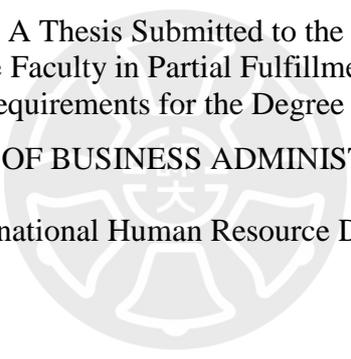


**Moderating Effect of Organizational Justice on the Relationship between  
Perceived Organizational Support and Organizational Commitment in  
Japan**

by

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## ABSTRACT

A high turnover rate, especially the early resignation of young workers, is becoming an issue in Japan. People have acquired vocational skills through in-house training by their organizations, and if the percentage of workers who leave their jobs in a short period increases, it may cause an increase in the number of workers who do not have enough skills. Companies may suffer from situations that they cannot maintain or promote employees' contributions despite their investment in skills development. Alternatively, they cannot prevent an employee from leaving and cannot avoid impeding corporate activity. The purpose of this study was to find how to encourage employees' commitment by investigating the relationship between perceived organizational support and organizational commitment, and examined whether and how organizational justice moderates this relationship among tenured Japanese employee. The survey conducted on a quantitative approach with participating in 215 tenure workers who work in Japanese companies through an online survey. Besides, to examine the hypotheses, the data analyzed by using IBM SPSS Statistics 23.0 and Mplus Version 7.4 with adopting the survey-based methodology. The results showed that employees' perceptions of support from the organization were related to their commitment towards the organization.

*Keywords:* perceived organizational support, organizational commitment, organizational justice



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# CHAPTER I INTRODUCTION

In this chapter, it provided the introduction of the background of the study, the statement of the problems, the research purpose, the research questions, the significance of the study, the delimitation of the study and the definition of the key term.

## Background of the Study

Recently, work perceptions are diversifying, and the mode of employment is becoming diversified in Japan (The Japan Institute for Labour Policy and Training, 2008). It is clear that the relationship between individuals and organizations is changing. Therefore, there is a need to reexamine the conventional personnel management, human resource development, and organizational management which had been formulated based on the conventional lifetime employment system.

At the same time, the early departures of young people are becoming an issue. A law, which enacted in 2015, is to ensure employment opportunities for young people and also is to promote workplace retention. Moreover, many policies have been implemented based on this law. With concerns over labour shortages due to the declining birthrate and ageing population, keeping young people in the workplace has become an urgent matter nationwide.

Initially, the length of service of the employee in Japan is significantly longer than that in other countries even at present. A comparison of the average length of service of employee among all employed persons shows that the average of Japan is 11.9 years, Germany is 10.7 years, France is 11.4 years, the United Kingdom is 8.0 years, and the United States is 4.2 years (Organisation for Economic Co-operation and Development, 2018). Therefore, in order to further clarify the actual background of the problem, it is necessary to examine the differences in other employment indicators and the age groups of employees. Hamaaki, Hori, Maeda, & Murata (2012) found that there is a clear downward trend of the share of lifetime employment that has been emerging among younger, university-graduated workers in Japan while older workers choose to keep in their present job by examining wage census data from 1989 to 2008. Ono (2010) concluded that by collecting the wage census and labour force survey which are from the late 1980s and early 2000s, among workers who keep the continuous service at the same company at a certain level, long-term employment is still maintained, but the gap between those who are eligible for long-term employment and those who are not has been polarizing.

According to the results of Kambayashi and Kato (2017), the decrease in the average length of tenure is caused by an increase in the number of employees with less than five years of service. The number of employees who have worked in the same company for more than five years has not decreased.

In Japan, the internal labour markets are considered as a place for human resource development (Sato, 2012). A majority of Japanese workers develop their vocational abilities during their continuance in the organization. By Sato (2012), in the process of hiring young employees and career development, the first step is to hire a large number of new graduates who do not have vocational skills nor abilities. After hiring, training which is based on daily on the job training (OJT) in the workplace is carried out and as necessary, job training which implementing outside the workplace and self-development is complemented. This flow lets young employees get the ability to work. Moreover, with giving them opportunities for job rotation and the promotion, the company develops human resources through the formation of long-term in-house career development. This is the human resource development system that exists in the inter labour market and is the mechanism of human resource development in Japan developed mainly in large companies. With this long-term practice, for young generations who do not have enough skill nor experience, the opportunities to be hired as permanent employees are very limited. Most of the inexperienced young generations can apply for tenure positions only when they are at the final grade of the final education. Furthermore, even they are hired once when they graduated as a permanent employee, if they leave the company without acquiring sufficient work skill and experience, it becomes difficult to find regular positions in other opportunities again. So, the early resignation of young workers leads to losing opportunities for the career development of them.

As the progress of labour diversification has shaken the relationship between conventional individuals and organizations, workers' attitudes towards their organization are diversifying. Therefore, it will be necessary to understand how the efforts and responses of the organization are recognized and received by the employee more than ever.

Previous research shows that a committed employee is the employee who keeps staying within the organization. Organizational commitment can be defined as the desire to maintain organizational membership, identification with the purposes, successes of the organization, the loyalty of employees, and a willingness to exert considerable effort on behalf of the organization (Aydin, Sarier, & Uysal, 2011). Moreover, Steers (1977) said that “highly

committed” employees were found to have a more positive attitude towards their job, so commitment was significantly and inversely related to employee turnover.

The high turnover level may hinder the smooth transfer of skills and knowledge, and also may lead to losing the morale of the existing employee, the reputation of the company, even when the company has invested heavily in employee training.

To find the implications to promote the employees’ commitment to their organizations, previous researchers have identified various essential predictors of organizational commitment and perceived organizational support (POS) is one of them. Eisenberger, Huntington, Hutchison, and Sowa (1986) defined POS as employees form beliefs about the extent to which their organization values their contributions and cares about them. This study focused on the influence of employee’s POS on their growth.

Although its impact on employee’s organizational commitment is significant, the employee’s perception of organizational justice (OJ) has not been elucidated to an adequate degree. OJ is defined as employees’ perceptions of how fairly they are treated by the organization (Colquitt, Greenberg, & Zapata-Phelan, 2005). To fill the gap between the findings and the practical issues, this study sets OJ as a moderator of two valuables. From these situations which involve vocational training practices and an increasing number of people who leave their jobs for a short period, this study is to state the problems that are needed to be resolved.

### **Statement of the Problems**

As mentioned in the background of the study, there is a growing need for flexibility in employment patterns or new principles in human resource management in Japan. In the past, practitioners and academic studies have proposed new measures to replace or renew the traditional HRM policies. However, as people's views on work have been changing, no effective measures have been taken to cope with the situation in which people have left their jobs early or have less willingness to contribute to the company.

Under the current situation that to draw out the contribution and attachment of individuals to the organization, the organization is required to make efforts to understand the needs and perceptions of individual workers.

At the same time, to understand the needs and perceptions of individual workers, it is more important than ever to understand what the organization's personnel policies are perceived as to employees.

It is anticipated that concepts and indicators reflecting the recognition and idea of the working people for the organization will become more and more critical theoretically and practically in the future.

