

**IMPACT OF ORGANIZATIONAL JUSTICE ON ORGANIZATION
COMMITMENT OF IT SECTOR IN NEPAL**

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RECOMMENDATION

CERTIFICATION

DECLARATION OF AUTHENTICITY

I, Sharada Basel, declare that this GRP is my own original work and that it has fully and specifically acknowledged wherever adapted from other sources. I also understand that if at any time it is shown that I have significantly misrepresented material presented to SOMTU, any credits awarded to me on the basis of that material may be revoked.

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LIST OF ABBREVIATION

AC: Affective commitment

CC: Continuance commitment

DJ: Distributive justice

IT: Informational Technology

IJ: Interactional justice

NC: Normative commitment

OC: Organizational commitment

OJ: Organizational justice

PJ: Procedural justice

S.D: Standard Deviation

SPSS: Statistical Package for the Social Science Software

EXECUTIVE SUMMARY

Previous research has shown that employee's perception of organizational justice can affect their behavior and attitudes negatively or positively, which in result will have effect on organizational commitment. Therefore, it is important to have insight on the impact of perceived organizational justice on organizational commitment of employees. Currently, Information Technology sector has been one of the booming sector in the Nepal but probably the untouched sector in this research subject. The researcher sees a need to understand the level of perceived organizational justice among the IT sector employees and their impact on organizational commitment of employees.

The research study aims to examine the impact of organizational justice on organizational commitment of employee in IT sector in Nepal. This objective of this study is to examine the impact of organizational justice dimensions on organizational commitment of IT sector in Nepal. While, the specific objectives of this study were to assess the level of perceived organizational justice and perceived organizational commitment and to examine the relationship between organizational justice dimensions and organizational commitment of IT companies in Nepal.

This research method used in this study is descriptive and cross sectional design. A sample of 281 data were collected and SPSS version 25 was used for analysis. Correlation analysis analyzed the relationship between organizational justice and organizational commitment whereas, multiple regression analysis was used to measure the impact of organizational justice on organizational commitment. Scale determined by Niehoff and Moorman (1993) measured the organizational justice dimensions and the items scale determined by Allen and Meyer (1990) analyzed the organizational commitment dimensions. Five point Likert scale measured dependent and independent variables. Cronbach's alpha measured the reliability of variables.

Result indicate that employee perceived moderate level of organizational justice and organizational commitment in IT companies of Nepal. The study demonstrated distributive justice, procedural justice and interactional justice have positive relationship with dimensions of organizational commitment. Regression analysis indicated that two dimension of justice i.e. distributive and procedural justice were statistically significant in explaining the variation on organizational commitment at the significance level of $p < 0.05$. Whereas, interactional justice was not statistically

significant towards organizational commitment. Overall, Organizational justice has impact on organizational commitment.

The research study recommends management/authorities of IT organization to enhance the sensitivity of the distributive justice and procedural justice of their employee in order to enhance organizational commitment.

CHAPTER I

INTRODUCTION

1.1 Background of the study

A committed worker is a key to any Organization's success. Keeping high levels of commitment is an important factor in organizations' success (Fischer, 2004). Since the organizational commitment, positively influence the employee's mindset, behaviors and work outcomes, many researcher become more interested towards this subject. The concept of organizational commitment is taken as significant variable in explaining the employees' behavior at their workplace (Bartlette, 2001; cited in Rahman, Shahzad, Mustafa, Khan & Qurashi, 2016). Many researcher have identified the factors affecting organizational commitment. Many researcher such as Awang and Ahmad (2015); İnce & Gül, 2011; Tastan and Yilmaz (2008) in their study assert that organization justice is an important factor for determining organizational commitment. Dzansi and Dzansi (2010) affirmed that organizational justice represents as a vital factor in achieving high level of Commitment. Several researches over the past decade have shown that organizational commitment somehow is the topic of discussion and concern for management/authorities in every type of organization. Similarly, the importance of how organization should treat their employees and how employees' perception of organizational justice influence their organizational commitment towards has increased. Cropanzano and Greenberg (1997) stated organizational justice as topic of interest to scientists in this field of psychology, human resource management, and organizational behavior in recent years. Greenberg (1990) affirmed that for productive functioning of organizations and employee satisfaction, perceived organizational justice among employee plays an important roles. Organizational justice was describe as fair treatment in workplace (Greenberg and Baron, 2003).

Creating the climate of fairness in the workplace has been a critical issue of management. Choi (2017) affirmed that perceived organizational justice in the organization is likely to contribute in productive functioning of organization and enhance satisfaction and commitment level of employee, whereas injustice brought substantial costs to organizations. Inequality in salary, benefits and discrimination among employees hamper the work of employees in organization. According to Choi (2017), people are expected to

respond positively towards their work outcomes if they sense the effort of management in creating the low level of discrimination and perceived fair treatment by their managers.

Ohbuchi, Suzuki and Hayashi (2001) argued that manager can improve employee commitment by treating every individual in equally and fairly manner without any favoritism or nepotism. Akanbi and Ofoegbu (2013) declared organizational justice and organizational commitment as crucial subject. Folger and Cropanzano (1998) stated perceive organizational injustice results negative continuance commitment among employees and in result increase turnover intention which is deleterious to the organization. Yilmaz and Tasdan (2009) affirms that perceived organizational justice in the workplace improve employee belongingness towards their organization and in turns, influence their commitment towards their organization.

While creating fair climate and developing a sense of justice within employee, it is necessary to have sound knowledge regarding how action based on justice influence different aspect of the employees'. In general, every employee expect fair treatment from their organization and employee who sense or perceive injustice in their organization show low spirit of working and will shows negative attitude towards their organization. Therefore, understanding the level of justice in an organizations and its effect on work outcomes like commitment is significance. Considering the importance of this issue, present researcher aims to examine the organizational justice dimensions effect on organizational commitment of IT sector in Nepal.

1.2 Statement of Problem

With the globalization, the Information Technology industry in Nepal is also getting bigger as it has become an indispensable element to modern day organizations. It is essential for IT companies in Nepal to acquire and retain competent professionals in order to reap the benefits of the ongoing IT revolution (Shakya & Rauniyar, 2002). For an Information Technology (IT), one of the biggest challenges today is to be able to attract and retain quality human resource as data worldwide illustrate that IT industry has the highest turnover rates (Chandna & Krishnan, 2009). Organizational commitment influence the employees' attitudes and commitment level (DeConinck & Bachmann, 2005; cited in Saud, 2020). Hence, managers should consider the employees' commitment.

Organizational justice has significant influence on organizational commitment of employees (Shrestha, 2016; Ghimire, 2017). However, few research studies had been conducted in Nepalese context. IT sector is perhaps untouched area of research in terms of justice and organizational commitment perspectives in Nepalese context. Therefore, considering the importance of these issues, researcher of this study concentrated on the examination of perceived organizational justice and organizational commitment of the employee in IT sector of Nepal.

1.3 Research Questions

Following questions are undertaken in this research paper:

RQ1: What is the situation of perceived organizational justice and organizational commitment of IT sector organization in Nepal?

RQ2: What is the relationship between organizational justice dimensions i.e. distributive, procedural and interactional justice and organizational commitment of IT sector in Nepal?

RQ3: Do perceived distributive justice affect the organizational commitment of IT sector organization in Nepal?

RQ4: Do perceived procedural justice affect the organizational commitment of IT sector organization in Nepal?

RQ5: Do perceived interactional justice affect the organizational commitment of IT sector organization in Nepal?

1.4 Objectives

The major objective of this research is to analyze the effect of organizational justice dimension on organizational commitment of IT sector in Nepal. Specifically this research has aimed:

- To assess perceived organizational justice and organizational commitment of IT sector in Nepal.
- To identify the relationship between dimensions of justice and commitment of IT sector in Nepal.

1.5 Research Hypothesis

Lambert, Hogan and Griffin (2007) indicated that perceived distributive and procedural justice have been positively significant in relation to organizational commitment. This study concluded perceived procedural justice highly influences the commitment of employees than perceived distributive justice, which is supported by the result of (Ponnu & Chuah, 2010; Ghimire, 2017). Colquitt et al. (2001) identified distributive and procedural justice as determinants for commitment towards organization. Ajala, (2015); Dieu (2019) revealed that distributive, procedural and interactional justices have a significant influence on organizational commitment.

H1a: There is a significant impact of perceived distributive justice on organizational commitment.

H1b: There is a positive and significant effect of perceived procedural justice on organizational commitment.

H1c: There is a positive and significant effect of perceived interactional justice on organizational commitment.

Cohen-charash & Spector (2001) identify that distributive, procedural, interactional dimensions are the predictors of affective commitment, and in addition, procedural justice best predicts affective commitment. Gulluce, Ozer and Erkilic (2015) designated that DJ, PJ and IJ positively significant with affective commitment.

H2a: There is a positive and significant effect of perceived distributive justice on affective commitment.

H2b: There is a positive and significant effect of perceived procedural justice on affective commitment.

H2c: There is a positive and significant effect of perceived interactional justice on affective commitment.

Karanja (2016) stated that distributive and procedural justices have significant influence on continuance commitment. Friday and Ugwu (2019) identified dimension of organizational justice being positively were positively related with continuance commitment. The conclusion of the study showed the effect of organization justice dimension on continuance commitment of employees.

H3a: There is a positive and significant effect of perceived distributive justice on continuance commitment.

H3b: There is a positive and significant effect of perceived procedural justice on continuance commitment.

H3c: There is a positive and significant effect of perceived interactional on continuous commitment.

Nakra (2014) designated the positive impact of organization on normative commitment. The study recommends that high level of perceived organizational justice can bring positive impact on normative commitment.

H4a: There is a positive and significant effect of perceived distributive justice on normative commitment.

H4b: There is a positive and significant effect of perceived procedural justice on normative commitment.

H4c: There is a positive and significant effect of perceived interactional justice on normative commitment.

1.6 Significance of the Study

There are very few numbers of researches in the field of organizational justice in Nepalese context. The result of this study can contribute for both of the academicians and managers. This study will help the management of the organization to enlarge their knowledge/understanding about employees' perception towards organizational justice and organizational commitment. It aware management/ authorities for developing effective and efficient human resource strategies considering the organizational justice issues and creating fair environment which will in turns help to enhance the level of organizational commitment of IT sector in Nepal.

1.7 Limitation of the study

Every research study has its own limitations and the limitations of this research study are as follows:

- This study has confined only to IT sector. The study will use convenience sampling. Therefore, the finding of the study does not claim to cover the characteristics of other sectors and companies.

- This study adopts a cross-sectional design i.e. data for the study are collected at one period of time, in which causal relationship cannot make.

1.8 Structure of the study

The preliminary part of the study incorporated front page, recommendation letter, acknowledgement, declaration, table of content, list of tables, figures and abbreviations and the core part of the study was divided into five chapters, which were as follows:

- The first chapter covered the subject matter consisting background, problems statement, research questions, objectives, significance and limitation of study
- The second chapter review the literature and provides theoretical framework and hypothesis of the research. Literature review encloses the review of various authors covering diverse literature in the field of organizational justice and organization justice in different countries and in different time.
- The third chapter covered the research methods which includes research design, population and sample, nature and sources of data, and statistical tools used in data analysis.
- The fourth chapter focused on data analysis and findings.
- The fifth and the last chapter were the conclusion, discussion and implications of the study.

CHAPTER II

LITERATURE REVIEW

The study is an examination of impact organizational justice and organizational commitment of IT companies in Nepal. This section consists the literature review relevant for this study.

2.1 Conceptualization of organizational justice

Based on the exchange theory propounded by Homan (1961) organizational justice has been organized and also related with motivation (Adam, 1965).

