The Effect of Organizational Justice on Organizational Commitment in the Egyptian Travel Agencies – From Employees Perspectives

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Abstract:

In travel agencies, employees are always interested in their perceptions of justice in work, and how these perceptions affect their performance, commitment and loyalty to their travel agencies. Therefore, organizational justice has a significant importance because of its vital outcomes; organizational commitment, performance and organizational citizenship behaviour. Organizational justice is divided into three dimensions: procedural justice, distributive justice and interactional justice. While organizational commitment is divided into three dimensions: affective commitment, continuance commitment and normative commitment. The study aims to indicate the effect of organizational justice on organizational commitment in the Egyptian travel agencies from employees' perspectives. To achieve the objective of this study, the researcher suggests a model for measuring the effect of organizational justice on organizational commitment. Employees in the Egyptian travel agencies (Category A) in Greater Cairo are the sample chosen in the study. 289 questionnaires were distributed, while 261 of them were retrieved and found usable for analysis. The results indicate that procedural justice, distributive justice and interactional justice have a significant positive effect on affective commitment, continuance commitment and normative commitment. The results also show that the interactional justice has the greatest effect on affective commitment, normative commitment and continuance commitment, then procedural justice and finally distributive justice.

Keywords: Organizational Justice, Procedural Justice, Distributive Justice, Interactional Justice, Organizational Commitment, Affective Commitment, Continuance Commitment, Normative Commitment.

1. Introduction:

Within the competitive labor market, the success of organizations is based on qualified managers and employees who are able to achieve objectives by their skills, experiences and level of their commitment (Bidarian and Jafari, 2012). Keeping high levels of organizational commitment are an important

factor in organizations' success (Fischer, 2004). Moreover, organizational justice which refers to the fairness with which individuals are treated in the workplace, represents a vital factor in achieving high levels of commitment (Dzansi and Dzansi, 2010). Today, organizational justice has become one of the potential issues for organizations (Judge and Colquitt, 2004), because of its role in increasing organizations' effectiveness and flexibility (Guo, 2009). Armstrong (2006); Armstrong (2009); Coetzee (2004); Elamin and Alomaim (2011); Judge and Colquitt (2004) and Miner (2005) divided organizational justice into three main dimensions: distributive, procedural and interactional justice.

Organizational justice focuses on employees' behavior and attitudes towards their jobs and organizations (Lee, 2007; Hooshmand and Moghimi, 2011), such as absenteeism, leadership (Greenberg, 2004; Hubbel and Chory-Assad, 2005 and Lambert et al., 2007), job satisfaction (Beardwell et al., 2004), organizational commitment (Coetzee, 2004; Cox, 2009 and Guo, 2009), job performance (Elamin and Alomaim, 2011), managerial trust (Boxall at al., 2007), organizational citizenship behavior (Jafari and Bidarian, 2012 and Lee, 2007), turnover intentions (Guo, 2009 and Kernan and Hanges, 2002). As organizational commitment refers to the strength of an individual's identification with an involvement in a particular organization (Döckel, 2003 and Güleryüz et al., 2008), organizational justice provides the chance for employees to feel satisfying and belonging that increasing organizational commitment. According to the study by Organ and Ryan (1995), there was a positive relation between organizational justice and organizational citizenship, job satisfaction and organizational commitment, also Lambert et al., (2007) indicated that distributive justice and procedural justice positively contributed to organizational commitment. In another study, Moorman (1991) stated that interactional justice was the only dimension of justice found to be related to organizational commitment. No previous study discussed the effect of organizational justice (procedural, distributive and interactional justice) on organizational commitment (affective, continuance and normative commitment) in the Egyptian travel agencies. This study aims to indicate the effect of organizational justice dimensions on organizational commitment dimensions in the Egyptian travel agencies - Category A - in Greater Cairo from employees' perspectives, to identify employees' perceptions toward organizational justice and the reflection of these perceptions on their commitment in work.