Based on the above, this study focused on the individual's perspective and elucidated the mechanism of employee's perception of the organization's approaches which tries to promote the contribution and the attachment towards an organization.

### **Research Purpose**

The purpose of this study is to find how to encourage employee's commitment by investigating the relationship between perceived organizational support (POS) and organizational commitment and is to examine whether organizational justice moderates this relationship among Japanese tenure employee.

### **Research Questions**

This study is mainly to understand the relationships among perceived organizational support, and organizational commitment and organizational justice. Two research questions are formulated as follows.

1. Does perceived organizational support have a relationship with organizational commitment?
2. Will organizational justice moderates the relationship between perceived organizational support and organizational commitment?

### **Significance of the Study**

This research will contribute to the resolution of problems that many companies in Japan are facing. Companies with high turnover also face difficulties in human resource development, and the decline in the quality of human resources makes corporate management more difficult. A decline in corporate competitiveness will lead to a decline in the quality of human resources within the nation and also cause future concerns about tax revenue.

This study provided on how to retain the people by exploring the factors that encourage employee's commitment towards the organization, especially how to promote the contributions of employees. By suggesting ways to reduce turnover, this study can help companies reduce the hiring and education costs that they have paid. Also, in Japan today, companies with a high turnover rate are given worse evaluations of society, and it makes it challenging to hire human resources. This study suggests that job seekers can highly evaluate companies by providing suggestions for achieving high retention rates.

### **Delimitation of the Study**

Firstly, the delimitation of this research focused on clearing the relationships of perceived organizational support, organizational commitment and organizational justice in Japanese tenure employees only.

Secondly, all participants in this study are Japanese with a full-time job. With the above sampling procedure in this study, the results may not be generalized to other countries or regions, and also may not be applied to employees with other forms of employment.

Lastly, this study conducted only a quantitative approach, and the data were collected only by using responses that are based on self-assessment.

### **Definition of the Key Terms**

#### **Perceived Organizational Support**

Perceived organizational support is a global belief that employees have about how much the organization evaluates the contribution of employees and how well the organization cares about their well-being (Eisenberger et al., 1986).

#### **Organizational Commitment**

Organizational commitment refers to the psychological state of an employee that characterizes the relationship between the organization and the employee and implications for the decision to continue or keep membership in the organization. Organizational commitment has three sub-components: affective commitment (AC), continuous commitment (CC) and normative commitment (NC). Among these three components, AC was the most robustly

correlated with turnover intention, while three components of organizational commitment were negatively correlated (Meyer & Allen, 1991).

## **Organizational Justice**

The definitions of organizational justice (OJ) is “employee’s perceptions of fairness in organizations” (Greenberg & Colquitt, 2005, p.11). OJ is considered to consist of three aspects those are distributive justice, procedural justice, and interactional or relational justice (Cohen-Charash & Spector, 2001; Colquitt, 2001).



## **CHAPTER II LITERATURE REVIEW**

In this chapter, this research reviewed the former researches related to variables. It started from perceived organizational support (POS), then organizational commitment (OC) and lastly show organizational justice (OJ). This chapter also included definitions and components of each variables, then the relationships among variables. Studying the relationships among these three variables provided useful implications for human resource management in this diversified era, which required HR measures and systems aimed at coping with diversity.

### **Perceived Organizational Support**

Perceived organizational support (POS) is a concept proposed by Eisenberger and his colleagues (1986). It has been used as a theoretical platform for understanding the relationship between individuals and organizations as well as for the methods which enable understand the attitudes and behaviors of working people. POS is a concept that focuses on the perspective of individuals, and especially it enables to visualize how organizational efforts and responses are evaluated by an employee.

POS was defined firstly as a global belief that employees have about how much the organization evaluates the contribution of employees and how well the organization cares about their well-being (Eisenberger et al., 1986). Sato (2014) suggested that the introduction of POS made it possible to explain the process in which employees have a commitment to the organization and the process in which employees make a further effort for the organization from the viewpoint of the social exchanges. Hence, almost all studies considering POS have adopted this definition. Furthermore, research accumulations have been made under the unified definition.

There are several reasons why POS is a distinctive concept. First, POS is not a belief in the specific assistance or benefits provided by an organization, but a general belief which is formed by the organization's support for employees. Takada and Kawamura (2018) concluded that POS is valuable, which can assess the relationship between individuals and organizations. Second, POS has two different aspects of the perceptions. One is the extent to which the organization values employee's contributions and another one is the extent to which the organization cares about employee's well-being (Eisenberger et al., 1986).

## **Organizational Support Theory**

Organizational support theory (OST) can explain the mechanism in which POS is encouraged. Levinson (1965) concluded that employees tend to view actions by agents of the organization as actions of the organization itself. POS is the concept that determines the quality of the relationship between individuals and organizations (Liu, 2009; Masterson, Lewis, Goldman, & Taylor, 2000), primarily it assesses the extent how individuals react and evaluate the policies or systems of HRM.

Therefore, studies about POS can provide empirical implications. Eisenberger et al. (1986) also had developed OST, and it was supposed that employees form a global belief concerning the extent to which the organization cares about them and values their contributions to their organization. Employees also strive to repay their organization for a high level of support by increasing their efforts to help the organization to achieve its objectives. OST also explains how to enhance POS. Employees who receive highly valued resources (e.g., pay raises, developmental training opportunities) would feel obligated to help the organization reach its objectives through increasing their efforts as increased in-role and extra-role performance and lessened absenteeism.

According to Nair and Vohra (2010), POS may affect employee engagement and lead to variance in organizational commitment and job satisfaction. Besides, previous research suggested that POS would increase employees' affective commitment to the organization by fulfilling socioemotional needs (Eisenberger et al., 1986). In addition, Rhoades and Eisenberger (2002) also concluded that there are three general forms of perceived favourable treatment received from the organization.

**Fairness.** Procedural justice concerns the fairness of the ways used to determine the distribution of resources among employees (Greenberg, 1990). Related to procedural justice is the concept of perceived organizational politics, referring to attempts to influence others in ways that promote self-interest, often at the expense of rewards for individual merit and the betterment of the organization.

**Supervisor support.** The employee develops general views concerning the degree to which supervisors value their contributions and care about their well-being (e.g., perceived

supervisor support) (Kottke & Sharafinski, 1988). Employees understand that supervisors' evaluations of subordinates are often conveyed to upper management.

**Organizational rewards and job conditions.** Human resources practices showing recognition of employee contributions should be positively related to POS (Wayne, Shore, Bommer, & Tetrick, 2002).

The relationship between individuals and organizations is changing due to the progress of labor diversification. Therefore, organizations are facing the problem of how to draw high commitment and contribute to the organization from employees. Sato (2014) suggested that POS, which is based on social exchange theory, is a concept that not only expresses the quality of the relationship between individuals and organizations, but also can explain from the viewpoint of the people who work in the process in which the relationship is constructed. As a theoretical viewpoint to understand not only the attitude and behavior of workers but also the relationship between individuals and organizations, it can be expected to provide useful suggestions for human resource management in the diversification era, which requires HR measures and mechanisms to absorb diversity. POS can also explain the process by which organizational commitment is created.

