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.