2. Literature review

2.1. Organizational Justice:

2.1.1. Organizational Justice Definition:

Organizational justice theory depicts employees' perceptions towards justice in organizations' treatment of them, and their reaction as a result of this perception (Elamin and Alomaim, 2011). According to Armstrong (2009, 262), justice refers to "actions are judged as ethical or unethical based on the fairness shown to those affected", while Dundar and Tabancali (2012, 5777-5778) mentioned that organizational justice means "awards and punishments, rules, process, communication and interaction was applied equally or not", and Guo (2009, 3) also added that organizational justice is "individuals' and the group's perception of the fairness of treatment (including, but not limited to, allocations) received from an organization and their behavior reaction to such perceptions".

2.1.2. Organizational Justice Dimensions:

Elamin and Alomaim (2011); Helms (2006); Judge and Colquitt (2004); Kimand Andrew (2013); Miner (2005) and Warren (2010) divided organizational justice into three dimensions: distributive justice, procedural justice and interactional justice. According to Mathis and Jackson (2011, 367) and Miner (2005, 143), **Distributive justice** refers to "the perceived fairness in the distribution of outcomes", while Nojani et al., (2012, 2900) defined distributive justice as "the fairness of outcomes and results which employees will receive". Miner (2005) showed that, the fairness of distributive is evaluated by answering the following two questions: (a) are rewards distributed according to contribution of each employee?, and (b) are rewards you have related to your performance?. **Procedural justice** is relevant to how employees feel justice towards decision making procedures, and to what extent these decisions were related to employees' needs and viewpoints (Burke and Cooper, 2006), whereas justice decisions are accepted more than injustice decisions (Elamin and Alomaim, 2011). According to Pinnington et al. (2007, 238), procedural justice is "a term that refers to people's perceptions of how fair decision-making processes and interactions are", while Kreitner and Kinicki (2008, 124) and Dzansi and Dzansi (2010, 998) defined procedural justice as "concerned with the perceived fairness of the procedures or processes used in arriving at and administering decisions". There are five elements which influence the degree of employees' perceptions for procedural justice: A) giving more importance for employees' opinions, B) applying steady criteria to all employees, C) providing information for employees about decisions

outcomes, D) providing information about how decisions are made, and E) reducing bias towards employees (Armstrong, 2006; Armstrong, 2009). According to Elamin and Alomaim (2011, 40), **Interactional justice** refers to "the quality of interpersonal processes and treatment of individuals (i.e. being treated with dignity and respect), as well as the extent to which reasons behind the outcomes are explained". As Armstrong (2006); Armstrong (2009) mentioned; there are three principles of interactional justice: A) individuals should know the standards of performance they expect to meet and the rules to which they expect to conform, B)they should be given a clear indication of where they are failing or what rules they have broken, and C) except in cases of gross misconduct, they should be given an opportunity to improve before disciplinary action is taken.

2.1.3. The Importance of Organizational Justice:

Organizational justice is one of the important indicators of organizational processes' effectiveness (Ahmadi et al., 2011). Organizational justice can be applied in selecting and staffing, performance assessment, conflict management, disciplinary procedures, layoffs and terminations, organizational change and salaries and compensations (Baldwin, 2006). Employees' Perception for organizational justice leads to direct positive effects on both employees and organization, such as motivation development (Beardwell et al., 2004), job satisfaction (Cox, 2009 and Kernan and Hanges, 2002), organizational commitment (Boxall et al., 2007; Johnson, 2007 and Locke, 2003), job performance (Coetzee, 2004; Cox, 2009; Cropanzano et al., 2007 and Johnson, 2007), rewards (Beardwell et al., 2004), trust (Ahmadi et al., 2011; Baldwin, 2006; Bidarian and Jafari, 2012 and Johnson, 2007), organizational citizenship behavior (Ahmadi et al., 2011; Coetzee, 2004; Cropanzano et al., 2007 and Johnson, 2007), employees' loyalty (Guo, 2009), organizational support (Lee, 2007), and turnover (Kernan and Hanges, 2002).