These previous researches indicate that POS is a very important explanatory factor for work attitude and behavior both theoretically and practically. Therefore, this study sets POS as independent variables.

## **Scale of Perceived Organizational Support**

Eisenberger et al. (1986) constructed a survey which included 36 items in order to test the globality of the employees' beliefs concerning support by the organization under diverse situations. POS is a distinctive construct that the SPOS measures with high reliability, especially their solid reliability, had been confirmed repeatedly (Armeli, Eisenberger, Fasolo, & Lynch, 1998; Eisenberger, Fasolo, & Davis-LaMastro, 1990; Eisenberger & Stinglhamber, 2011; Lynch, Eisenberger, & Armeli, 1999; Shore & Tetrick, 1991). SPOS is, however, for practical reasons, the majority of studies on POS use a short form developed from the 17 highest loading items in all 36 items of SPOS. The original scale is unidimensional and has high internal reliability; the use of shorter versions does not appear problematic.

## **Organizational Commitment**

Organizational commitment is a variable that has been discussed in research on the effects of preventing employees from leaving their jobs and improving productivity and work performance since the 1960s. The reason why commitment research attracted attention in the area of human resource management was that "High loyalty and loyalty to the organization" in Japanese companies attracted attention, and that Organizational commitment questionnaire (OCQ), a tool for analyzing commitment, was developed. Organizational commitment has received much attention from researchers and practitioners. The reason is that this concept is more relevant to job expectations than job satisfaction (Williams & Hazer, 1986). In addition, the wealth of knowledge on the relationship between factors of precedence and outcome variables, as well as the progress in theoretical studies, makes operation and management easier and can be said to be useful in evaluating and formulating policies.

Allen and Meyer (1990) also described the organizational commitment as a psychological condition that (1) characterizes the relationship between employees and the organization, and (2) encompasses the decision to remain part of the organization, with committed employees remaining in the organization more than uncommitted employees. Moreover, they also had proposed (1990) organizational commitment by three-component model (TCM), whose component is affective, continuous and normative commitment. Among these three components, affective commitment has the most robust correlation with turnover intention, while the other two components of organizational commitment were negatively correlated with turnover intention. Williams and Hazer (1986) also suggested that affective commitment was clearly shown to have a significantly stronger correlation with turnover.

### **Dimensions of Organizational Commitment**

TCM has become the dominant model for the study of workplace commitment. With measuring with TCM, we can predict important employee outcomes such as turnover and citizenship the behaviours, job performance, absenteeism (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Components of TCM are below three: affective commitment, continuance commitment, and normative commitment.

**Affective commitment (AC).** AC “refers to employees' emotional attachment to, identification with, and involvement in, the organization” (Allen & Meyer, 1990, p.1).

**Continuance commitment (CC).** CC “reflects commitment based on the costs that employees associate with leaving the organization” (Allen & Meyer, 1990, p.1).

**Normative commitment (NC).** NC refers to employees' feelings of obligation to remain with the organization” (Allen & Meyer, 1990, p.1).

## **Scale of Organizational Commitment**

Organizational commitment questionnaire (OCQ) was the first tool that enabled quantitative measurement of abstract commitments and is still widely used as a measure of affective commitment. However, there are some critical points on these scales.

First, the original purpose for developing OCQ was to measure the concepts which corresponded only to affective commitment (AC). Therefore, it may not adequately cover emerging multidimensional organizational commitments whose ranges are getting more comprehensive in recent years.

Second, the definition of organizational commitment on which these scales depend does not match the definition of organizational commitment concept purely, as it includes some concepts that are mostly antecedent and consequent factors.

Because of these criticisms, many attempts have been made to develop an alternative to OCQ and to verify its validity and reliability in the field of organizational commitment research.

Especially, three dimensions commitment scale developed by Allen and Meyer (1990) is widely accepted with its effectiveness. Therefore, this scale was be used in this study.

## **Organizational Justice**

Previous researches on organizational justice (OJ) have focused on how each employee assesses the fairness of their employment and how that assessment influences their work attitudes and behaviour (Colquitt, 2008). With defining OJ as the fairness that is perceived by members of an organization and that is primarily related to the functioning of the organization, Colquitt also suggested that this definition covers many other terms under one category more than an actual construct. It also units many fairness relevant concepts.

## **Dimensions of Organizational Justice**

From the previous research (Inoue et al., 2010), OJ has three sub-dimensions that are distributive Justice procedural justice and interactional justice. Interactional justice can also be divided into two sub-dimensions, interpersonal justice and informational justice.

**Distributive Justice (DJ).** The studies on OJ has its origin in Equity Theory which was proposed by Adams (1965). Adams proposed that equity exists for the person whenever he or she perceives that the ratio of his or her outcomes to inputs and the ratio of other's outcomes to other's inputs are equal. This fairness is provided as a psychological response to the results of distribution, treatment, and handling. According to Equity Theory proposed by Adams (1965), fairness in reward distribution is achieved when the ratio of one person's input (a contribution or investment by a party in an organization or workplace) to outcome two (that the parties receive or acquire from the organization or the workplace) is approximately equal to the ratio of another person's input to the outcome.

After the limitation of distributive justice research was pointed out in the research of Organizational fairness, the research interest had shifted to procedural justice (Colquitt, 2001; Misaki, 2007).

**Procedural Justice (PJ).** Procedural justice is defined in relation to employees' perception of the methods used in the distribution of awards in the organization. This concept started being developed with the awareness that it was only the results of actions that affected the fairness which is felt by individuals. In the early stages of researches, Greenberg (1990) showed that DJ and PJ as the only two components of OJ.

Interpersonal justice was proposed as the newest element of organizational justice.

**Interactional/Relational Justice (IJ).** Interactional justice is the third sub-dimension of OJ. IJ is defined as the quality of the perception formed pertaining to inter-personal treatments towards the employees during the organizational activities. It involves administrators' value and respect towards the employees (e.g. listening to them attentively, having empathy with those who have difficulties) and acting with social sensitivity. Greenberg (1990) defined interactional justice (IJ) as the perceptions towards the quality of the interpersonal treatment people receive while the procedures are executed, and stated that IJ has two sub-dimensions: interpersonal justice and informational justice.

Recently, it is becoming common to divide OJ into three-components: distributive justice, procedural justice, and interpersonal justice. While some researchers propose that a four-factor structure in which interactional justice is divided into further two sub-dimensions: interpersonal justice and informational justice, this study was being conducted with three-components.

## **Scale of Organizational Justice**

Many scales have been developed for organizational commitment. One of the organizational justice scales, which is formulated by Colquitt (2001), is utilized in mainly industrial psychology. This scale covers four dimensions of organizational justice: distributive justice, procedural justice, interpersonal justice, and informational justice. In addition, Japanese versions of this scale were developed by translating this scale (OJS-J), which was tested and ensured its reliability and validity by the study, which 229 employees responded.

Another scale that is mainly utilized in the industrial health area is developed by Moorman (1991). This scale consists of two sub-components of organizational justice: procedural justice and interactional justice, and have been adopted in the research about relationship justice and its effect on employee health.