Based on exchange theory propounded by Homans (1961), organizational justice was structured and interlinked with motivation (Adam, 1965).After Homan established distributive justice, the interest and attention of social scientists was shifted towards the justice and fairness aspect of human behavior. In order to attain desirable performance, an organization should make investment and rewards proportional (Adam, 1965). Earlier studies in Adams' Equity theory, employees' perception regarding the fair treatment by organization and its benefits to organization were examined. However, recent studies are more concentrated on perceived interactional relationship between supervisors and colleagues within organization. In recent studies, theoretician defined organizational justice as distributive justice (the impartiality of results), procedural justice (procedures regarding allocation of outcomes) and interactional justice (interpersonal relationship between supervisor and colleagues).

Greenberg (1994) defined organizational justice as the perception of fairness related to the allocation of outcomes i.e. pay, reward, promotion, and opportunities and interpersonal relation among the members of the organization. Greenberg and Baron (2008) affirmed that organizational justice is the perceived fair treatment within the organization. Greenberg and Colquitt (2015; cited in Shrestha, 2016) asserted that employee feel they are treated fairly when their inputs are proportionate with outputs they received in an organization along with the measures, rules and other various interactive treatment. Choi (2013) argued that the concept of organizational justice defined the psychological perception of input from the individual perspective. Demirel and Yucel (2013) stated the

understanding and judgment ability of an employee in regard to fair or unfair treatment based on the principle of fairness for organizational justice.

The organizational justice theory by Greenberg (1990), communicates employees' perception of fair treatment regarding work within organization. It is the perception of employee regarding the nature of treatment they received within the organization. The employees who received unfair treatment tend to show inappropriate behavior in the organization. Deutsch (1975) stated that an individual always expect fair and equal treatment within the organization. According to Williams, Pitre and Zainuba (2002), Employees pay attention to fair allocation of output and fair action that they received within the organization. Every organization or management should include fair treatment or justice as a main strategy in their organization because employee expect fair treatment at workplace.

Literature reveals that some researchers acknowledged that organizational justice comprises of three dimension i.e. distributive justice, procedural justice and interactional justice (Cohen-Charash and Spector, 2001; Masterson et al., 2000; Colquitt, Conlon, Wesson, Porter and Ng, 2001). Earlier perception regarding fairness i.e. distributive justice related to equity theory deal with the reward system of organization. Another perception of justice is procedural justice, which deals with the process involve in making decision regarding the allocation of outputs (Greenberg, 1990). The third perception is interactional justice, refers how people react to their perception regarding the interpersonal relation they received from decision makers. Researcher such as (Folger and Konovsky, 1989; Greenberg, 1987) proposed dimension of justice are significant indicators for different work outputs.

2.1.1 Dimension of Organizational Justice

Distributive Justice

In early period, distributive justice scrutinized by social psychologists. Colquitt (2001) affirmed that earlier studies on organizational justice by Adam (1965) concerned on outcome allocation. These studies concluded people contrast the proportion of their outcomes with inputs and compare them with others. Colquitt (2001) defined distributive justice as fair and equitable allocation of outcomes that is followed in a given decision

making context. Distributive justice deals with individual achievement from distribution of resources at workplace. Most organizational justice studies in the period between 1950's and 1970s' concerned more on distributive justice (Colquitt et al., 2005, cited in Shrestha, 2016).

Distributive justice deals fair distribution of workplace output such as salary, benefits and promotions. According to Roberson and Marcus (2006), justice is defined degree to which employee perceived that decisions have been made fairly within the organization. Further, distributive justice concerned individual perceive fair and justifiable outcomes from the organization in proportion to inputs they contribute or not. Distributive justice defined individual's perception regarding justifiable amounts of outputs such as salary, benefits, promotions, recognition they received in organization (Greenberg & Baron, 2008; Harris, 2014).

Distributive justice concerned with the perception of employee regarding whether the allocation of outcomes are equitable or not. Employees' contentment with their work related outcomes would lead to organizational productivity and effectiveness (Suliman, 2007, cited in Shrestha, 2016). Generally, employee compare their outcomes with other, which is inevitable at workplace, and perception is based on this comparison. Employees are expected to feel positive towards the organization if they sense the proportion of ratio is equitable or fair while comparing with others. However, they feel discriminated and unfair in relation to others if the comparison results is negative (Shrestha, 2016).

Thus, distributive justice is a perceived fairness concerning the just allocation of resource amongst the employee of organization (Yavuz, 2010). Distributive justice describe allocation various outcomes such as salary, responsibilities, role, task, benefits, wage, amongst employees equitably (Greenberg, 1990; cited in Yavuz, 2010).

Procedural Justice

In the period of mid-1970s and mid-1990s, focused of organizational justice research shifted from distributive justice to procedural justice (Colquitt et al., 2005; cited in Shrestha, 2016). According to Greenberg and Baron (2008), fairness means fair outputs along with fair procedure during allocating outputs. Procedural justice is defined as the individual's perception fair procedures apply while measuring outputs they received. This

study advised top levels officials to enhance or promote procedural justice because procedural justice were found to influence the individual's propensity to follow company's rule and regulation.

Employees perceived procedural justice when they feel that equitable workloads when compare with co-workers, when they sense that the information offered by superior is accurate and they sense that their views, opinions and ideas are heard and includes (Greenberg & Colquitt, 2013; cited in Castillo & Fernandez, 2016). This second dimension of Organizational justice, procedural justice is concerned with perception of employees' regarding the method, process and procedures apply by organization while allocating monetary and non-monetary outcomes (Folger & Cronpanzano, 1998; cited in Suifan, 2019). Wang, Liao, Xia, and Chang (2010) defined procedural justice as perceived fairness concern to decision-making process based on which outcomes are allocated among employees. In other word, procedural justice emphasizes on the fair process to derive justifiable decision in regards to distribution of outputs (Tepper & Taylor, 2003; cited in Andrew & Dennis, 2019).

Procedural justice represent the degree individual acknowledge on regard to outcomes allocation decision design on the ground of organization's legal process and from the treatment of authorities or management in ratifying those process (Moorman, 1991). Harris (2014) affirmed that employee perceived procedural justice when individual feel that their voice is included or heard in decision-making, when rules are executed consistently, when there is no bias in place, and when the information used in decision is true. Procedural justice exists when individual sense their voice include in decision, laws are followed consistently, shield against bias, and the information is precise, clear and accurate (Harris, 2014).

Interactional Justice

Interactional justice is interactive behavior perceived by employees while performing the organizational process and procedures (Bies & Moag, 1986). Interactional justice refers to equitable behavior of higher authorities during formulating the processes and application of those behaviors (Neihoff & Moorman, 1993). Ambrose et al. 2020; cited in Shrestha (2016) affirmed that interactional justice emphasize perceived fairness about interpersonal treatment from the decision maker. According to Harris (2014), an individual determine

their perceived fairness depend on their outputs at workplace and assured whether procedure apply to compute those outputs are explained appropriately or not.

Saunders and Thornhill (2003) asserted that interaction justice as the extent of respect, dignity, politeness that specified the relationship between superiors and subordinates. Employees determines the perception of interpersonal fairness by comparing the relationship with their pairs, and with their managers/supervisor (Sethi et al., 2014; cited in Mensah, Asiamah, Mireku, 2016). Shrestha (2016) affirmed interactional justice focused on how the information are conveyed and whether members of organization are treated with respect and dignity. Fernandes and Awamleh (2006) states that this justice is related to the fairness of interpersonal communication relating to organizational procedures.

2.2 Organizational Commitment

Lambert, Hogan and Griffin (2007) defined organizational commitment as a view employees' devotion towards their organization and their personal connection with organizational goals and objectives. Organizational commitment is a crucial factor in determining workplace attitudes and behavior. Organizational commitment refers to the extent in which employees associate them with the organization they work for, how engaged they are in the organization and whether they have planned to leave their (Greenberg & Baron, 2008).

Meyer and Herscovitch (2001) defined organizational commitment as a factor to tie up an employee to a course of action related to different achievement. Whereas Lambert (2003) defined organizational commitment as a force which explained psychological belongingness of employees with their organization. Gautam, Dick and Wagner (2002) stated that committed employees are believe to attend work regularly, protect organizational assets, and share organizational goals. Thus, committed employees are the essence of every successful organization because they remain and work for the organization. Organizational commitment refers the devotion of employee towards their organization, their willingness to work for the organization, willingness to align them with organization's mission and vision and willing to stay in organization for long period (Cohen, 2007).

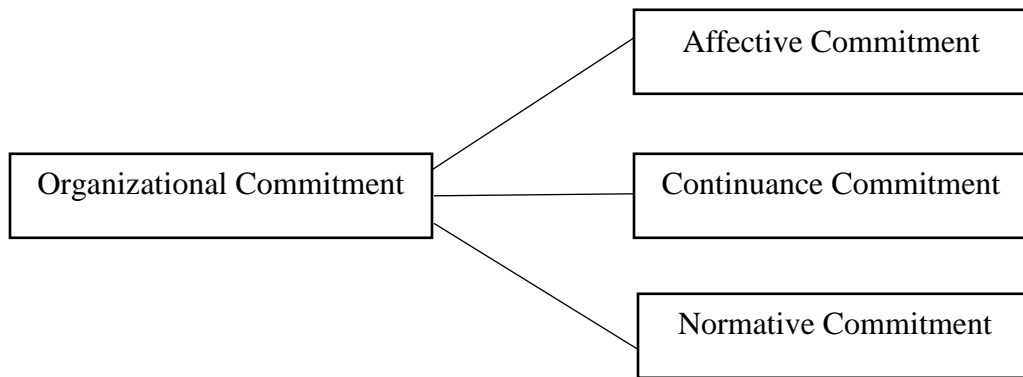
Business organization need to pay attention to the organizational commitment, one of the crucial issues of business (Demirel & Yucel, 2013). Organizational commitment defined employees' state of feeling and beliefs towards the organization they work for as a whole.

Lambert et al. (2005) defined organizational commitment as the degree of association that connects employees with the whole organization. According to many practitioners and researchers, organizational commitment is considered as one of the most popular work behavior (Meyer, Allen and Smith, 1993). Meyer, Gellatley, Goffin and Jackson, (2000) affirmed that committed employees are believed to stay with the organization for longer and seems to make an effort to accomplished the organizations' goals and objectives (Cited in Shrestha, 2016).

2.2.1 Dimension of Organizational commitment

Researchers in various literature share a common concept regarding organizational commitment that it is acknowledge as the connection or attachment of employees towards the organization they work for. Porter, steers, Mowday and Boulian (1974) expressed the view of commitment in three aspect i.e. a strong faith in an organization's goals and norms, desire to add value and a strong willingness to maintain a membership (cited in Bakhshi, Kumar & Rani, 2009). Meyer and Allen (1991) argued that psychological states emulated in various aspects of organizational commitment are not conjugate. Therefore, in order to define the different aspects of behaviors and attitudes of employees, purposed a multidimensional model includes affective which state the emotional belongingness, continuance state the cost based benefits and normative commitment refers to obligation.

The multi-dimensional model of commitment developed by Meyer and Allen (1990) compute organizational commitment.