2.2 Organizational Commitment:

2.2.1. Organizational Commitment Definition:

Robbins et al. (2007) and Dzansi and Dzansi (2010, 998) defined commitment as "state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization". Culverson (2002, 25-26) mentioned that commitment is "the terms of the identification with organizational goals, involvement with one's work role, and a feeling of loyalty to and affection for the organization". Organizational commitment can be defined as "the strength of an individual's identification with an involvement in a particular organization"

(Döckel, 2003, 34 and Güleryüz et al., 2008, 1627) Alnıaçık et al. (2012, 357); Tshabalala (2004, 5) and Xie (2005, 48-49) stated that organizational commitment is "an individual's attitude towards an organization that consists of: A) a strong belief in, and acceptance of, the organization's goals and values, B) a willingness to exert considerable effort on behalf of the organization, and C) a strong desire to maintain membership in the organization".

Organizations' success in labor environment depends on qualified employees' retention using different incentives like increasing salaries or compensations (Vural et al., 2012). The relations between employees and management indicates levels of organizational commitment (Rashid et al., 2003), where employees have a number of commitments that impact on their behavior and attitudes like commitment towards organization, towards job and towards colleagues (Xie, 2005). A committed employee is the person who stays in his job within organization under any circumstances (positive-negative), comes to the organization constantly, keeps organizations' assets and constantly works to achieve the organizations' objectives (Rashid et al., 2003), where this employee is described as "Hard Worker" more than uncommitted employee (Xie, 2005). Coetzee (2004) mentioned that, there are five elements affecting commitment building. These factors are: A) rewards, B) growth, C) safety and security, D) agreement between work and life, and E) affiliation.

2.2.2. Organizational Commitment Dimensions:

Organizational commitment is divided into three dimensions: A) affective commitment (affective response or emotional attachment), B) continuance commitment (high costs), and C) normative commitment (moral obligation) (Alnıaçık et al., 2012; Alnıaçık et al., 2013; Ho, 2006; Malhotra and Mukherjee, 2004; Masia, 2010; Pitts, 2006; Tshabalala, 2004; Vural et al., 2012; Wong et al., 2002 and Xie, 2005). **Affective Commitment** is "the employee's emotional attachment to, identification with, and involvement in the organization" (Alnıaçık et al., 2012, 357; Malhotra and Mukherjee, 2004, 174; Pitts, 2006, 27; Tummers and Dulk, 2013, 852 and Xie, 2005, 18). The affective commitment can be reinforced through good support from organization to employees, and allowing them to participate positively not only in identifying work implementation's procedures, but also in setting the organization's objectives and plans, and participating in decision making related to them. Although there are three dimensions for organizational commitment, affective commitment is the most affecting measurement for organizational commitment, where employees with strong affective commitment should make many efforts to accomplish their work and

achieve organization's objectives efficiently (Alnıaçık et al., 2013 and Poon, 2013). As Bhatti et al. (2011, 19); Gilder (2013, 592) and Ramakau (2006, 9) mentioned, **Continuance commitment** is "Commitment based on the costs that the employee associates with leaving the organization". Employees whose primary link to the organization is based on continuance commitment remain because they need to do so (Alnıaçık et al., 2012 and Xie, 2005). This dimension is related to what motivates workers to stay in their work within the organization versus what they will lose if they leave their work in this organization. **Normative commitment** refers to "employee's feeling of obligation to continue employment". Employees with a high level of normative commitment feel that they ought to remain with the organization (Alnıaçık et al., 2012, 357 and Alnıaçık et al., 2013, 275). The source of normative commitment stems from the values acquired from both before joining the organization or through his work in the organization, as well as the individual's realization degree of special characteristics of his work like the degree of autonomy and justice in work, skills' importance and diversity, and effective participation in good organizational environment.