## **The Relationships among the Variables**

### **Perceived Organizational Support and Organizational Commitment**

Organizational Support Theory can explain a lot about the relationship between perceived organizational support and organizational commitment. By Organizational Support Theory, it is suggested that the more employees perceive support by an organization or its agents (e.g. positive evaluation and consideration for well-being), it becomes more favourable of the perception towards the organization and employees would make further efforts to contribute to organizational goals (Aselage & Eisenberger, 2003).

As described in the previous section, recently many studies have supported that organizational commitment is divided into three components: affective commitment, continuous commitment and normative commitment (Allen & Meyer, 1990; Dunham, Grube, & Castaneda, 1994; Jaros, 1997).

Eisenberger et al. (1986) indicated that by Organizational Support Theory, perceived organizational support would create a sense of obligation to help the organization achieve its objectives, and motivate affective commitment of the employee to the organization, and enhance expectations of performance-reward. Other previous studies also supported there is a positive correlation between perceived organizational support and affective commitment (Maertz, Griffeth, Campbell, & Allen, 2007; Panaccio & Vandenberghe, 2009; Shore, Tetrick, Lynch, & Barksdale, 2006).

About normative commitment, Maertz et al. (2007) indicated that perceived organizational support is correlated positively to normative commitment. Panaccio and Vandenberghe (2009) showed their support for this result as well.

Moreover, continuous commitment, O'Driscoll and Randall (1999) showed that there is a negative relationship between perceived organizational support and continuous commitment.

Accordingly, this study was being proposed and tested the following hypothesis:

**Hypothesis 1:** Perceived organizational support is related to organizational commitment.

## **Organizational Justice as a Moderator between Perceived Organizational Support and Organizational Commitment**

The number of researches about organizational commitment being a moderator between perceived organizational support and organizational commitment is few. However, many previous researchers were proposed and tested the fact which organizational justice effects on perceived organizational support.

Previous researches suggested that perceived justice was one of the components of the employee's evaluation of the discretion action taken by an organization or its agents (Moorman, Blakely, & Niehoff, 1998; Wayne et al., 2002). According to the result of the previous research (Eisenberger & Stinglhamber, 2011), the organization's efforts that try to deal with employees fairly had an impact on perceived organizational support. Because such efforts are the representation of the idea that employees are worthy of being carefully evaluated, and are represented as consideration for employees' opinions.

As described in the previous section, recently, many studies have been comprehended in organizational justice with three components: distributive justice, procedural justice and interactional justice (Colquitt & Greenberg, 2003).

The positive impact of distributive justice on perceived organizational support has been tested and proven (Moorman et al., 1998; Roch & Shanock, 2006). Moorman and his colleagues made it clear that (1998) there was a significantly positive relationship between distributive justice and perceived organizational support in the study which analyzed the data from employee and their supervisors who were working in a hospital in the United States.

It was found that procedural justice also has a positive impact on perceived organizational support (Wayne et al., 2002). Moreover, it was indicated that procedural justice has a more significant impact on perceived organizational support than that of distributive justice (Rhoades & Eisenberger, 2002; Wayne et al., 2002).

About the last of three dimensions of organizational justice, interactional justice, some researches (Masterson et al., 2000; Tekleab, Takeuchi, & Taylor, 2005) had rejected the hypothesis that interactional justice and perceived organizational support had related. However, a meta-analysis conducted by Kurtessis, Ford, Buffardi, and Stewart (2009) showed that interactional justice was also positively correlated to perceived organizational support. As described above, a unified sight on the relationship between interactional justice and perceived organizational support has not yet been indicated because many research results have been shown. Therefore, this area requires further study.

From the above previous researches, there is a high probability which organizational justice has a moderated effect over the relationship between perceived organizational support and organizational commitment. The following hypotheses were to be proposed and tested:

**Hypothesis 2:** Organizational justice moderate the relationship between perceived organizational support and organizational commitment.



## CHAPTER III METHODOLOGY

In this chapter, this study provided the research methodology of the study, including research framework, research hypotheses, research procedure, participant, data collection, measurement, and data analysis.

### Research Framework

This research was conducted with three variables: perceived organizational support, organizational commitment, and organizational justice. This research is to exam significantly related to each variable. The research framework is showed below in figure 3.1.

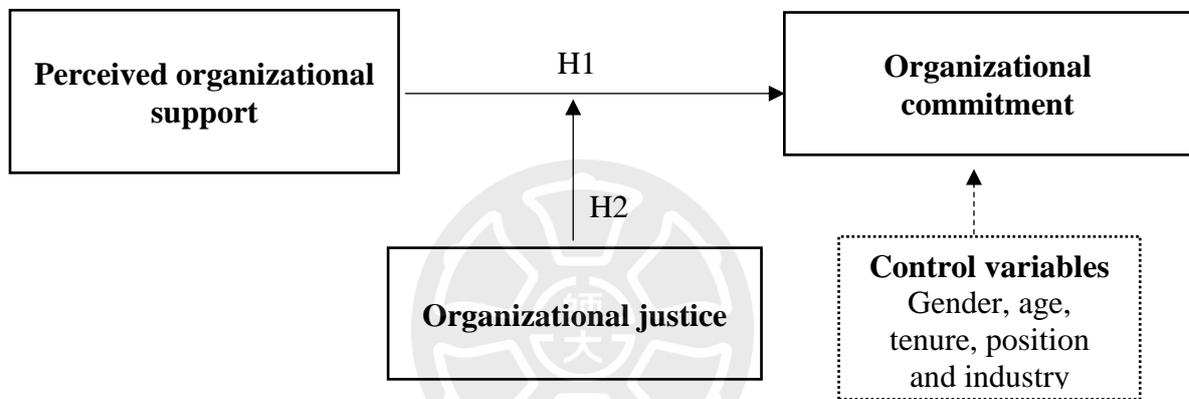


Figure 3.1. Research framework

### Research Hypotheses

Following hypotheses are developed based on the research questions and purpose of the study.

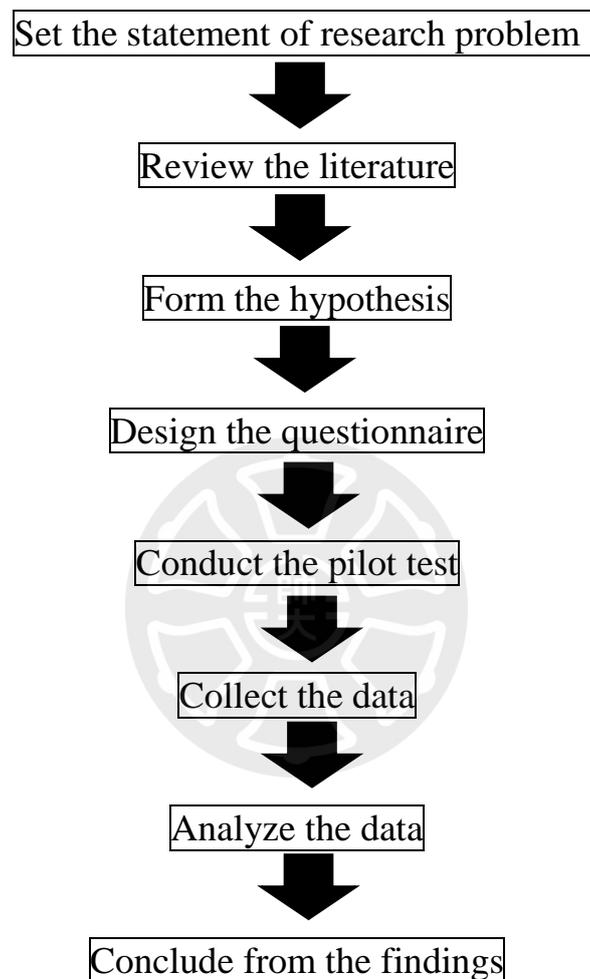
**Hypothesis 1:** Perceived organizational support is related to organizational commitment.