Source: Allen and Meyer (1990)

Figure 2.2.1: Model of organizational commitment

Affective Commitment

According to Allen and Meyer (1990), affective commitment is employee's emotional connection towards company they are working for. It also stated that highly committed employees identified with, engaged in and love to remain as a member in organization. Affectively committed employee views employment relationship have been aligned with the goals and objective of organization (Beck & Wilson, 2000)

Affectively committed employees are likely to stay with organization for long because of their willingness. Employee with strong affective commitment have strong emotional attachment, identification and involvement with his or her organization (Aydin *et al.* 2011, cited in Karanja, 2016). According to Gautam et al. (2002) employee who hold affective commitment attitude feel emotional attachment to their organization, have personal meaning with organization and have strong belongingness with organization. Affective commitment is emotional attachment; sense of belongingness; feel proud to identified with organization; and have psychological ownership towards organization. Shrestha (2016) argued that perceived justice climate and culture in organization play important roles in developing affective commitment.

Continuance Commitment

Employees who have continuance commitment towards their organization stay within organization considering the cost-benefit (Akintayo & Ayodele, 2012). Meyer and Allen

(1997) argued that continuance commitment develops because of pay action or events that increase cost of leaving the organization. The study found that employee who have continuance commitment with their organization often feel need to stay with organization for material benefit and feel more difficult to leave their organization. In other words, continuance commitment is defined as the employee's evaluation whether the cost of leaving the organization are higher than the cost of leaving. Employee having continuance commitment feel need to remain in organization because of the incurred cost and disadvantages while leaving organization and their availed very limited alternatives (Karanja, 2016).

Employee who have continuance commitment tend to stay with organization owing to the investment an employee possess with nontransferable investment.

Non-transferable investment include the factors such as retirement benefits, attachment and connections with coworkers (Obeng & Ugboro, 2003). Meyer and Allen (1997) considered age and tenure as a critical factor in predicting continuance commitment because Age and tenure can function as predictors of continuance commitment. Shrestha (2016) affirmed that continuance commitment tends to develop among older employees who have longer tenure in an organization. Continuance commitment is also identified as calculative commitment where employee feel that he/she have no alternative opportunity to leave the organization. This situation mostly result of unemployment in the labor market (Mcshane & Von Glinow, 2018; cited in Friday and Ugwu 2019). Generally, employee have continuance commitment when they feel the high cost of leaving the organization and have no alternative opportunity.

Normative Commitment

Normative commitment is defined as the feeling of responsibility to stay with the organization (Allen & Meyer, 1990). It is concerned with nobility and emphasized responsibility and emotional connection derived by the socialization with the objectives and norms of organizations. Employee who perceived normative commitment obliged to stay with organization (Shrestha, 2016). People holding normative commitment attitude feel obliged to remain with current employer. They feel better not to leave organization even if it was to their advantage, they feel guilty if they would leave their organization and they believe that employer deserves their loyalty. These employees feel they have debt with

the organization and feel they should not leave the organization because they have strong feeling of obligation towards their co-workers (Meyer et al., 1993). Employee with normative commitment believed that it is morally right to remain with organization nevertheless the satisfaction derived from the organization over the time (Ajala, 2015).

2.3 Review of Theories

The theories relevance to organizational justice and organizational commitment are discussed below:

Equity theory

Adam (1965) propounded equity theory; concerned perceived fair in outputs includes salary, benefits, rewards, responsibility. This theory proposed that discernment of equity and inequity are determined by comparing with others based on inputs and outcomes. Inputs refer to offering by individual (knowledge, efforts) whereas outcomes is a result an individual receives in an exchange relationship (pay, recognition, bonus). It is inevitable for an individual at workplace matching their inputs and outputs with others and evaluate it to finds either there is fairness in the ratio or not (Adams, 1965).

Equity theory acknowledge that subtle variable may influence individual's evaluation and their perception regarding their relationship with other individual (Guerrero, Andersen & Afifi, 2007). According to Lou (2007), this theory emphasizes in the fair allocation of resources and outcomes with respect to relationship and assert the link between actual contribution and responsibility with shared returns. Perceived equity is expected to bring in positive behavior in workplace and lessen the possible harmful or opportunistic behavior. According to equity theory, justice is attained to the degree of outcomes proportionate with contributions. Homans (1976) states that the allocation of outcomes is said to be justifiable, only when the ratio between them is perceived to be proportional. This theory prescribe that perceived inequity create an emotional rigidity which prompt individual to reinstate justice. Equity theory acknowledged significance of justice rule as well as contributions rule. However, the justice judgment model embrace a multidimensional approach, which assert perceive fairness depend on the contribution rule along with needs rule and equality rule.

Justice Judgement Theory

Leventhal (1976) developed justice judgmental theory; presume that perception of fairness is based on justice rules. There are two types of justice rule in the justice judgement theory namely distribution rules and procedural rules. Distribution rules depicts that fairness is perceived when rewards, punishments and resources are allocated based on certain criteria. Procedural rules are identified as belief of individual that certain criteria are fair and equitable while executing allocative justice. According to this judgement theory, individual assessed the allocative procedures used by decision-makers proactively using the various norms of justice such as equity, needs and equality.

Self-interest Effect Theory

The self-interest effect theory claims that individual place no value for fair procedures independent of their association with fair outcomes. This theory proposed that interest in fair procedures is due to a belief that fair procedures lead to favorable outcomes. Thibaut and Walker's process control model is one early example of self-interest effect theory.

Thibaut and Walker (1975) examined aspect of control that an individual faced in dispute-resolution procedures i.e. process and decision control. Process control is the degree of control over procedure used to resolve grievances. Whereas decision control is the degree of control defining the outcomes. According to Leventhal (1980), the process control includes the opinion of individual, have consistent process, use of fact information for decision making; Lind and Tyler (1988) affirms that the suitable procedure and the degree of control over outcomes increase self- interest of individual. Process and procedures that increase the outcomes and control which is perceived as the best for ensuring the best outcomes are preferable by individual (Thibaut & Walker, 1975).

Social Exchange Theory

Social Exchange Theory acknowledge that there is two-step in social exchange process (Blau, 1989). According to this theory, individuals tend to interact with others on the ground of a self-interest examination of the costs and benefits. Social Exchange theory affirms that effective relationship at workplace benefits organization. According to Kelley and Thibaut (1978), just like an economic exchange, this theory outlook the interpersonal interactions based on the perspective of cost-benefit, except a social exchange address the exchange of impalpable social costs and benefits like dignity, friendship, respect and due care and not administered with clear laws.

Social exchange theory has been used as a structure for defining the attitudes and behavior in the context of workplace with regards to superiors action (Goldman & Taylor, 2000; Masterson, Lewis-McClear, Scott Colquitt & Paddock, 2009). Mutual exchange of outputs, information, respect and power with management encountered by individual believed to perceived high sovereignty and sense more satisfied with the resources, information and support provided by the supervisor and in return, they feel more committed towards the organization and give their better performance in work. Gould-Wiliams (2007) demonstrate that greater employee engagement and secured employment is beneficial to increase commitment.

Group Value Theory

The group value theory emphasizes strong social bonds among group members and this theory states that individual appreciate relationships with groups for longer period as a group membership is a source of securing social position and obtaining self-esteem. According to Tyler (1989), social status and self-esteem are evaluated based on three relational aspects: neutrality, trust and standing. Where neutrality defined the treatment without bias. Trust is appear from unbiased procedures apply by decision maker. And there is existence if standing when authorities treat people with courtesy and civilized manner and also respect their right and dignity (Tyler, 1994).

According to Fuller and Hester (2007) individual achieved position and recognition when treated justifiably by organization. Thus, maintaining status and relationship within group is more significant than control over outcomes. Procedural justice is seems to be perceived if the interest and concern of all groups members will be furnished and treated fairly in long run.

Fairness Heuristic Theory

The theory emphasize more on procedural justice and distributive justice and how they work together in order to defined perception of fairness. Moreover, this theory stated that individual are mostly feel uneasiness with authority relations because they offered opportunities for exploitation.

According to Fairness Heuristic theory, an individual in organizations adopt a fairness heuristic to deal with the fundamental social quandary of whether to comply with the superiors (Lind, 2001; Van den Bos, 2001a). Unlike trust, perceived dimension of justice

are phenomena that are comparatively more visible. Therefore, individuals place justice rather than trust to escort their activities by connecting fair action with credible management.

This theory suggest that fairness heuristic established when 'judgmental stage' escort the individual in 'use stage' (Lind 2001) until an situation cause an employee to reappraise the level of fairness and return to 'judgmental stage' (Roberson and Colquitt, 2005).

Multi-Dimension Theory of commitment

Meyer and Allen developed Multi-Dimension theory of commitment in 1990. This theory stated that organizational commitment includes the three dimension namely affective, continuance and normative commitment. The different aspects of commitment sense by employee are categorized into three aspects. This theory presumes that willingness, responsibility and cost are some of the core elements of commitment (Meyer & Allen, 1990). According to Jaros (1997), employees having strong sense of affective, normative and continuance commitment towards the organization have strong longevity because they want to work for the development and prosperity of organization.

2.4 Relationship between Organizational Justice (OJ) and Organizational Commitment (OC)

OJ and OC has been studied since 1970s' (Colquitt et al., 2001). According to McFarlin & Sweeney (1992), organizational justice theory assist in understanding the workplace behavior and attitudes of employee such organizational commitment. Greenberg (1990) affirmed that perceived organizational justice are necessities for the effective operation of organizations and organizational satisfaction, which influence the behavior of employees. Perception of DJ, PJ and IJ influence work attitudes and behaviors in the organization. Therefore, many researches were conducted regarding organizational justice perceptions, job satisfaction, organizational effectiveness, organizational citizenship behavior, organizational commitment (Cohen-charash & Spector, 2001; Viswesvaran & ones, 2002). Lambert, Hogan, &Griffin (2007) stated that numerous studies were conducted in different states and cultures, which established the relationship between perceived OJ and OC.

Hassan (2002) have examined organizational justice as predictors of organizational commitment and factors to determine the intention to leave. The study analyzed the role of perceived justice and equity on employees' commitment towards the organization and their intention to leave. The sample size of 181 were collected and the data was analyzed using SPSS. The result of the study demonstrated the positive relationship of equity and commitment and negative relationship between equity and intention to leave. The study revealed that distributive and procedural justice have significant influence on organizational commitment and intention to leave among employees. Bakhshi, Kumar and Rani (2009) study also demonstrate that both OJ and PJ is significantly influence the OC of the employees working in medical college.

Ponnu and Chuah (2010) attempted to examine the relationship among OJ, OC and turnover intention of Malaysian employees. 172-sample size were taken from employee of organization in the country and were analyzed. The study indicated that employees' perception on PJ and DJ were significant contributors in explaining the organizational commitment. The study shows that procedural justice have greater contribution on organizational commitment than distributive justice. Similarly, Ali and Jan (2012) conducted the same study on medical representatives of pharmaceuticals companies of Pakistan. Data were collected form 223 medical representatives and SPSS was used to analyze the relationship between variables.

Demirel and Yucel (2013) investigate the relationship between OJ and OC. Convenience sampling technique was used to collect data from 261 respondents. The result demonstrate that distributive justice, procedural justice and interactional justice have positive relationship with organizational commitment dimensions.

Somayyeh, Mohsen and Zahed (2013) carried out the research among librarian staff in Khuzestan and found a positive significant relationship between OJ and OC. For obtaining the OC of the staff in libraries, the study recommends to emphasized more on interactional justice among other dimensions of organizational justice.

Akanbi and Ofoegbu (2013) study concluded DJ and PJ have significant impact on organizational commitment of multi-national company. Raza, Rana, Qadir and Rana

(2013) examined the relationship of DJ, PJ and OC in public sector of Pakistan. In order to analyzed and test the relationship between variables, correlation and linear regression is used. The research showed distributive and procedural justice positively significant relationship with dimension of commitment. It means when employee sense fair allocation of outcomes and justifiable process in allocating outputs, employees will be more committed to their organization.