2.2.3. The Importance of Organizational Commitment:

There are some factors that affect the level of organizational commitment, such as organizational justice, trust, employees' concerns (Coetzee, 2004), decentralization (Culverson, 2002), employees' participation in setting objectives (Bhatti at al., 2011 and Ho, 2006), job satisfaction(about policies, salaries, compensations, work conditions and promotions) (Bhatti and Qureshi, 2007 and Koh and Boo, 2004), work value (De Klerk, 2005 and Ho, 2006), work alienation (Tummers and Dulk, 2013), and job insecurity (Masia, 2010 and Tshabalala, 2004). Organizational commitment has many positive effects on organizations such as achieving organizational objectives (Maxwell and Steele, 2003 and Suliman, 2002), organization's policies and plans acceptance (Masia, 2010 and Rashid et al., 2003), job performance development (Malhotra and Mukherjee, 2004 and Wong et al., 2002), reducing turnover (Koh, H. and Boo, 2004; Nijhof et al., 1998 and Rashid et al., 2003), reducing absenteeism (Xie, 2005), organizational citizenship behavior (Malhotra and Mukherjee, 2004), supporting organizational change (Pitts, 2006), productivity, competitiveness (Nijhof et al., 1998), improving quality (Jackson, 2004), supporting organizational development, strengthening relations between employees and management, improving work climate, increasing employees' ability to innovate and create, reducing work alienation (Tshabalala, 2004). On the contrary, low levels of organizational commitment leads to some problems in organizations such as

increasing turnover, increasing employees' absenteeism (Culverson, 2002), tardiness, and poor levels of performance (Güleryüz et al., 2008).

3. Methodology:

3.1. Research Design:

The researcher used questionnaire instrument to gather statistical data about the characteristics of the respondents, their perceptions about organizational justice and the effects of these perceptions on their organizational commitment. The questionnaire included three independent variables; procedural justice, distributive justice, and interactional justice (organizational justice dimensions), besides three dependent variables: affective commitment, continuance commitment, and normative commitment (organizational commitment dimensions). To achieve the objective of this study, the researcher suggests a model for measuring the effect of organizational justice dimensions on organizational commitment dimensions in the Egyptian travel agencies (Category–A). Methodology was carried out in three stages to indicate that the research design was related to the research objective. The first stage focused on creating a new model to measure the effect of distributive justice, procedural justice, and interactional justice on affective commitment, continuance commitment, and normative commitment. The second stage, a questionnaire was designed to collect data needed. The third stage, data analysis, results and conclusion.

3.2. A Conceptual Framework and Hypotheses:

The conceptual framework for study was developed in order to indicate the effect of distributive, procedural, and interactional justice on affective, continuance, and normative commitment through a number of previous literature studies such as Ahmadi et al. (2011); Akuzum (2014); Allen and Meyer (1990); Alnıaçık et al. (2012); Ayobami and Eugene (2013); Bhatti and Qureshi (2007); Bidarian and Jafari (2012); Buluc and Gunes (2014); Dundar and Tabancali (2012); Dzansi and Dzansi (2010); Elamin and Alomaim (2011); Esfahani et al. (2013); Fatt et al. (2010); Guo (2009); Hooshmand and Moghimi (2011); Jafari and Bidarian (2012); Jawad et al. (2012); Jeon (2009); Lambert et al. (2007); Masia (2010); Moorman (1991); Nojani et al. (2012); Organ and Ryan (1995); Poon (2013); Ramakau (2006); Sareshkeh et al. (2012); Tummers and Dulk (2013); Vural et al. (2012); Warren (2010); Wong et al. (2002); Xie (2005) and Yaghoubi et al. (2012). In addition to reviewing the scales of measuring organizational justice and organizational commitment developed by many researchers like

Allen and Meyer (1990); Colquitt (2001); Meyer et al. (1993) and Mowday et al. (1979). Figure (1) depicts The conceptual framework.
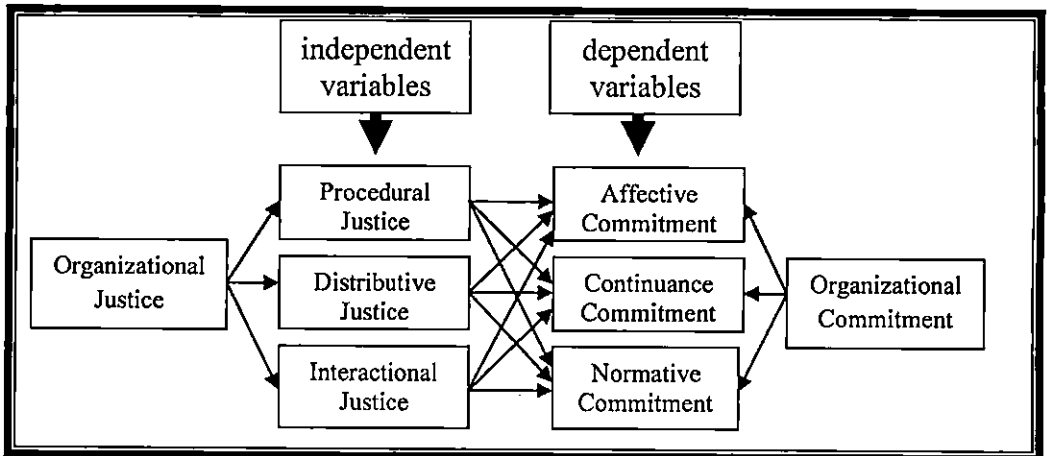