**Hypothesis 2:** Organizational justice moderates the relationship between perceived organizational support and organizational commitment.

### Research Procedure

This section shows the research procedure which can be divided into these eight steps which this research went through. First, the statement of the research problem was to be distinguished. Then the author identified the research topic, then form the theoretical

framework and set the hypotheses via reviewing the literature. After concreting the topic, the author developed the questionnaire, also organize the group of participants. Then the researcher has conducted the pilot test before collecting and analyzes data through the online survey. Lastly, the conclusions and implications were to be given from the statistical analysis in SPSS 23.0. The research process is illustrated in figure 3.2.



*Figure 3.2.* Research procedure

### **Participants**

The samples of this study are Japanese tenure workers who work in Japanese companies and who are in their twenties to fifties. The study aims to resolve the early leave of the younger generation. However, in order to gain more in-depth insight into their work ethic and

willingness to contribute to the organization, this survey recruited the participants from a broader range of generations, as from the assumption that studying differences between younger generations and older generations could provide useful suggestions. During the pilot test, 50 participants joined, and 215 responses were accepted in the main survey.

### **Data Collection**

A quantitative approach has been adopted to test and verify the relationship in order to measure the correlation between independent and dependent variables. The data was being collected using a survey questionnaire that was be conducted online and is self-administered instruments.

The reason why the author selected this method is with intentions to collect the data in forms of numbers, which will allow the research conduct the analyzation by using statistical methods to test and verify the relationship between three variables. An online self-reported survey was to be designed as the major research instrument to collect data. Lastly using online format are reasonable measures to maintain confidentiality.

In this research, snowball sampling was chosen to collect and select the participants with the support of the author's friends and colleagues. Participants received the invitation and an online survey form created by using Google Forms by E-mail, LINE and messenger of Facebook. Then, they responded to the survey between March 9, 2020 and April 9, 2020. Firstly, collecting data for a pilot test was conducted between March 9 and March 21 and collected data on 50 participants. Then, the main survey was conducted from April 3 to April 9, and a total number of respondents is 215.

### **Questionnaire Design**

The survey includes instructions and demographic questions followed by several instruments to assess his or her perceptions of commitment and perceived organizational support, organizational justice.

Also, although the mother tongue of the participants is Japanese, all existing scales to be used are initially formulated in English. Among three valuables, the questionnaires which are corresponding to POS and organizational justice was being adopted the Japanese versions which are developed from the original versions. Because those Japanese versions are already

ensured the validity and reliability of the previous researches (Shibaoka et al., 2010; Takada & Kawamura, 2018). Moreover, the items of organizational commitment were translated into Japanese initially by the author and then were done reverse translation in order to obtain valid data.

## **Perceived Organizational Support**

Previous studies (Rhoades & Eisenberger, 2002; Shanock & Eisenberger, 2006; Shore & Tetrick, 1991) concluded that almost all studies which are related to POS had been conducted utilizing a survey of perceived organizational support (SPOS). Therefore, this study also followed their achievement.

SPOS has proven its reliability and validity in many previous studies (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Eisenberger & Stinglhamber, 2011; Lynch, Eisenberger, & Armeli, 1999; Shore & Tetrick, 1991). All of the researches were mainly conducted using a short form of SPOS. Since the Japanese version of SPOS which were formulated by Kato (1995) based on a shortened form of SPOS (Eisenberger et al., 1986).

Respondents rated their POS using 15 items comprising the short form of the POS Survey. In continuing with the suggestions of Rhoades and Eisenberger (2002), this study used those items which covered the aspects of the definition of POS (e.g., estimation of employees' role and concern about employees' welfare). Sample items include "My organization really cares about my well-being" and "My organization is willing to help me if I need a special favor". Respondents selected the extent of agreement with each statement on a 5-point scale (5 = Strongly agree to 1 = Strongly disagree).

## **Organizational Commitment**

This area used three dimensions' scale, which was the achievement of Allen and Meyer (1990). Measures consist of 24 items: there are eight items for affective commitment, eight items for continuous commitment, and eight items for normative commitment. The scale comprises five items which are exacted on a five-point scale (5 = Strongly agree to 1 = Strongly disagree).

Although it has high validity and reliability which has been examined in many empirical studies, organizational commitment questionnaire (OCQ) was developed by Porter, Steers,

Mowday, and Boulian (1974) and was not be utilized in this research. Because this scale has several disadvantages which are mentioned, mainly it was noted that OCQ was not always appropriate to measure the commitment of Japanese employees to the organization.

For the above reasons, the scale developed by Meyer and Allen (1991) was to be utilized by translating into Japanese. Sample items include “it would be very hard for me to leave my organization right now, even if I wanted to with” and “things were better in the days when people stayed with one organization for most of their careers”.

## **Organizational Justice**

This study adopted a scale which was developed by Colquitt (2001). Because this scale allowed the study to assess all sub-components of OJ: distributive justice (four items), procedural justice (seven items), interactional justice (nine items, which are divided into two sub-dimensions: interpersonal justice and informational justice), add that, a Japanese version of this scale was developed, and its reliability and validity have been already established. Sample items include “Have you been able to express your views and feelings during those procedures” and “Does your (outcome) reflect what you have contributed to the organization?”. Respondents selected the extent of agreement with each statement on a five-point scale (5 = Strongly agree to 1 = Strongly disagree).

## **Control Variables**

This section contains age, job tenure, industry classification and gender. Age was divided into seven groups in a five years intervals. Job tenure was divided into five groups in a five years intervals. Industry classification was divided into 20groups. Gender was divided into male and female. Those variables were used as control variables for all statistical analyses for the sake of providing a descriptive analysis of survey participants.

Please refer to Appendix A and B for the completed questionnaires.

## **Pilot Test**

In this study, a pilot test was carried out in advance for collecting data in order to test the accuracy and the qualities of questionnaires and for the sake of ensuring the reliability and the internal consistency among each element (Mozafari et al., 2008). Collecting data for a pilot test

was conducted between March 9 and March 21 and received 50 responses. The test results showed that the Cronbach's alpha values for each item: POS is 0.962, organizational commitment is 0.803, and Organizational Support for Development is 0.949. Based on the achievement of Peterson (1994), which showed the score of the Cronbach's Alpha must be more than .70, these figures indicated that sufficient reliability had been ensured.

Table 3.1.