Gim and Mat Desa (2014) study showed DJ and PJ have positively affective commitment and also concluded it is significance to reward the employee equitably in an organization and execute fair compensation policy and procedures to enhance higher affective commitment among the employees. Cemal (2014) affirmed that teacher's perception of distributive justice positively influence their organizational commitment.

Gulluce, Ozer and Erkilic (2015) revealed dimension of justice significantly correlated with organizational commitment of the healthcare institution. This study concluded that fair treatment by executives is significant ways to enhance the commitment of employees. So, management or authorities can increase employees' commitment through the execution of justice perceptions within the organization.

Ajala (2015) examined impact of OJ on OC of manufacturing firms in Oyo state of Nigeria. The finding of this study demonstrate there exist a significant positive relationship between interactional justice and procedural justice with organizational commitment of employee. Rahman et al. (2016) carried out the research to analyze the effects of organizational justice on organizational commitment. The finding demonstrate that distributive and procedural justice have notable positive influence on organizational commitment of the employees. Some researcher suggest that when employees are treated in equitable fair procedures, it results high level of organizational commitment because they perceived that they are respect as a member in their organization (Tremblay et al., 2010; cited in Rahman et al., 2016).

Manshor et al. (2016) assessed the effects of OJ on OC in Malaysia's SME sector. The study revealed that procedural, distributive, informational justices have positive significant relationship with organizational commitment. When employees presume that there is

fairness in allocative procedures such as rewards or incentives, evaluations, promotions, disciplinary action etc., it will positively influence the organizational commitment. In addition, if an employee perceived that outcomes received by them are fair and justifiable, it is highly possible that he/she will stay committed with the organization, which revealed the positive relationship between distributive and organizational commitment. Likewise, the significant relationship between informational justice and organizational commitment showed if the authorities or employer explain the decision clearly and give the reasonable meaning regarding those decision precisely to employee.

Karanja (2016) research revealed that justice significantly affect commitment of teachers. Procedural justice and informational justice significantly determine of organizational commitment. Whereas distributive justice and interpersonal justice were insignificant in determining organizational commitment. In addition, only procedural justice is significant in explaining the commitment of banking employees. The research showed the impact of OJ on OC among teachers and banking emof teachers was significantly different from that of bank employees, which means the conclusion of research could not be generalized for all sectors.

Alromeedy (2017) examined effect of organizational justice on organizational commitment. Data were collected form 261 respondents and the result showed that procedural justice, distributive justice and interactional justice have a significant positive influence on affective commitment, continuance commitment and normative commitment. The study conclude that interactional justice has the greatest impact on affective commitment, normative commitment and continuance commitment, then procedural justice and distributive justice.

Dumbari, Oparanma and Baridam-Ngobe (2019) examined the distributive justice and employees' commitment of mobile telecommunication companies. The study demonstrate that there is a significant relationship between distributive and dimension of employee commitment of telecommunication companies in Port Harcourt. Similarly, there is significant relationship between interpersonal justice with organizational commitment dimensions (Dumbari et al., 2020).

Friday and Ugwu (2019) have examined the relationship between organizational justice and employee commitment of private secondary school teachers in Nigeria using survey design. Person Product Moment Correlation Coefficient was used to analyze the hypothesis. The result shows that organizational justice is positively associated with employee commitment. This study concludes that organizational justice i.e. distributive justice, procedural justice and interactional justice helps to enhances employee commitment.

Andrew and Dennis (2019) examine the role of organizational justice on employee commitment in Nigerian universities. The result reveals that distributive justice, interactional and procedural justice is positively correlated with employee commitment at the significance level of 0.05. Therefore, the study recommends that management should make the distributive justice is in practice and ensure that employee sense those fair treatment in the educational industry to increase the commitment level of employees. Similarly, the study of Karem, Jameel and Ahmad (2019) conducted in Iraq revealed that all the three component of organizational justice namely; distributive justice, procedural justice and interactional justice has a positive significant influence on organizational commitment among bank employees.

Dieu (2019) analyzed the impact of organizational justice on the work commitment of public secondary school teachers in Cameroon. Descriptive analysis in this study demonstrate the low level of fairness in managerial practices concerning public secondary schools in Cameroon. In addition, the study identified that distributive justice, procedural justice and interactional justice have a significant impact on organization commitment of teacher. Nnaji-Ihedinmah, Ugwu, Ihediwa and Ekezie (2020) found the statistically significant relationship between dimension of organizational justice and organizational commitment. Procedural justice and interactional justice showed statistical variation in explaining the organizational commitment while distributive justice have no statistical significant relationship with organizational commitment.

2.5 Literature review in Nepalese context

Shrestha (2016) found strong significant positive relationship among organizational justice i.e. distributive and interactional with organizational commitment. The study stated

perceiving high level of distributive and interactional justice towards their organization means having greater level of organizational commitment or vice versa. The study concluded that distributive, procedural and interactional justice have vital role in enhancing employees commitment towards their organizations.

Ghimire (2017) study examined the impact of perceived distributive and procedural justice on commitment among the employees of different service companies from Kathmandu. The study revealed positive significant relationship among distributive and procedural justice with employees' commitment. The study concluded procedural justice have stronger impact than distributive justice does on the foundation of an employees' commitment.

Ghimire (2018) examined the relationship among trust, justice and organizational commitment at Hospitals in Nepal. A sample of 465 nurses working in Government and Non-government hospitals were collected and analyzed. The result demonstrate there is positive correlation between distributive justice, procedural justice and interactional justice with trust in management and employees' commitment. This study concluded that it is justifiable to expect that employee will have a high level of commitment in an organization if they are assured with fair treatment.

Sapkota (2020) examined the impact of justice on job performance in Nepalese Quality Assurance Accredited (QAA) College. The research design of this study is descriptive and cross sectional. 396 sample were collected from Nepalese QAA College and SPSS version 22 was used to analyze the data. The result of this study demonstrate that perceived distributive justice, procedural justice, interactional justice have positive significant relationship with job performance of faculties in Nepalese QAA.

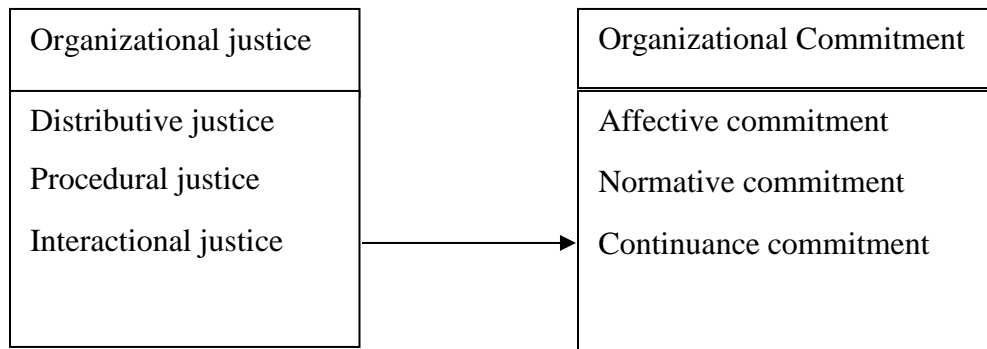
2.6 Research Gap

Although the relationship among perceived organization justice and various work outcomes were studied in western literature, very few studies have been conducted to examined the association of justice perception with work attitude and work outcomes in Nepalese context. Looking at the importance of role of organizational justice and organizational commitment, if we look into Nepali organizational context only few researchers have studied the relationship between organizational justice and organizational

commitment. In Nepalese context, it is observed that no research has been made on this topic though the IT sector is one of the booming sector. Therefore, it is essential to make a focal concern light on organizational justice and organizational commitment of IT sector in Nepal. Therefore, the researcher strive to examine the impact of organizational justice on organizational commitment in the IT sector of Nepal to fill the mentioned gap.

2.7 Conceptual Framework

This study analyze the effects of perceived organizational justice comprises namely distributive justice, procedural justice and interactional justice on organizational commitment. The conceptual framework of the study is presented in below figure:



Independent Variable

Dependent Variable

Source: Shrestha (2016) and Karanja (2016) with modification

Figure 2.7: *Theoretical Framework*

2.7.1 Operational Definition

The operational definitions of key terminology used in this study are as below:

a. Independent Variables

The independent variables in this study are the dimensions of Organizational justice. These variables include distributive justice, procedural justice and interactional justice.

- **Organizational justice**

Organizational justice is the perceived fair treatment from the organization. Cropanzano & Greenberg, (1997); Greenberg, (1990) defined organizational justice as

the perception of fair treatment in workplace. The organizational justice is concern with the equitable and justifiable treatment in organization.

- **Distributive justice**

Greenberg (1990) describe distributive justice as the perceived fairness of the degree of outcomes received by employees. According to Greenberg and Baron (2008), distributive justice emphasized on individual beliefs that they have received equitable outcomes for example salary, benefits, recognition etc.

- **Procedural justice**

Procedural justice is the individual's assessment about the fairness procedures apply in making outcome distribution decision (Greenberg, 1990). Greenberg and Colquitt (2005) affirmed that procedural justice refers to the inclusion of employee's opinion and views in decision, consistent rules and procedures, accurate information, opportunity to be heard and free from biasness.

- **Interactional justice**

Interactional justice addressed the interactive manner perceived by individual while the executing the procedure for allocating outputs. Greenberg and Baron (2008; cited in Friday and Ugwu, 2013) defined interpersonal justice as individual perception towards the behavior and manner with others, especially how those in authority actually treat them.

b. Dependent Variables

Organizational commitment is the dependent variable of this study. Organizational commitment is an emotional state that tie the individual with the organization (Allen & Meyer, 1990). It refers devotion and loyalty towards their organization and associate them with mission and vision of organization (Lambert, Hogan & Griffin, 2007). This study measure three dimension of organizational commitment:

- **Affective Commitment**

Allen and Meyer (1990) defined affective commitment as how employees' are emotionally attachment them to, identification with, and engaged in the organization. Affective commitment defined the strong sense of emotional connection felt by

employees towards their organization because they perceived that their norms and values are aligned with organization's vision and mission.

- **Continuance Commitment**

Allen and Meyer (1990) Continuance commitment refers to commitment associates with employees remains with the organization due to the high cost of leaving. Continuance commitment means desire to stay in an organization as they sense the investment employees have with "non-transferable" investments incurred high cost to them if they leave the organization because they have no other better alternative opportunity.

- **Normative Commitment**

Allen and Meyer (1990) stated that employees having normative commitment feel they should stay with organization because they are obliged to do so. It is also known as moral commitment. Normative commitment is the situation when employee obliged to remain in organization because they feel it is moral thing to do so.

CHAPETR III

RESEARCH METHODOLOGY

This section included the methods, design applied to analyze the data. Thus, the chapter begins by focusing on the research design. Next, a description of the sample and the population of the respondents followed by a description of the data collection procedures. Further, this chapter discusses the instruments used in this cycle and data analysis process to analyze the findings.

3.1 Research Design

Sekaran and Bougie (2013) affirmed that based on the research question of the study, research design guide as a blueprint for the collection, measurement and analysis of data. Therefore, it should consider carefully if a qualitative or a quantitative method is better suited. Although it is becoming more popular to combine both methods (Saunders, Lewis, and Thornhill, 2009).

According to Hollensen (2003), quantitative research involves achieving data from a large group of respondents and is used in descriptive study to quantify data and generalize the results from the sample to the target population. In order to fulfill the purpose of this study, a quantitative method is hence appropriate. The research method in this study is descriptive, cross sectional design is used which associations between the variables, and the relationship between the variables is analyzed.