Figure (1) A conceptual model framework for Field Study

Hypotheses:

HI: procedural justice has a positive effect on affective commitment.

H2: procedural justice has a positive effect on continuance commitment.

H3: procedural justice has a positive effect on normative commitment.

H4: distributive justice has a positive effect on affective commitment.

H5: distributive justice has a positive effect on continuance commitment.

H6: distributive justice has a positive effect on normative commitment.

H7: interactional justice has a positive effect on affective commitment.

H8: interactional justice has a positive effect on continuance commitment.

H9: interactional justice has a positive effect on normative commitment

3.3. Research Instrument:

Streiner and Norman (1995) recommended that well established measurements should be utilized for research, therefore, items in the questionnaire were developed based on scales that have previously been published, tested, and generally accepted by scholars. The study employed a questionnaire as an instrument for data collection. The questionnaire was divided into seven sections. Section A includes the demographic information of the respondents (gender, age, marital status, level of educational, job tenure). Sections B, C, and D represent organizational justice dimensions including 20 items on a five-point Likert-type rating scale (1= strongly disagree, 5= strongly agree) modified from the scale developed by Colquitt (2001) as follow: Section B- Procedural Justice:

measured by seven items, Section C- Distributive Justice: measured by four items, and Section D- Interactional Justice: measured by 9 items.

Sections E, F, and G represent organizational commitment dimensions including 18 items (6 items for each section) on a five-point Likert-type rating scale (1= strongly disagree, 5= strongly agree) modified from Meyer et al. (1993) study. There are three scales measuring dimensions of organizational commitment; affective commitment (Section E), continuance commitment (Section F), and normative commitment (Section G).

3.4. Sample and Data Collection:

Employees in the Egyptian travel agencies (Category A) in the Greater Cairo are the sample chosen in the study. Travel agencies (category A) in the Greater Cairo have been chosen because of the various and expanded activities of this category, involving inbound tourism, outbound tourism, religious tourism, transportation, a lot of jobs and large number of employees. The sample of the study was randomly chosen from the employees in all jobs within travel agencies (category A). Out of 289 questionnaires that were distributed, 261 have been retrieved which represent 90.3% of the total.

3.5. Data Analysis:

To achieve the objective of this study, the researcher used both qualitative and quantitative statistics for data analysis. The statistics techniques used in data analysis include frequencies, percentages, means, standard deviation, Cronbach alpha to assess the reliability, Spearman's correlation, and simple linear regression.

3.5.1. Reliability:

The reliability of an instrument is the degree of accuracy and consistency with which it measures whatever it is measuring (Ary et al., 2002). There were many different methods to measure the reliability of a study, including testretest, internal consistency methods (split-half procedure, Kuder-Richardson Approaches, Alpha Coefficient), and observer agreement (Xie, 2005). For all scales, Cronbach alpha correlation coefficient was calculated to determine the internal consistency of the scale. The computation of Cronbach alpha is based on the number of items on the survey and the ratio of the average inter-item covariance to the average item variance (Cronbach, 1951). Cronbach alpha coefficient measures this effect and ranges from 0 (no internal consistency) to 1 (maximum internal consistency) (Döckel, 2003). Reliability coefficient of 0.70 or higher is considered "acceptable" in most social science research situations (Nunnally, 1978). As depicted in

table (1), the Cronbach Alpha reliability was computed for six sections (B to G) and the tests showed that the reliability coefficients for all the sections were above 0.90 which indicates that the instrument is reliable for being used.