*Reliability Results of Cronbach's Alpha (N=50)*

Variables	Number of Items	Cronbach's Alpha
Perceived organizational support	15	.962
Organizational commitment	24	.803
Organizational justice	20	.949

### **Data Analysis**

In this study, the data were analyzed by using IBM SPSS 23.0 for Windows and Mplus Version 7.4.

### **Descriptive Statistics**

To summarize the numerical results and show them clearly and concisely (Healey, 2014), this research conducted descriptive statistics by testing the central tendency and dispersion. The descriptive statistics were included the means and the standard deviation of the data.

### **Correlation Analysis**

In this study, correlation analysis conducted to judge the existence of correlation and assess the strength of the relationships among the independent variables, the dependent variable, and the moderator. The author examined Pearson correlation coefficient with the purposes to assess the strength and the direction of the relationship among variables. Controls variables, except industry, were also utilized in the correlation analysis. Since industry was a nominal variable, it was excluded from the subject.

## **Regression Analysis**

Regression analysis is a method for explaining, predicting, and examining the relationship between the variation of one variable and the variation of another variable. In this study, two types of regression analyses were executed. Firstly, the influence of POS on organizational commitment was investigated by simple linear regression analysis. This procedure explored the causal effect of the amount of change in the POS on organizational commitment. Next, the role of organizational justice as moderator examined by hierarchical regression analysis. This approach was one of the multiple regressions and was used to investigate how the moderator effect among variables and which extent it effects to other variables (Gray & Kinnear, 2012). Overall, the author tested the relationship between POS and organizational commitment, and then add organizational justice to explore how moderator effects the relationship between independent variables and dependent variables.

## **Comparison among Groups**

In order to explore the differences among the groups, independent t-test analysis and one way analysis of variance (one-way ANOVA) were conducted. Independent t-test analysis is the test to determine whether there was a significant difference between the means of two groups. In this study, this method was adopted for testing the difference between the groups divided by gender and by the position, which has a managerial position and non-managerial position. One-way ANOVA is a method of analysis to test the difference in means between unpaired groups. In this study, this method was adopted for testing the difference between the groups divided by ages, tenure, and industries which participants belong in.



## **CHAPTER IV FINDINGS AND DISCUSSIONS**

This chapter showed the statistical results of this research in three divisions. Firstly, this study presented all of the findings based on the descriptive statistics of the participants as well as the descriptive statistics of all variables. Secondly, the findings of the analyses on the data collected: correlation analysis, linear regression analysis, hierarchical regression analysis and also, t-test and one-way ANOVA were displayed. Thirdly, results of the hypotheses were demonstrated and discussed.

### **Descriptive Analysis**

This area showed participants' overview of the characteristics with showing the information of the respondents' geographic information; gender, age, tenure, position and industries. Moreover, table 4.1 also explained the results of the sample characteristic with frequency and percentage.

#### **Participants' Characteristics**

There are 215 respondents participated in this study. Participants were recruited by snowball-sampling methods and received the invitation and an online survey form created by using Google Forms by E-mail, LINE and messenger of Facebook. Then, they responded to the survey between March 9, 2020 and April 9, 2020. Total response rates are 100 percent. Since eight samples were excluded from the total sample because of missing many responses, 207 samples were used in these statistics. Table 4.1 showed the results of the descriptive statistics. This analysis had five control variables; gender, age, tenure, position and industries which they were belonged in.

First, the results showed that male participants were slightly more numerous in this survey; the number of males was 121 (58.5 %), while the female was 86 (41.5 %). Secondly, for the age of the participants, the author divided ages into seven groups; under 24 years, 25 - 29 years, 30-34 years, 35-39 years, 40-44 years, 45-49 years, above 50 years. The largest group of the respondent's age group was the age of 35-39 years old with 54 respondents (26.1 %), while the smallest group was the age of under 24 years old with 14 respondents (6.8 %). Thirdly, for the job tenure at the current organization, this study had five options; less than 3 years, 3-5

years, 6-10 years, 11-15 years and more than 15 years. The result showed that the largest group of the respondents was working in the company between 6-10 years with 54 (26.1%), and the smallest group 11-15 years with 32 (15.5%) Fourthly, about the position of the participants, the majority (162, 78.3%) of the respondents are in the non-managerial position. Lastly, this study asked the participants which their company had worked in with 20 options which were established by Statistics Bureau, Ministry of Internal Affairs and Communications of Japan and named Japan Standard Industrial Classification. The author integrated 20 items into seven items based on the area, which was related to each industry. The results of integration showed below table 4.2.

Table 4.1.

*Descriptive Statistics for Participants (N=207)*

Variables	Description	Frequency	Percentage
Gender	Male	121	58.45
	Female	86	41.55
Age	Under24	14	6.76
	25-29 years	28	13.53
	30-34years	32	15.46
	35-39years	54	26.09
	40-44years	37	17.87
	45-49years	20	9.66
	Above50years	22	10.63
Tenure	Less than3years	47	22.71
	3-5 years	33	15.94
	6-10years	54	26.09
	11-15years	32	15.46
	More than15 years	41	19.81
Positions	Non-managerial	162	78.26
	Managerial	45	21.74

(continued)

Table 4.1. (continued)

Variables	Description	Frequency	Percentage
Industry	Primary Sector	2	0.97
	Secondary Sector	41	19.81
	Infrastructure Business	24	11.59
	Intermediary Business	33	15.94
	Education	12	5.80
	Service	53	25.60
	Public and Welfare	42	20.29

Table 4.2.

*The Integration of Japan Standard Industrial Classification*

Integrated classification	Original items
Primary Sector	Agriculture and forestry Fisheries Mining And Quarrying Of Stone And Gravel
Secondary Sector	Construction Manufacturing
Infrastructure Business	Electricity, Gas, Heat Supply And Water Information And Communications Transport And Postal Activities
Intermediary Business	Wholesale And Retail Trade Finance And Insurance Real Estate And Goods Rental And Leasing
Education	Scientific Research, Professional And Technical Services Education, Learning Support
Service	Accommodations, Eating And Drinking Services Living-Related And Personal Services And Amusement Services Compound Services Services, N.E.C. Industries Unable To Classify
Public and Welfare	Medical, Health Care And Welfare Government, Except Elsewhere Classified

## Descriptive Statistics of Perceived Organizational Support Dimensions

Perceived Organizational Support dimensions have 15 items. Respondents selected the extent of agreement with each statement on a five-point scale (5 = Strongly agree to 1 = Strongly disagree). Based on the results of the descriptive analysis, the mean of all 15 items is 2.94, and standard deviations are 0.90. Also, unlike other variables, POS does not have sub-dimensions.

Table 4.3 shows the mean and standard deviation of the responses for each item of the POS. According to the results of the descriptive statistics, the result of the item “The organization values my contribution to its well-being” had the highest mean score (M=3.30). Moreover, the item “The organization really cares about my well-being” had the lowest mean result (M=2.64). This indicates that many respondents believe that the company will highly value their contributions. On the other hand, fewer people believe that organizations are paying attention to the well-being of individual workers. Furthermore, this item had the most consistent responses from participants since it had the lowest standard deviation value of any item measuring POS (SD=1.09).



Table 4.3.