3.2 Population and Sample size

The process of selecting a group of people, events or behavior to conduct study is called sampling. Teddlie and Yu (2007) describe sampling as selecting units i.e. individuals, groups of individuals and institutions based on specific purposes associated with answering a research study's questions. Thus, the chosen sample was ideal to investigate the research question.

The population of the study included total employee of IT companies in Nepal. The research used a formula by Cochran (1997) to approximate a sample size from infinite

populations. However, due to ongoing COVID 19 pandemic, most of the IT companies in Nepal run work operation from home. So, questionnaire were distributed through online in google form using online platform like email, Messenger and LinkedIn. The researcher succeed to collect a sample of 281 respondents for this study. This study used the convenience sampling technique for data collection.

3.3 Sources and methods of data collection

Following this objective, information from both primary and secondary sources are extracted for the study.

- Primary Source: The questionnaire survey was used to collect the information with respect to organizational justice and organizational commitment in IT sector of Nepal.
- Secondary Source: Existing literature related with organizational justice and organizational commitment were reviewed.

This study used the primary source of data to collect from employees of IT companies located in Nepal through set of questionnaire used by Shrestha (2016), which is slightly modified. However, due to ongoing COVID 19 pandemic, most of the IT companies of Nepal run their work operation from home. So, questionnaire were distributed through online in google form using online platform like email, Facebook and LinkedIn. This study use a five Point Likert-type scale to measure perceived organizational justice and organizational commitment. The questionnaire were divided into three sections: section “A” measured demographic information about the respondents like gender, age group, educational level, nature of job, work experience and job level while section “B” measured the organizational justice using the scale items developed by Niehoff and Moorman (1993) and section C measured the organizational commitment scale developed by Allen and Meyer (1990).

3.4 Data analysis tools

The collected data was analyzed by using tools like statistical package for the social sciences (SPSS) and Msexcel. The data is first coded in excel and entered into SPSS and statistical analysis was made. Descriptive statistics were used such as mean, median and standard deviations to measure the demographic profile of the respondents. A Pearson

correlation was employed to test the relationship between the dependent and independent variables therefore establishing whether there existed a positive or a negative relationship. Similarly, a regression analysis was undertaken to estimate the impact of dimensions of organizational justice on organizational commitment dimensions individually and in overall.

The assumption of the linear regression equation was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where: Y = OC

β_0 is constant and β_1 , β_2 and β_3 are partial regression coefficients

X1 = Perceived DJ

X2 = Perceived PJ

X3 = Perceived IJ

e = Error term

3.5 Reliability and validity of data

Independent variable of this study i.e. organizational justice dimensions have been measured by using the scale developed by Niehoff and Moorman (1993) and dependent variable i.e. organizational commitment dimensions have been measured by using the scale developed by Allen and Meyer (1990). Each item of all variables was measured using five point Likert scale (1 to 5, strongly disagree to 5 strongly agree). Cronbach's alpha was used to measure the reliability of the variables used in this study.

Table: 3.5

Reliability test of Variables

Variables	No. of items	Cronbach's Alpha
DJ	6	0.884
PJ	6	0.865
IJ	7	0.933
AC	7	0.875
CC	6	0.832
NC	6	0.844

Source: SPSS output

Sekran and Bouge (2013) mentioned that Cronbach's alpha measure reliability shows how well the items are potentially associated to another. According to Vogt (2007), Cronbach's alpha ranges from 0, when the measures are entirely inconsistent, to 1.0 when the items correlate with one another perfectly and argued that low reliability of the measurement could lead to disassociation between variables. Reliability is the degree to which a variable or set of variables is agreed in what it is intended to measure. An alpha of 0.60 to 0.70 is higher is regularly regarded as the lowest limit of acceptability (Hair et al., 2010; cited in Shrestha, 2016). The data shows that the Cronbach's alpha score of the survey questionnaire was more/greater than 0.7, suggesting that the survey questionnaire was highly reliable for further data analysis.

CHAPTER IV

ANALYSIS AND RESULTS

In this section of research, the data and information collected from the respondents are presented, interpreted and analyzed. This chapter also presents the findings that emerged from the data that are acquire from 281 employees of different IT companies of Nepal. The collected data was analyze to impact of organizational justice on organizational commitment of employee in IT companies of Nepal. Descriptive analysis are used to analyze the demographic profile of the respondents whereas regression and correlation analysis was used to measure the variables and to test the hypothesis.

4.1 Response Rate

For this research 350 set of google form questionnaire were distributed through media like messenger, e-mail, linkedin to the employees of IT companies in Nepal. From that, only 281 questionnaires being filled and returned, giving a response rate of 80.28%. Such a response rate was considered sufficient for statistical reliability and generalizability (Mokhlis, 2009).

4.2 Test of Assumptions of Regression Model

The test of normality is essential to use regression model for data analysis (Burns and Burns, 2008). Therefore, the test of normality is conducted in this research paper to test the hypothesis using regression model.

4.2.1 Test of Normality

Burns and Burns (2008) stated that normality of data is necessary to have a correct prediction of dependent variable by the independent variables. Test of normality is essential for testing hypothesis using regression model and normality can be tested through scatter graphs and Kolmogorov-Smirnov test. In this study, Kolmogorov-Smirnov is used to test the normality of data. The result of the test are given below:

Table: 4.2.1

Kolmogorov-Smirnov Test (K-S test)

	N	Normal Parameters (a, b)		Most Extreme Differences			Kolmogorov-Smirnov z	Asym p. Sig. (2-tailed)
		Mean	S.D	Absolute	Positive	Negative		
DJ	281	3.6139	.77401	.092	.052	-.092	1.543	.017
PJ	281	3.6121	.74787	.127	.088	-.127	2.128	.000
IJ	281	3.7844	.77771	.092	.071	-.092	1.539	.016
AC	281	3.5155	.72778	.075	.060	-.075	1.251	.088
CC	281	3.1008	.77300	.096	.077	-.096	1.606	.012
NC	281	3.1880	.74611	.073	.073	-.047	1.220	.102

a. Test distribution is Normal.

b. Calculated from data.

Table 4.2.1 indicates Kolmogorov-Smirnov Test (K-S test) test confirms that the data is normally distributed at 1% level of significance. Therefore, the result shows that the data is normally distributed and parametric test can be used in such normally distributed data.

4.3 Demographic profile of the respondents

This section presents the respondents' demographic characteristic such as gender, age group, educational level, nature of job, job level and work experience in years. The details of these demographic characteristics are discussed below:

Table 4.3.1

Demographic profile of respondents

Demographic Variables	Categories	Frequency	Percentage
Gender	Male	206	73.3
	Female	75	26.7
Age Group	Under 20 years	4	1.4
	20 to 30 years	213	75.8
	31 to 40 years	64	22.8
Education Level	Intermediate	6	2.1
	Bachelor	190	67.6
	Master or Above	85	30.2
Work experience in current Company	Less than 1 year	94	33.5
	1 to 5 years	156	55.5
	6 to 10 years	25	8.9
	More than 10 years	6	2.1
Total Work experience	Less than 1 year	34	12.1
	1 to 5 years	154	54.8

	6 to 10 years	58	20.6
	More than 10 years	35	12.5
Nature of Job	Full time permanent	211	75.1
	Contract basis	34	12.1
	Outsourcing	9	3.2
	Part time	27	9.6
Job level	Assistant Level	50	17.8
	Middle level/Officer level	140	49.8
	Senior/Managerial level	91	32.4

Gender of the respondents is taken as one of the demographic characteristics. It constitutes the male and female of the respondents. The table 4.3.1 shows the frequency distribution of the respondents by gender where 26.7% respondents were female and 73.3% respondents were male. This shows that the proportion of male employees who were working in IT companies of Nepal is higher than female employees.

Age distribution of respondents is design as the important demographic characteristic. Above table reveals the different facts in relation to age distribution of the respondents. The largest group of respondents is between the ages of 20 to 30 years i.e. 213 (75.8%). 64 (22.8%) respondents are between the age of 31 to 40 years. A considerably lowest percentage is under 20 years (1.4%).

The table 4.3.1 also shows the details of education level of the respondents. It is found that 6 (2.1 %) respondents have obtained intermediate education, 190 (67.6%) have bachelor level of education and 85 (30.2%) have master or above level of education.

In this study, work experience of the respondent in current company is categorized in 4 groups, i.e. less than 1 year, 1 to 5 years, 5 to 10 years and more than 10 years. The above table shows that majority of the respondents (55.5) have 1 to 5 years of work experience or length of the employment in current company. The second largest group of respondents have less than 1 years of work experience in the current company, they are 94 respondents and they cover 33.5% of the total. 25 respondents have 6 to 10 years years of experience in the current company and they cover 8.9% of the total. Only 2.1% i.e. 6 respondents have less than 1 years of experience in their current company.

The table 4.3.1 also shows the distribution of the respondents concerning their total work experience or length of employment. The above table shows that majority of the respondents (54.8) have 1 to 5 years of work experience or length of the employment. The second largest group of respondents have 6 to 10 years of work experience, they are 58 respondents and they cover 20.6% of the total. 35 respondents have more than 10 years of experience and they cover 12.5% of the total and 12.1% of the respondents have less than 1 years of work experience.

The table 4.3.1 also presents the profile of the respondents with regard to nature of job. Most of the respondents are full time permanent employee (75.1%). 34 respondents (12.1%) have contract employment status. 9 respondents (3.2%) are employed through outsourcing and 27 respondents are part timers.

Concerning Job level, respondents are grouped into three major job levels, namely assistant level, mid-level/ offer level and senior level/ top management level. The sample comprised mostly employees at mid-level/officer level i.e. 140 (49.8%). Senior/ Managerial level made up 32.4 % of the sample and the assistant level 17.8% as shown in the above table.

4.4 Descriptive summary of variables

Descriptive statistics is numerical statements about the properties of some data (Haslam & McGarty, 2014). It focuses on clarifying numbers and the associations among them. Very often, the purpose is to find the significance of the numbers, to sum them up in a method to render them as simple as possible to recognize (Dewberry, 2004). Adams, Khan and Raeside (2014) elaborated that either tabular or graphical forms can be used to display statistics. This research concentrates on the descriptive statistics of demographic profile of the respondents.

The study employed research instrument in a way that the respondent can give response in Likert-scale point. It compose responses that in combines helps to measure variables in statement (Clason & Dormody, 1994). Descriptive analysis gives the better understanding of the variables used in this study so, the mean and standard deviation value of the elements used in the study.

4.4.1 Employees perception towards distributive justice

Perceived distributive justice is presented below:

Table 4.4.1

Employees' perception on distributive justice

Distributive justice Scale	Mean	S.D
I think my organization design my work schedule fairly.	3.80	0.89
My organization distribute the work schedule to each employee fairly.	3.70	0.99
I think that my level of pay is fair.	3.38	1.05
I consider my workload to be quite fair.	3.53	0.97
I feel that my job responsibilities are fair.	3.74	0.93
Overall rewards, I receive here are quite fair.	3.52	0.98
Distributive justice	3.61	0.77

Source: SPSS Output

The table 4.4.1 shows the employees' perception towards distributive justice. The result indicate that employees agreed with the assertion that their work schedule, workload, job responsibilities were fair. However, employees show very little agreement with the statement regard to fair level of pay (mean = 3.38, S.D. = 1.05). Overall, average response of employees is 3.61 with standard deviation of 0.77. It indicates that respondent show agreement towards distributive justice. From this fact, it can be concluded that IT companies in Nepal has used the concept of distributive justice.

