents were 58% (116 Total Frequency) and Unmarried respondents were 42% (84 total frequencies). The Qualification divided into two major groups i.e. Literate and Illiterate. The majority of Literate respondents were 55% (110 Total Frequency) and Illiterate respondents were 45% (95 total frequencies). The Monthly Income divided into two major groups i.e. 0-25000 per month and 25001 & above. Majority are having income 0-25000 per month.

Regression Analysis

H₁: Procedural justice significantly affects commitment

- a. Predictors: (Constant), PROCEDURAL JUSTICE
- b. Dependent Variable: commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.204	2.617		11.540	.000
	PROCEDURAL_JUSTICE	.806	.092	.527	8.724	.000

- a. Dependent Variable: commitment

Value of F is 76.02 which is significant at 0.0% level indicating good model fit and value of t is 11.540 which are also significant at 0.0% level. R square value is .278 with beta value .527 indicates 27.8% of variance explained by procedural justice towards commitment. It shows 27.8% positive relationship between procedural justice as independent variable and commitment variable as dependent variable. Thus hypothesis H1 accepted.

H₂: Interactional justice significantly affects commitment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.703 ^a	.494	.491	4.25326	2.047	193.346	.000

- a. Predictors: (Constant), interactional justice b. Dependent Variable: commitment

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.558	2.340		8.787	.000
	interactional justice	1.034	.074	.703	13.905	.000

- a. Dependent Variable: commitment

Value of F is 193.346 which is significant at 0.0% level indicating good model fit and value of t is 8.787 which are also significant at 0.0% level. R square value is .494 with beta value .703 indicates 49.4% of variance explained by interactional justice towards commitment. It shows 49.4% positive relationship between interactional justice as independent variable and commitment variable as dependent variable. Thus hypothesis H2 accepted.

H₃: Distributive justice significantly affects commitment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.744 ^a	.554	.552	3.99272	2.155	246.086	.000

- a. Predictors: (Constant), distributive justice b. Dependent Variable: commitment

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.535	2.647		4.358	.000
distributive justice	1.149	.073	.744	15.687	.000

a. Dependent Variable: commitment

Value of F is 246.086 which is significant at 0.0% level indicating good model fit and value of t is 4.358 which are also significant at 0.0% level. R square value is .554 with beta value .744 indicates 55.4% of variance explained by distributive justice towards commitment. It shows 55.4% positive relationship between distributive justice as independent variable and commitment variable as dependent variable. Thus hypothesis H3 accepted.

H₄: Commitment significantly affects performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
1	.705 ^a	.497	.497	2.88623	2.134	809.064	.000

a. Predictors: (Constant), commitment b. Dependent Variable: Performance

Value of F is 548.742 which is significant at 0.0% level indicating good model fit and value of t is 6.582

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.900	.896		6.582	.000
commitment	.479	.017	.705	28.444	.000

a. Dependent Variable: Performance

which are also significant at 0.0% level. R square value is .497 with beta value .705 indicates 49.7% of variance explained by commitment towards performance. It shows 49.7% positive relationship between commitment as independent variable and performance variable as dependent variable. Thus hypothesis H4 accepted.

V. CONCLUSION

The major findings of study show that the majority of artisans are illiterate and married. Hypothesis is verified through regression which shows that the perceived justice is having significant impact on commitment and performance of artisans in Madhya Pradesh state. Government should design there policy which is for welfare and development of artisans and industrial should focus on organizational justice to increase the performance of artisans.

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