*Descriptive Statistics for Perceived Organizational Support (N=207)*

Order	Items	Mean	SD
POS1	The organization is willing to help me when I need a special favor.	2.98	1.13
POS2	The organization shows very little concern for me.	3.18	1.12
POS3	The organization cares about my general satisfaction at work.	2.81	1.18
POS4	Help is available from the organization when I have a problem.	3.00	1.14
POS5	The organization really cares about my well-being.	2.64	1.09
POS6	The organization cares about my opinions.	3.08	1.13
POS7	The organization disregards my best interests when it makes decisions that affect me.	2.81	1.08
POS8	Even if I did the best job possible, the organization would fail to notice.	3.08	1.17
POS9	The organization tries to make my job as interesting as possible.	2.77	1.10
POS10	The organization takes pride in my accomplishments at work.	2.80	1.10
POS11	The organization would ignore any complaint from me.	2.86	1.12
POS12	The organization strongly considers my goals and values.	2.78	1.12
POS13	The organization fails to appreciate any extra effort from me.	3.21	1.17
POS14	The organization values my contribution to its well-being.	3.30	1.12
POS15	If the organization could hire someone to replace me at a lower salary it would do so.	2.78	1.15

*Note.* SD=Standard Deviation

This study used 5-point Likert scale: (5) Strongly Agree to (1) Strongly Disagree

### **Descriptive Statistics of Organizational Commitment Dimensions**

Table 4.4 showed items mean and standard deviations in OC and its sub-dimensions: AC, CC and NC. Each sub-dimensions have eight items, and as the sum of all items, OC has 24 items. These results provide a bird's eye view of participants' attitudes about commitment. Among the three dimensions, CC had the highest mean (M=3.40) and showed the greatest

variability in responses ( $SD=0.83$ ). On the other hand, NC accepted the lowest mean ( $M=2.46$ ) and the most consistent responses ( $SD=0.83$ ).

These results show the following. Although the attitudes of the respondents vary from person to person, they are more likely to believe that staying with one company has its benefits. In contrast, the tendency of respondents to think that they should "commit organization without reason" is weaker, although it had more consistency.

Table 4.4.

*Descriptive Statistics for Dimensions of Organizational Commitment (N=207)*

Dimensions	Mean	SD
Orgnizational Commitment	2.94	0.48
Affective Commitment	2.96	0.70
Continuous Commitment	3.40	0.83
Normatve Commitment	2.46	0.60

*Note.*  $SD=$ Standard Deviation

This study used 5-point Likert scale: (5) Strongly Agree to (1) Strongly Disagree

Table 4.5 showed the mean and standard deviation of the responses for each item of the OC. According to the results of the descriptive statistics, the item "Jumping from organization to organization does not seem at all unethical to me" had the lowest mean result ( $M=2.01$ ) and accepted the minimum standard variation ( $SD=0.98$ ) among 24 items. Since this is a reverse coded item, the authors performed score inversions during statistical processing. This indicates that many respondents tend to consider that changing company so frequently is not unethical. Moreover, the result had the most consistent among other questions. Also, item "I feel that I have too few options to consider leaving this organization" accepted the highest variation in answer score ( $SD=1.34$ ).

Table 4.5.

*Descriptive Statistics for Items of Organizational Commitment (N=207)*

Order	Items	Mean	SD
<b>Affective Commitment</b>			
AC1	I would be very happy to spend the rest of my career with this organization.	2.88	1.30
AC2	I enjoy discussing my organization with people outside it.	3.10	1.22
AC3	I really feel as if this organization's problems are my own.	3.25	1.14
AC4	I think that I could easily become as attached to another organization as I am to this one.	3.07	1.06
AC5	I do not feel like 'part of the family' at my organization.	2.50	1.18
AC6	I do not feel 'emotionally attached' to this organization.	2.69	1.25
AC7	This organization has a great deal of personal meaning for me.	3.17	1.23
AC8	I do not feel a strong sense of belonging to my organization.	3.02	1.20
<b>Continuous Commitment</b>			
CC1	I am not afraid of what might happen if I quit my job without having another one lined up. (R)	3.54	1.24
CC2	It would be very hard for me to leave my organization right now, even if I wanted to with.	3.81	1.11
CC3	Too much in my life would be disrupted if I decided I wanted to leave my organization now.	3.29	1.28
CC4	It wouldn't be too costly for me to leave my organization now. (R)	3.46	1.31
CC5	Right now, staying with my organization is a matter of necessity as much as desire.	3.34	1.14
CC6	I feel that I have too few options to consider leaving this organization.	2.87	1.34
CC7	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	3.44	1.20
CC8	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.	3.40	1.18

(continued)

Table 4.5. (continued)

Order	Items	Mean	SD
<b>Normative Commitment</b>			
NC1	I think that people these days move from company to company too often.	2.87	1.15
NC2	I do not believe that a person must always be loyal to his or her organization.	2.20	0.99
NC3	Jumping from organization to organization does not seem at all unethical to me.	2.01	0.98
NC4	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore, feel a sense of moral obligation to remain.	2.47	1.15
NC5	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	2.35	1.11
NC6	I was taught to believe in the value of remaining loyal to one organization.	2.60	1.19
NC7	Things were better in the days when people stayed with one organization for most of their careers.	2.99	1.12
NC8	I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore.	2.17	1.00

Note. SD=Standard Deviation

This study used 5-point Likert scale: (5) Strongly Agree to (1) Strongly Disagree

### **Descriptive Statistics of Organizational Justice Dimensions**

Items mean and standard deviations in moderator OJ and its sub-dimensions were provided in Table 4.6. The total number of items in OJ is 20, including seven items for procedural justice (PJ), four items for distributive justice (DJ), and nine items for interactional justice (IJ). Among the three dimensions, IJ accepted the highest mean ( $M=3.38$ ) while PJ had the lowest mean in answering score ( $M=3.15$ ), and this score had the lowest variation. The data revealed that participants in this study perceived interactional justice more strongly and were less likely to perceive procedural justice when compared to other factors.

Table 4.6.

*Descriptive Statistics for Dimensions of Organizational Justice (N=207)*

Dimensions	Mean	SD
Organizational Justice	3.26	0.61
Procedural Justice	3.15	0.76
Distributive Justice	3.20	0.99
Interactional Justice	3.38	0.87

*Note.* SD=Standard Deviation.

This study used 5-point Likert scale: (5) Strongly Agree to (1) Strongly Disagree.

Moderator organizational justice was assessed by using 5-point Likert's scale as same as other two variables. Results of descriptive analysis of each 20 items of organizational justice were provided below the table 4.7. According to the results shown below, the item “Has (he/she) treated you in a polite manner?” accepted the highest mean score (M=3.73). By this result, it was illustrated that many participants believed they treated politely by the supervisor. From the other result of this table, item “Have you been able to appeal the (outcome) arrived at by those procedures?” which belongs to procedural justice dimensions had the lowest mean score (M=2.73). It means that many participants were not allowed to challenge the evaluation of their results in the procedure.

Table 4.7.