4.4.2 Employees perception towards procedural justice

Below table, present the procedural justice perception among employees:

Table 4.4.2

Employees' perception on Procedural justice

Procedural justice Scale	Mean	S.D
My supervisor/manager makes job decision in an unbiased manner.	3.44	1.04
My Supervisor/manager ensure that all employee concerns are heard before job decisions are made.	3.54	0.95
To make job decisions, my supervisor/manager clarifies decisions and provides additional information when requested by employees.	3.57	0.98
My supervisor/manager clarifies decisions and provides additional information when requested by employees.	3.79	0.93

All jobs decisions are apply consistently to all concerned employees.	3.64	0.94
Employees are allow to make appeal about decisions made by their managers.	3.67	0.93
Procedural justice	3.61	0.74

Source: SPSS Output

The average response of employees is 3.61 with standard deviation of 0.74, which show the degree of agreement with the statements. The average mean of distributive is above 3 which indicate the mean value as “Agree” according to Likert Scale. It shows that Nepalese IT companies has practiced a certain level of interactional justice but not at the maximum level.

4.4.3 Employees perception towards Interactional justice

The research identify the perceived interactional justice, which is presented in table 4.4.3.

Table 4.4.3

Employee perception on interactional justice

Interactional justice Scale	Mean	S.D
My supervisor/manager treats me with kindness, consideration, respect and dignity.	4.00	0.92
My supervisor/manager is sensitive to my personal needs.	3.66	0.90
My supervisor/manager deals with me in a truthful manner.	3.86	0.89
My supervisor/manager shows concern for my right as employee.	3.80	0.90
Concerning decision made about my job, the supervisor/manager discusses the implication of decision with me.	3.73	0.91
The supervisor/manager offers adequate justification and explanation for decisions made about my job and that makes sense to me.	3.69	0.95
The supervisor/manager explains any decision made about my job very clearly.	3.72	0.95
Interactional justice	3.78	0.77

Source: SPSS Output

The table 4.4.3 shows the employee’s perception towards interactional justice. The average response of employees is 3.78 with standard deviation of 0.77. It means employees shows average level of agreement with interactional justice. This result shows that IT sector has practiced a certain level of interactional justice but not at the maximum level.

4.4.4 Employees' perception towards Organizational commitment

The research also analyzed the perceived level of organization commitment. Result concerning each dimension of organizational commitment are presented below:

Table 4.4.4

Employees' perception on organizational commitment

Organizational commitment Scale	Mean	S.D
I would be very happy to spend the rest of my career in this organization.	3.03	0.95
I enjoy discussing about my organization with people outside it.	3.63	0.86
I really feel as if problems of this organization are my own.	3.57	0.97
I do feel like 'a part of the family' in my organization.	3.64	0.99
I do feel 'emotionally attached' to this organization.	3.57	1.03
I have a great deal of personal meaning to this organization.	3.55	0.92
I do feel a 'strong' sense of belonging to my organization	3.58	0.96
Affective Commitment	3.52	0.73
I am afraid of what might happen if I quit my job without having another lined up.	3.21	1.09
It would be very hard to leave my organization right now, even if I wanted to.	3.19	1.04
Right now, staying with my organization is a matter of necessity as much as desire.	3.31	1.06
I feel that I have very few options to consider leaving this organization.	2.88	1.01
I worry about the loss of investment I have made in this organization.	2.90	0.97
I continue to work for this organization because other organization may not match the overall benefit I have here.	3.09	1.08
Continuance Commitment	3.10	0.77
My organization deserves my loyalty because of its treatment towards me.	3.47	0.92
I feel that I owe a great deal to this company because of what it has done for me.	3.29	0.93
I would not leave my organization right now because of my sense of obligation to it.	3.34	0.06
If I got another offer for a better job elsewhere, I would not feel it was right to leave this organization.	3.12	1.08
I feel I would let my colleague down if I leave this company.	2.87	1.03
Things are better on the days when people stay with one organization for most of their career.	3.01	1.02
Normative Commitment	3.18	0.74

Present data structure shows high level of affective commitment (Mean is 3.52 with standard deviation of 0.73), moderate level of normative commitment (Mean is 3.18 with standard deviation of 0.74) and low level of continuance commitment (Mean is 3.10 with standard deviation of 0.77) among employees of IT companies in Nepal. The result shows that affective commitment is at high level, continuance commitment is at low level. In addition, normative commitment are perceived at average level among employees of IT in Nepal. The overall commitment of employees is at moderate level.

4.5 Correlation Analysis

The study analyzes and evaluates the relationship between independent variables and dependent variables using correlation analysis. Person correlation coefficient has been computed to investigate the inter-relations amongst the variables.

4.5.1 Relationship between organizational justice dimensions and organizational commitment dimensions

Pearson's correlation coefficient was computed to measure the relationship between dependent variables and independent variables. The finding of analysis from employees' of IT companies in Nepal located in Kathmandu valley are present in below table:

Table 4.5.1

Effect of Organizational justice components on Organizational commitment components

		DJ	PJ	IJ	AC	CC	NC
DJ	Pearson Correlation	1	.478**	.588**	.522**	.148*	.398**
	Sig. (2-tailed)		.000	.000	.000	.013	.000
	N	281	281	281	281	281	281
PJ	Pearson Correlation		1	.746**	.459**	.113	.359**
	Sig. (2-tailed)			.000	.000	.058	.000
	N		281	281	281	281	281
IJ	Pearson Correlation			1	.551**	.092	.319**
	Sig. (2-tailed)				.000	.126	.000
	N			281	281	281	281
AC	Pearson Correlation				1	.316**	.652**
	Sig. (2-tailed)					.000	.000
	N				281	281	281
CC	Pearson Correlation					1	.472**
	Sig. (2-tailed)						.000
	N					281	281
NC	Pearson Correlation						1
	Sig. (2-tailed)						

** . Correlation is significant at the 0.01 level (2-tailed)

* . Correlation is significant at the 0.05 level (2-tailed)

Above table 4.5.1, present the correlation analysis results showing the relationship among organizational justice dimensions and organizational commitment dimensions in IT sector of Nepal.

The table 4.5.1 presents correlations among the variables studied in this research. The table indicates that there is high degree of correlation between DC and AC ($r = 0.522$, $p < 0.01$). It means that these two variables are positively related. So, increment in one variable lead to increment in other. On the other hand the finding indicated a relatively moderate relationship (i.e. $r = 0.459$, $p < 0.01$) between PC and AC. The result shows PJ have significant influences on AC of IT companies. Additionally, there is a strong positive significant relationship ($r = 0.551$, $p < 0.01$) between IJ and AC. These two are positively correlated indicated improvement in one variables leads to others improvement.

Further it observe weak positive significant relationship between DJ and CC ($r = 0.148$, $p < 0.05$). The result shows that DJ significantly influences CC. While PJ, IJ and CC have very weak relationship and this relationship was not significant. It means PJ and IJ have no significant effect on CC of IT companies.

Finding further indicates the presence of an average positive correlation ($r = 0.398$, $p < 0.01$) between DJ and NC. It indicates DJ significantly contributes to NC, which means increase in DJ in the IT Company consequently increases NC. Additional there exist a moderate positive correlation ($r = 0.359$, $p < 0.01$) between PJ and NC. Therefore, increased PJ would result increase NC. Further, a relatively moderate positive relationship ($r = 0.319$, $p < 0.01$) between IJ and NC. It indicates IJ influence NC significantly which means these two variables are positively related in turn an increment in one variable subsequently increase other variable.

4.5.2 Relationship between organizational justice dimensions and overall organizational commitment

The research study also identify the relationship of organizational justice dimensions on overall organizational commitment using Pearson correlation coefficient, which is present in below table:

Table 4.5.2

Relationship between organizational justice dimensions on organizational commitment

		DJ	PJ	IJ	OJ
OC	Pearson correlation	.437**	.380**	.391**	.470**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	281	281	281	281
AC	Pearson correlation				.596**
	Sig. (2-tailed)				.000
	N				281
CC	Pearson correlation				.137**
	Sig. (2-tailed)				.000
	N				281
NC	Pearson correlation				.418**
	Sig. (2-tailed)				.000
	N				281

** . Correlation is significant at the 0.01 level (2-tailed)

* . Correlation is significant at the 0.05 level (2-tailed)

Above data, present correlation analysis results showing the relationship among organizational justice dimensions and overall organizational commitment in IT sector of Nepal. There is an average positive correlation ($r = 0.437$, $p < 0.01$) between DJ and OC. It indicate increasing DJ consequently increase overall organizational commitment. In additional, result shows a moderate positive relationship ($r = 0.380$, $p < 0.01$) between PJ and OC. Therefore, increasing PJ directly increase OC. The table further indicate an average positive correlation ($r = 0.391$, $p < 0.01$) between IJ and OC. Hence, increment in IJ result increment in OC.

Table 4.5.2 further present overall organizational justice correlation with different dimension of commitment. There is strong positive correlation ($r = .596$, $p < 0.01$) among overall OJ and AC. Additionally, moderate positive correlation ($r = 0.418$, $p < 0.05$) among OJ and NC. However, there is low degree of correlation ($r = .137$, $p < 0.05$) among OJ and CC.

Above table, also demonstrate the relationship between organizational justice and organizational commitment in overall. It shows that there is moderate degree of correlation ($r = 0.470$, $p < 0.01$) among OJ and OC in overall analysis.

4.6 Regression Analysis

4.6.1 Regression result for affective commitment

In this section, multiple regression analysis is applied to ascertain how much of affective commitment is effected by different dimension of organizational justice in IT sector of Nepal.

Table 4.6.1

Regression Model summary result for organizational justice dimensions and Affective commitment

Model	R	R ²	Adj. R ²	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.605a	0.366	0.360	0.58242	0.366	53.400	3	277	0.000

a. Predictors: (Constant), IJ, DJ, PJ

b. Dependent Variable: AC

The table 4.6.1 shows dimension of justice explained 36.6% of the affective commitment variation. The F-statistic value of 53.4 statistically significant at $p < 0.05$ level of significance. Therefore, the model is a good predictor of the relationship between dependent and independent variables.

Table 4.6.2

Regression on affective commitment by different dimensions of organizational justice

Model	Coefficient						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Tolerance	VIF	
	B	Std. Error	B					
(Constant)	1.100	.198		5.555	.000			
DJ	.280	.056	.298	5.030	.000	.651	1.537	
PJ	.081	.070	.084	1.163	.246	.441	2.266	
IJ	.293	.073	.313	3.999	.000	.374	2.675	

a. Dependent variable: AC

The table 4.6.2 shows procedural justice statistically insignificant in explaining the affective commitment at $p < 0.05$. Two other variables are significant in explaining the affective commitment at $p < 0.05$. Hence, hypothesis: H2a and H2c are accepted which means distributive justice and interactional justice significantly influences affective commitment of employees of IT companies in Nepal. H2b i.e. procedural justice is positively and significantly, influence affective commitment rejected which means insignificant influences of procedural justice on affective commitment.

Affective commitment remains at 1.100 unit measures, other variable remaining constant. Additionally, changes on justice dimension causes a reasonable change in affective commitment. Therefore, employees' affective commitment towards organization dependent on justice dimensions.

The table 4.6.2 present that procedural justice have the least effect on affective commitment and interactional justice has strong effect on determining affective commitment. Justice dimensions have positive effect on affective commitment. Therefore, increasing dimension of justice in the organization subsequently increase affective commitment.