Table (1) Cronbach alpha for study instruments

Sections	Alpha
B- Procedural Justice (PJ)	.944
C- Distributive Justice (DJ)	.979
D- Interactional Justice (IJ)	.947
E- Affective Commitment (AC)	.951
F- Continuance Commitment (CC)	.944
G- Normative Commitment (NC)	.941

4. Results and discussion:

4.1. Demographic Information:

As depicted in Table (2), The majority of the respondents were male (70.5%), rather than female respondents (29.5%). Of this sample, the age bracket of 20 to 35 had the greatest number of respondents (68.6%), followed by the age bracket of 36 to 50 years old (28.7%). Over half of the respondents (54.4%) were married and the majority of respondents had completed a bachelor's degree(95.4%). With regard to the job tenure, the results indicated that 122 of the respondents (46.7%) had been with their present job for 3 to 5 years.

Table (2) Demographic characteristics of respondents

Characteristics	Freq.	%	characteristics	Freq.	%	Characteristics	Freq.	%
Gender			**Age**			**Marital Status**		
Male	184	70.5	20-35	179	68.6	Married	142	54.4
Female	77	29.5	36-50	75	28.7	Single	118	45.2
Total	261	100	> 50	7	2.7	Divorced	1	0.4
			Total	261	100	Total	261	10
Level of Education			**Job Tenure**					
Bachelor	249	95.4	< 3 Years	66	25.3			
Master	8	3.1	3-5 Years	122	46.7			
Doctoral	-	-	6-10 Years	46	17.6			
Diploma	4	1.5	11-15 Years	19	7.3			
Others	-	-	> 15 Years	8	3.1			
Total	261	100	Total	261	100			

4.2. Descriptive Results:

Table (3) Mean rating of Organizational Justice Perceptions

	Mean	Standard deviation
Procedural justice Perceptions (PJ)	4.28	.90
Distributive Justice Perceptions (DJ)	4.02	1.15
Interactional Justice Perceptions (IJ)	4.40	.67
organizational justice	**4.23**	**.81**

As shown in table (3), the mean and standard deviation scores of organizational justice dimensions were 4.28 for Procedural justice Perceptions with standard deviation 0.90, 4.02 for Distributive Justice Perceptions with standard deviation 1.15 and 4.40 for Interactional Justice Perceptions with standard deviation 0.67. The Total mean and standard deviation for all items of organizational justice dimensions was 4.23 with standard deviation 0.81. These results indicate that employees have a positive organizational justice perception in their travel agencies.

Table (4) Mean rating of Organizational commitment

	Mean	Standard deviation
Affective commitment (AC)	4.25	.82
Continuance Commitment (CC)	4.19	.91
Normative Commitment (NC)	4.07	1.04
organizational Commitment	**4.17**	**.90**

As shown in Table (4) the mean and standard deviation of organizational Commitment dimensions were 4.25 for Affective commitment with standard deviation 0.82, 4.19 for Continuance Commitment with standard deviation 0.91 and 4.07 for Normative Commitment with standard deviation 1.04. The total mean and standard deviation for all items of organizational Commitment was 4.17 with standard deviation 0.90. These results mean that employees have high levels of organizational Commitment to their travel agencies.

4.3. Spearman correlation analysis

Table (5) Correlation between variables

			AC	CC	NC
Spearman's rho	PJ	Correlation Coefficient	.878**	.710**	.734**
		Sig.	.000	.000	.000
	DJ	Correlation Coefficient	.845**	.701**	.668**
		Sig.	.000	.000	.000
	IJ	Correlation Coefficient	.971**	.814**	.855**
		Sig.	.000	.000	.000

PJ: Procedural Justice, DJ: Distributive Justice, IJ: Interactional Justice, AC: Affective Commitment, CC: continuance Commitment, NC: Normative Commitment .

As seen in table (5), The value of Spearman correlation coefficient between dependent and independent variables were .878**(.000) between PJ-AC, .710**(.000) between PJ-CC, .734**(.000) between PJ-NC, .845**(.000) between DJ-AC, .701**(.000) between DJ-CC, .668** (.000) between DJ-NC, .971** (.000) between IJ-AC, .814**(.000) between IJ-CC and .855**(.000) Between IJ-NC. These results indicate that there is a strong positive relation between dimensions of organizational justice and dimensions of organizational commitment. Moreover, the highest correlation value was between interactional justice and the three dimensions of organizational commitment, then procedural justice and finally distributive justice.