4.6.3 Regression Result for Continuance Commitment

In this section, the effects of perceived organizational justice dimension on continuance commitment are investigated using multiple linear regression analysis. The results are present below:

Table 4.6.3

Regression Model summary result for organizational justice dimensions and continuance commitment

Model	R	R ²	Adj. R ²	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F	df1	df2	
1	.160a	.026	.015	.76718	.026	2.423	3	277	.066

a. Predictors: (Constant), IJ, DJ, PJ

The table 4.6.3 shows dimension of justice explained 2.6% of the continuance commitment variation. The F-statistic value is 2.423 which is insignificant at $p < 0.05$. Thus, the result conclude that organizational justice dimension have insignificant influence on continuance commitment among the employees of IT companies in Kathmandu, Nepal.

Table 4.6.4

Regression on continuance commitment by different dimensions of organizational justice

Model	Coefficient							
	Unstandardized		Standardized		T	Sig	Collinearity	
	B	Std. Error	B				Tolerance	VIF
(Constant)	2.479	.261			9.503	.000		
1	DJ	.139	.073	.139	1.893	.059	.651	1.537
	PJ	.092	.092	.089	1.001	.318	.441	2.266
	IJ	-.057	.096	-.057	-.587	.558	.374	2.675

a. Dependent Variable: CC

The table 4.6.4 present all the independent variables were statistically insignificant in determining continuance commitment of IT companies of Kathmandu valley. Consequently, H3a, H 3b and H 3c were rejected. Hence, it is concluded dimension of justices had no significant influence on continuance commitment.

Remaining all other variable constant, continuance commitment remains at 2.479 unit measures. Changes in justice dimension lead to change in continuance commitment as shown in the model.

4.6.5 Regression result for normative commitment

In this section, the effects of different dimension of organization justice on normative commitment are investigated using multiple linear regression analysis. The result is present below:

Table 4.6.5

Regression Model summary result for organizational justice dimensions and normative commitment

Model	R	R ²	Adj. R ²	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F	df1	df2	
1	.443a	.196	.188	.67242	.196	22.577	3	277	.000

a. Predictors: (Constant), IJ, DJ, PJ

The table 4.6.5 shows dimension of justice significantly influence 19.6% of normative commitment variation. The F-statistic value of 22.577 which is statistically significant at

p<0.05 level indicating that dimension of justice take together significantly influence normative commitment at the significance level of p<0.05. Therefore, the model is a good predictor of the relationship between dependent and independent variables.

Table 4.6.6

Regression on normative commitment by different dimensions of organizational justice

Model	Coefficient							
	Unstandardized		Standardized	T	Sig	Collinearity		
	B	Std. Error	B			Tolerance	VIF	
(Constant)	1.395	.229		6.101	.000			
1	DJ	.297	.064	.308	4.613	.000	.651	1.537
	PJ	.246	.081	.247	3.043	.003	.441	2.266
	IJ	-.045	.085	-.047	-.529	.597	.374	2.675

a. Dependent Variable: NC

Above table, showed interactional justice did not significantly affect normative commitment. However, other two variables have significant effect on normative commitment. Hence, H4c is rejected and H4a and H4b were supported. The study concluded that distributive and procedural justice have significantly explained the variation in normative commitment at p<0.05.

In addition, table indicates that interactional justice negatively affect normative commitment, which means an increase in interactional justice indirectly influence normative commitment. Distributive justice had greatest significant influence on normative commitment while procedural justice have low significant influence on normative commitment. The study demonstrate that enhancing distributive and procedural justices would consequently enhance normative commitment among the employees of IT companies in Kathmandu valley of Nepal.

4.6.7 Effect of perceived organizational justice on organizational commitment

In this section, multiple regression analysis is used to ascertain the effect of different dimension of organizational justice on overall organizational commitment in IT companies of Nepal. The result is presented below:

Table 4.6.7

Regression Model summary result for organizational justice dimensions and organizational commitment

Model	R	R ²	Adj. R ²	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.481a	.231	.223	.53314	.231	27.781	3	277	.000

a. Predictors: (Constant), IJ, DJ, PJ

The table 4.6.7 shows dimension of justice significantly influence 23.1% of organization commitment of employees in IT companies in Nepal. The F-statistic value is 27.781, which is statistically significant at $p < 0.05$ level indicating that dimension of justice take together significantly influence overall commitment of IT sector in Nepal. Hence, H4 is supported. Therefore, the model is a good predictor of the relationship between dependent and independent variables.

Table 4.6.8

Regression result on organization commitment

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.	Collinearity Statistics	
	B	Std. Error	B				Tolerance	VIF
(Constant)	1.658	.181			9.146	.000		
1	DJ	.239	.051	.306	4.679	.000	.651	1.537
	PJ	.140	.064	.173	2.183	.030	.441	2.266
	IJ	.064	.067	.082	0.952	.342	.374	2.675

a. Dependent Variable: OC

The table 4.6.8 shows interactional justice is statistically insignificant in explaining the overall organizational commitment among employees at $p < 0.05$. Two other dimension of organizational justice are significant in determining overall commitment at $p < 0.05$.

The given model demonstrate that other variables remaining constant, organizational commitment maintained at 1.658 units. However, unit change in organizational justice dimensions results reasonable change in commitment of employees of Information Technology companies of Kathmandu valley.

In addition, interactional justice had the lowest impact on overall commitment while distributive justice had the highest impact. However, overall justice dimensions have positive impact on overall organizational commitment. Therefore, it is concluded that increment in justice level would subsequently increase commitment.

4.7 Hypothesis testing result from Regression and Correlation analysis

Table 4.7

Hypothesis testing results

Hypothesis	P-value (Regression)	p-value (Correlation)	Results (p<0.05)
H1a: There is a positive and significant effect of perceived DJ on OC	.000	.000	Accepted
H1b: There is a positive and significant effect of perceived PJ on OC.	.030	.000	Accepted
H1c: There is a positive and significant effect of perceived IJ on OC	.342	.000	Rejected
H 2a: There is a positive and significant effect of perceived DJ on AC.	.000	.000	Accepted
H2b: There is a positive and significant effect of perceived PJ on AC.	.246	.000	Rejected
H2c: There is a positive and significant effect of perceived IJ on AC.	.000	.000	Accepted
H 3a: There is a positive and significant effect of perceived DJ on CC.	.059	.013	Rejected
H3b: There is a positive and significant effect of perceived PJ on CC.	.218	.058	Rejected
H3c: There is a positive and significant effect of perceived IJ on CC.	.558	.092	Rejected
H 4a: There is a positive and significant effect of perceived DJ on NC.	.000	.000	Accepted
H4b: There is a positive and significant effect of perceived PJ on NC.	.003	.000	Accepted
H4c: There is a positive and significant effect of perceived IJ on NC.	.597	.000	Rejected

4.8 Summary of major findings

Following are the major findings summarized below:

- Proportion of male is high i.e. 73.3% than female in IT companies of Nepal.

- Based on descriptive analysis, the average response of employees' perception towards distributive justice, procedural justice and interactional justice are 3.61 (with S.D. = 0.77), 3.61 (with S.D. = 0.74) and 3.78 (with S.D. = 0.77) respectively. These results indicate that Nepalese IT sector employees perceived average level of organizational justice but not at the maximum level.
- The result finds that among the three dimension of organizational justice, the employees perceived high level of interactional justice. Whereas, they perceived equal level of distributive and procedural justice. The result demonstrate the high level of affective commitment (Mean is 3.52 with standard deviation of 0.73), average level of normative commitment (Mean is 3.18 with standard deviation of 0.74) and low level of continuance commitment (Mean is 3.10 with standard deviation of 0.77) among employees of IT companies in Nepal.
- Level of perceived affective commitment is greatest among employees whereas level of continuance commitment was low among employees. Normative commitment was moderate among employees of IT in Nepal. Affective commitment is the most desirable commitment among the employees of IT companies in Nepal. The result depicts though the IT companies use the concept of organizational commitment, overall commitment of employees in IT companies of Nepal is not at maximum level.
- Correlation analysis result showed strong significant relationship between justice dimension and affective commitment ($r = 0.522$, $r = 0.459$ and $r = 0.551$ respectively) at the significance level of $p < 0.01$. Whereas, regression analysis results shows that procedural justice had no statistical influence in determining the affective commitment of employees. While other two variables i.e. distributive justice and interactional justice significantly determine the affective commitment.
- Regression analysis present that procedural justice have the least effect on affective commitment and interactional justice have strong effect on determining affective commitment.
- The correlation analysis result further demonstrate weak positive relationship between distributive and continuance commitment ($r = 0.148$, $p < 0.01$). Whereas, the result shows a weak positive relationship of procedural and interactional justices with

continuance commitment. However, their relationship with continuance commitment was not significant.

- Similarly, Regression analysis also indicates that all the independent variables statistically insignificant on continuance commitment among the employees of IT companies. Further, it is observe that interactional justice had an insignificant negative influence on continuance commitment of employees in IT companies.
- Correlation finding further indicates the presence of positive relationship between distributive justice and normative commitment ($r = 0.398$, $p < 0.05$), between procedural justice and normative commitment ($r = 0.359$, $p < 0.01$) and between interactional justice and normative commitment ($r = 0.319$, $p < 0.01$). However, interactional justice did not significantly explain the normative commitment. While other two variables of justice significant in explaining the variation on normative commitment.
- It is observe that all three dimension of organizational justice studied in these research have positive significant relation with overall organizational commitment: OC and DJ ($r = 0.437$), OC and PJ ($r = 0.380$) and OC and IJ ($r = 0.391$) at the significance level of $p < 0.01$. Regression analysis indicates that interactional justice statistically insignificant in explaining overall organizational commitment among employees at a significance level of $p < 0.05$. While other two dimension of organizational justice i.e. distributive justice and procedural justice were significant in explaining the variation on organizational commitment at $p < 0.05$.
- Correlation analysis demonstrate the positive significant between overall organizational justice and overall organizational commitment ($r = 0.470$, $p < 0.01$). Similarly, regression analysis also depicts the significant effect of organizational justice on organizational commitment in overall.

CHAPTER V

DISCUSSION, CONCLUSION & IMPLICATION

This chapter provides summary of discussion and conclusion of the empirical finding of this study. This chapter also provides some research implication and ways to improve organizational justice in organizations.

5.1 Discussion

In this section of the study, the finding of the study are discussed. The present research finding is based on the opinions collected from the employees working in IT sector of Nepal.

5.1.1 Perceived organizational justice and organizational commitment

In present research, perceived justice is measure in terms of distributive justice, procedural justice and interactional justice. According to descriptive analysis, the study indicated that Nepalese IT sector employees perceived average level of organizational justice. Therefore, it can be concluded that this sector has used the concept of organizational justice at moderate level not in maximum level. Comparatively, among three dimension of organizational justice, employees perceived high level of interactional justice. While, they perceived equal level of distributive and procedural justice. Thus, it conclude employee's perception in terms of organizational justice and its dimension is at moderate level in Nepalese Informational Technology sector.

Organizational justice is recognized as one of the significant organizational behavior because it furnish people's interest and devotion towards their company (Williams, 2004; cited in Karanja, 2016). The research identified perceived justice have significant influence on commitment among the employees of IT companies in Nepal. Among three dimension of justice, distributive justice shows the strong positive significant relationship with organizational commitment. While, procedural justice shows low level of significant association on organizational justice. The finding is consistent with the result of Shrestha (2016) shows that all three dimension of organizational justice have positive significant association with organizational commitment and there is too low degree of significant association between procedural justice and organizational commitment. The finding is

consistent with other studies (Mahrani et al., 2013; Nakra, 2014; Karanja, 2016; Karem et al., 2019; Dieu, 2019). Akanbi and Ofoegbu (2013); Rahman et al. (2016) stated that distributive and procedural justices have positive significant relationship with organizational commitment. Regression analysis in the present study reveals that distributive justice and procedural justice significantly determine differences on organizational commitment. This finding is consistent with other studies (Karanja, 2016; Shrestha, 2016; Dieu, 2019; Andrew and Dennis, 2019). The present study observed that interactional justice had insignificant relationship with employees' commitment. This result agreed with Andrew and Dennis (2019) found positive insignificant effect of interactional justice on commitment of employees. The present research showed greatest effect of distributive justice on developing commitment. Thus, management should adopt strategies to increase the level of distributive justice in the organization consequently enhance organizational commitment among employees.

5.1.2 Organizational justice and affective commitment

Regarding relationship among three dimension of organizational justice and affective commitment, distributive justice and affective commitment have strong significant relationship. Similarly, regression analysis also depicts significant impact of distributive justice on affective commitment. It means affective commitment of the employees increase proportionately with distributive justice increment. This finding is consistent with the finding different prior research (Bakhshi et al., 2009; Kim 2009; Ponnu and Chuah, 2010; Demirel and Yuel, 2013; Ghimire, 2017; Nakra, 2014; Gim and Mat Desa, 2014; Karanja, 2016; Shrestha, 2016; Dumbari et al., 2019; Friday and Ugwu, 2019; Okon and Okechukwu, 2021). Further, correlation analysis indicated a positive relationship among procedural justice and affective commitment. This result is agreed with Gim and Mat Desa (2014) observed procedural justice have significant relationship with affective commitment. Further, regression analysis in this study present that procedural justice have the less effect on affective commitment leading towards an insignificant difference on affective commitment. Limbert et al. (2007) study showed perception of staff regarding procedural justice exerted higher effect on affective commitment than distributive justice does. It is contrary with the finding of different studies (Demirel and Yucel, 2013; Ghimire,

2013; Nakra, 2014; Rahman et al., 2016; Suifan, 2019; Karem, Jameel and Ahmad, 2019). Further, the study showed interactional justice and affective commitment have strong significant relationship among the employees in Nepalese Information Technology sector. This finding is consistent with Friday and Ugwu (2019) showed significant relationship among interactional and affective commitment. The present study reveals shows that interactional justice has shown its strong influence on developing affective commitment than other two dimension of justice. The finding is consistent with the finding of Alromeedy (2017) that interactional justice has the greatest effect on affective commitment than procedural and distributive justice.

5.1.3 Organizational justice and continuance commitment

The study demonstrate distributive justice and continuance commitment have significant relationship. Similar with this result, Friday and Ugwu (2015); Karanja (2016); Shrestha, 2016; Okon and Okechukwu (2021) also found that distributive and continuance had significant relationship. However, the study indicate distributive justice is statistically insignificant with continuance commitment. The finding is contrary with the finding of other studies (such as Demirel and Yucel, 2013; Karanja, 2016; Alromeedy, 2017). Further, the study shows that there is positive correlation among procedural and interactional justices with continuance commitment. Friday and Ugwu (2019) found that procedural and interactional justices were positively associated with continuance commitment. Whereas in present study, regression analysis demonstrated procedural and interactional justice were insignificant with continuance commitment of IT Company. Finding of this study is consistent with the finding of other studies (Demirel and Yucel, 2013; Karanja, 2016) that procedural justices and interactional justices were insignificant with continuance commitment. This finding is contrary with the finding of Friday and Ogwu (2015).

5.1.4 Organizational justice and normative commitment

The finding of this study present shows positive relationship among all three dimensions of justice with normative commitment of employees of IT companies in Kathmandu, Nepal. The finding of the study is consistent with other studies (Somayyeh et al., 2013; Nakra, 2014; Gulluce et al., 2015; Karanja, 2016, Shrestha, 2016). Contrary to these result Demirel and Yucel (2013) found dimension of justice have no correlation with normative

commitment. Further, the finding of the study revealed that interactional justice have no significant account for the variation in normative commitment. Contrary to the finding Alromeedy (2017) shows that, the interactional justice has the greatest effect on normative commitment. While other two variables have significant impact on normative commitment.

5.2 Conclusion

As the result of this study and most of the studies around the world, suggest that there is significant correlation between justice and commitment. The research focused on significance of justice in stimulating desired behaviors and attitudes of employees. The result of this study indicated that employees perceived average level of organizational justice but not at the maximum level. Therefore, it can be concluded that IT sector organization has moderately used the concept of organizational justice. Similarly, the level of perceived organization commitment is also at moderate level.

Specifically the result of this study indicated that distributive and procedural justice were positively significant in explaining the variation on organizational commitment. While, interactional justice has positive relationship but had no statistical significant in determining the overall organizational commitment of employees. Therefore, management should pay more attention in executing distributive justice at the workplace to increase the organizational commitment of IT sector in Nepal. Management/ authorities of organization must focus on increasing the level of distributive and procedural justice.

The result of this study concluded a good organizational justice help to contribute in the improvement of commitment among employees. The result concluded it is beneficial for any organization to well train and aware their managers about the importance of organizational justice and suggest them to implement the concept of organizational justice at maximum level.

5.3 Implications

5.3.1 Practical Implications

The research suggest management of an organization to developed strategies regarding organizational justice and implement the concept of organizational justice at maximum level in turn improve commitment level. Organization should to make their managers

aware about the effect of perceived organizational justice on the commitment level of their employees.

This study offers a practical insight to the management of various organization specifically IT sector to bring distributive, procedural and interactional justice into practice in order to increase the commitment level of their employees. This study is beneficial to those organizations, which are suffering due to low commitment of their employees. This study suggest that management should be ensure that the existence of organization justice is visible/sensible by employees in the organization to increase the commitment of employees.

5.3.2 Future Research

This study has attracted some research limitation. The limitation of this research open avenues of research for future studies:

- In future, research including different business sector, different regions can be conducted which may yield different results.
- Cross-sectional i.e. data was collected at one point of time was used as research design so measure of causal relationship is not possible. Therefore, future researcher can be used a longitudinal design to measure change in relationships and direction of causality.
- Comprehensive comparative study may be conducted between different sector on the effect of organizational justice and organizational commitment.
- This research suggest exploring how the dimension of justice influences variables such as job satisfaction, intent to leave job performance in case of IT sector.
- Future researchers are suggested to compare whether culture has an impact on employees attitude and behavior based on their perception of different justice dimensions. Since, culture has effect on attitudes and behaviors of employees and Nepalese people might be more thoughtful towards justice dimensions.

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APPENDICES

Appendix 1: Questionnaires

Impact of Organizational Justice Dimensions on Organizational Commitment in IT sector of Nepal

Dear Respondent,

I am Sharada Basel, an MBA student at School of Management Tribhuvan University (SOMTU). As a part of Post-Graduate Research Project, I am conducting a survey on Impact of Organizational Justice dimension on organizational commitment among the employees of IT companies in Nepal. You are kindly requested to contribute 10 to 15 minutes of your valuable time on responding to the questions attached in the subsequent sections. Your honest response will assist in gathering information and will be highly appreciated. I assure you that the information provided will be treated confidentially and will be used purely for academic purpose.

Stay safe!

Thank you!

Section one: Demographic Variables

<p>1. Gender</p> <p>Female <input type="radio"/></p> <p>Male <input type="radio"/></p> <p>Other <input type="radio"/></p> <p>2. Age Group</p> <p>Below 20 years <input type="radio"/></p> <p>21-30 years <input type="radio"/></p> <p>31-40 years <input type="radio"/></p> <p>Above 40 years <input type="radio"/></p>	<p>3. Educational Level</p> <p>Intermediate <input type="radio"/></p> <p>Bachelor <input type="radio"/></p> <p>Master's & above <input type="radio"/></p> <p>4. Total Work Experience</p> <p>Less than 1 year <input type="radio"/></p> <p>1 to 5 years <input type="radio"/></p> <p>6 to 10 years <input type="radio"/></p> <p>More than 10 years <input type="radio"/></p>	<p>5. Job level/Designation</p> <p><input type="checkbox"/> Assistant level</p> <p><input type="checkbox"/> Mid-level/Offer level</p> <p><input type="checkbox"/> Senior level/ Managerial</p> <p><input type="checkbox"/> CEO/ Top level</p> <p>6. Nature of Job</p> <p><input type="checkbox"/> Full time permanent</p> <p><input type="checkbox"/> Contract</p> <p><input type="checkbox"/> Outsourcing</p> <p><input type="checkbox"/> Part time</p> <p>7. Working experience in this company.</p> <p><input type="radio"/> Less than 1 year</p> <p><input type="radio"/> 1 to 5 years</p> <p><input type="radio"/> 6 to 10 years</p> <p><input type="radio"/> Above 10 years</p>
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Section Two: Organizational Justice

Please indicate whether you are strongly disagree (SD), Disagree (D), neither agree nor disagree, that is Neutral (N), Agree (A), or Strongly Agree (SA) with the following aspects of your employment as employee in this company.

Distributive Justice

Statement	SD	D	N	A	SA
I think my organization design my work schedule fairly.					
My organization distribute the work schedule to colleagues in the same branch fairly.					
I think that my level of pay is fair.					
I consider my workload is quite fair.					
I feel that my job responsibilities and duties are quite fair.					
Overall, the reward I receive here are quite fair.					

Procedural Justice

Statement	SD	D	N	A	SA
My manager makes Job decisions in an unbiased manner.					
My manager makes sure that all employee concerns are heard before job decisions are made.					
To make job decisions, my manager collects accurate and complete information.					
My manager clarifies decisions and provides additional information when requested by employees.					
All jobs decisions are applied consistently to all concerned employees.					
Employees are allowed to appeal about job decisions made by their managers					

Interactional Justice

Statement	SD	D	N	A	SA
Manager treats me with kindness, consideration, respect and dignity					
The manager is sensitive to my personal needs.					
The manager deals with me in a truthful manner.					
The manager shows concern for my right as employee.					
Concerning decisions made about my job, the manager discusses the implications of the decisions with me.					
The manager offers adequate justification and explanation for decisions made about my job and that make sense to me.					
The manager explains any decision made about my job very clearly.					

Section Three: Organizational Commitment

Please indicate with a tick whether you strongly disagree (SD), disagree (D), neither agree nor disagree, that is Neutral (N), agree (A), or strongly agree (SA) with the following aspects of your employment as an employee in this company.

Affective commitment

Statement	SD	D	N	A	SA
I would be very happy to spend the rest of my career in this organization.					
I enjoy discussing about my organization with people outside it.					
I really feel as if problems of this organization are my own.					

I do feel like 'a part of the family' in my organization.					
I do feel 'emotionally attached' to this organization.					
I have a great deal of personal meaning to this organization.					
I do feel a 'strong' sense of belonging to my organization.					

Continuance commitment

Statement	SD	D	N	A	SA
I am afraid of what might happen if I quit my job without having another one lined up.					
It would be very hard for me to leave my organization right now, even if I wanted to.					
Right now, staying with my organization is a matter of necessity as much as desire.					
I feel that I have very few options to consider leaving this organization.					
One of the few serious consequences of leaving this organization would be the leaving the available alternatives					
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here					

Normative Commitment

Statement	SD	D	N	A	SA
My organization deserves my loyalty because of its treatment towards me.					
I feel that I owe a great deal to this company because of what it has done for me.					
I would not leave my organization right now because of my sense of obligation to it.					
If I got another offer for a better job elsewhere, I would not feel it was right to leave this organization.					
I feel I would be letting my co-workers down if I were not a member of this company.					
Things are better on the days when people stay with one organization for most of their career.					