From the previous results depicted in table (5), the employees with positive organizational justice perceptions have high levels of organizational commitment. These results match with findings of the studies of Gayipov and Bedük (2014), but they differ from Demirel and Yücel (2013) study that found a relationship between distributive, procedures, interactional justice and affective commitment. Also there is no relationship between distributive, procedures, interactional justice and continuance and normative commitment. Klendauer and Deller (2009) stated that although organizational justice dimensions were correlated positively with affective commitment, only interactional justice correlated strongly with affective commitment.

4.4. Simple linear Regression Analysis

As mentioned above, the main objective of this study is to indicate the effect of distributive, procedural and interactional justice on affective, continuance and normative commitment. To achieve this objective, simple linear regression analysis was used.

Table (6) Simple Linear Regression analysis

	PJ			DJ			IJ		
	R Square	F	Sig.	R Square	F	Sig.	R Square	F	Sig.
AC	.527	233.37	.000	.476	202.79	.000	.618	217.45	.000
CC	.345	155.38	.000	.324	310.92	.000	.542	234.84	.000
NC	.311	248.19	.000	.284	319.52	.000	.493	364.12	.000

PJ: Procedural Justice, DJ: Distributive Justice, IJ: Interactional Justice, AC: Affective Commitment, CC: continuance Commitment, NC: Normative Commitment .

From results in table (6), organizational justice dimensions have significant positive effect on organizational commitment dimensions. The results of Simple linear regression analysis shows that procedural justice affects affective commitment with 52.7%, then on continuance commitment with 34.5% and finally on Normative commitment with 31.1%. Moreover, the results indicate that, distributive justice affects affective commitment with 47.6%, then on continuance commitment with 32.4% and finally on Normative commitment with 28.4%. Furthermore the results also show that interactional justice affects affective commitment with 61.8%, then on continuance commitment with 54.2% and finally on Normative commitment with 49.3%. These results match with the findings of the studies of Yavuz (2010), Raza et al. (2013) and Barkhordar (2014). Turgut et al. (2012) stated that affective commitment is affected positively by distributive and interactional justice. Also continuance commitment is affected positively by distributive, procedures, interactional justice and normative commitment is affected positively by interactional justice. Hassan (2002) and Bakhshi et al. (2009) concluded that distributive and procedural justice affect positively the employees' organizational commitment. Moreover, the results of simple linear regression analysis indicates that the interactional justice has the highest effect on affective, normative and continuance commitment, followed by the procedural justice and then distributive justice. Based on the previous results, all hypotheses were supported.

5. Conclusion and implication:

This study discussed to what extent employees feel justice (procedural, distributive and interactional) in the Egyptian travel agencies, and how these feelings affect organizational commitment (affective, continuance and normative). The results of the study show that there is a strong correlation between the three dimensions of organizational justice and the three dimensions of organizational commitment in travel agencies. The results also indicate that procedural, distributive and interactional justice have significant positive effects on affective, continuance and normative commitment.

Based on the results, the study recommended that there is a necessity for increasing employees' perceptions towards organizational justice through management attention to distribute tasks fairly between employees, employees' participation in decision- making, objective performance evaluation without bias, fair salaries and rewards' distribution, truth between employees and management, and transparency and clarity within agencies. In addition, providing appropriate conditions for human resource management to carry out its roles and functions successfully.

The future research should focus the survey on the views of the management level at travel agencies such as managers and supervisors to be able to reach competent findings measuring the impacts of organizational justice on their employees' commitment and comparing the results with the results of this study. This study used organizational justice as an effective factor on organizational commitment, So future research should use other variables like organizational change, organizational climate, conflict management and loyalty to indicate the expanded effects of organizational justice on these variables in Egyptian travel agencies. Moreover, future research should study the relation between managerial communications, employees' concerns and organizational commitment, and also study the importance of high levels of organizational commitment on increasing the competitiveness of the Egyptian travel agencies.

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