*Descriptive Statistics for Items of Organizational Justice (N=207)*

Order	Items	Mean	SD
<b>Procedural Justice</b>			
PJ1	Have you been able to express your views and feelings during those procedures?	2.95	1.15
PJ2	Have you had influence over the (outcome) arrived at by those procedures?	2.74	1.03
PJ3	Have those procedures been applied consistently?	3.47	1.15
PJ4	Have those procedures been free of bias?	3.39	1.12
PJ5	Have those procedures been based on accurate information?	3.22	1.09
PJ6	Have you been able to appeal the (outcome) arrived at by those procedures?	2.73	1.25
PJ7	Have those procedures upheld ethical and moral standards?	3.52	1.02
<b>Distributive Justice</b>			
DJ1	Does your (outcome) reflect the effort you have put into your work?	3.19	1.14
DJ2	Is your (outcome) appropriate for the work you have completed?	3.12	1.08
DJ3	Does your (outcome) reflect what you have contributed to the organization?	3.24	1.12
DJ4	Is your (outcome) justified, given your performance?	3.24	1.05
<b>Interactional Justice</b>			
IJ1	Has (he/she) treated you in a polite manner?	3.73	1.13
IJ2	Has (he/she) treated you with dignity?	3.69	1.10
IJ3	Has (he/she) treated you with respect?	3.55	1.11
IJ4	Has (he/she) refrained from improper remarks or comments?	3.34	1.16
IJ5	Has (he/she) been candid in (his/her) communications with you?	3.62	1.07
IJ6	Has (he/she) explained the procedures thoroughly?	2.96	1.18
IJ7	Were (his/her) explanations regarding the procedures reasonable?	3.20	1.14
IJ8	Has (he/she) communicated details in a timely manner?	3.19	1.10
IJ9	Has (he/she) seemed to tailor (his/her) communications to individuals' specific needs?	3.17	1.17

Note. SD=Standard Deviation.

This study used 5-point Likert scale: (5) Strongly Agree to (1) Strongly Disagree.

## Confirmation Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was conducted to examine the validity of the measurement structure. In this study, CFA was conducted using Mplus version 7.4. The result of CFA analysis was based on fit criteria, in order to confirm model fits.

Firstly, according to Marsh and Hocevar (1985), a chi-squared divided by the degrees of freedom ( $\chi^2/df$ ) value is between 2-5 is a desirable result, while under 5 is still acceptable. With the sake for investigating how accurately the model considered fits proportionally to the other models, the Comparative Fix Index (CFI) and the Tucker Lewis non-formed index 9 (TLI) were utilized. Kelloway (1998) indicated that both CFI and TLI showed a good model fit if the value is over 0.90 (>0.90). Thirdly, the Root Mean Square of Approximation (RMSEA) indicates how well the model fits based population. Also, according to Kelloway (1998), if the value of the test resulted in under 0.08(<0.08), it showed its better model fit. Lastly, Standardized Root Mean Square Residual (SRMR) is an index of how few components of residual variance covered over all of model components; if the value is under 0.05, the model showed satisfactory level, but under 0.08(<0.08) is still acceptable.

Table 4.8.

*Result of Confirmatory Factor Analysis (N=207)*

Index	Acceptable Level	Satisfactory Level	CFA Test Results
$\chi^2/df$	< 5	05-2	1.77
CFI	> 0.90	> 0.95	0.92
TLI	> 0.90	> 0.95	0.91
RMSEA	< 0.08	< 0.05	0.06
SRMR	< 0.08	< 0.05	0.07

*Note.*  $\chi^2$ = Chi square. *df*= Degree of freedom. CFI= Comparative fit index. TLI = Tucker lewis index. RMSEA= Root mean-square error of approximation. SRMR= Standardized root mean square residual.

As the above table showed, in this study, the result encompassed the following; chi-squared divided by the degrees of freedom ( $\chi^2/df$ ) value was 1.77, CFI was 0.92 and TLI was 0.91, RMSEA was .006, and SRMR was .007.

### **The Relationships among Variables**

This section presented the result of the correlation analysis that showed the relationships among independent variables; POS, dependent variables; organizational commitment, the moderator; organizational justice and control variables; gender, age, tenure and position. The items of control variables that ask for gender have categories as “1” for male and “2” for female. In addition, items asking for the position, originally the author set category “1” for manager and non-managerial position was set as “2” in the category. However, the author reversed the answer values when conducting statistical analysis. Therefore, it means that the higher the answer value is, the higher the position of the respondent occupied.

### **Correlation Analysis**

Table 4.9 showed that there was a positive correlation between POS and organizational commitment ( $r=.246, p<.01$ ). It indicated that the stronger employee perceived support for from his or her organization, the more they try to contribute towards the company. Besides, seeing from another point, when the employee tries to contribute more, they perceived they received more support from the company. From this result, Hypothesis 1 was supported.

Moreover, it was found that POS is positively related to organizational justice ( $r=.497, p<.01$ ). It illustrated that the stronger employee perceived support from his or her organization; they thought they received more fair treatments from the organization. Moreover, having a different viewpoint, it can be said that when the employee perceived they receive fairly treatment from the organization, they feel more strongly that they were supported from the company. On the relationships among control variables, only organizational justice had correlation which is with ages and is negative correlation ( $r=-.213, p<.01$ ). This indicates that younger employees are more likely to recognize fairness, and this shows that the older a participant is, the harder it is to perceive the fairness of the company.

The relationships among the control variables helped us understand more about participants. Age had a positive relationship with tenure ( $r=.543, p<.01$ ). It means the older

respondents are, the longer they have stayed the company. Position is related to all other control variables; negatively with gender ( $r=-.230, p<.01$ ), positively with age ( $r=.259, p<.01$ ) and age ( $r=.222, p<.01$ ). It indicated that male occupies a higher position than female.

Table 4.9.

*Mean, Standard Deviations and Correlations of Each Variables (N=207)*

	Mean	SD	1	2	3	4	5	6	7
1 Gender	1.42	0.49	1						
2 Age	4.06	1.68	-.189**	1					
3 Tenure	2.94	1.42	-.108	.543**	1				
4 Position	1.22	0.41	-.230**	.259**	.222**	1			
5 POS	2.94	0.90	.023	-.062	.017	.089	1		
6 OC	2.94	0.48	-.103	-.036	.063	.150*	.246**	1	
7 OJ	3.26	0.61	.111	-.213**	-.116	.150*	.497**	.276**	1

*Note.* SD=Standard Deviation; \*\*. Correlation is significant at the 0.01 level (2-tailed).

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

### **Results of Regression Analysis**

In this section, firstly, simple linear regression was conducted to analyze whether or not independent variable; POS affect the dependent variable; organizational justice and if POS affect organizational justice, the results provided how strongly independent variable influence the dependent variable. Second, hierarchical regression analysis was executed in order to investigate how the moderator, organizational justice have an influence on the relationship between POS and organizational commitment.

#### **Simple Linear Regression Analysis**

First, in order to investigate the hypothesis1, linear regression analysis was conducted to test the influence of POS on organizational commitment. Hypothesis 1 examined that independent variable POS is related to dependent variable organizational commitment. Based

on the results of regression analysis, hypothesis 1 was accepted again. POS was positively related to organizational commitment, and it showed that the correlation coefficient obtained is significant ( $\beta=.246$ ,  $p<.001$ ). However, the coefficient of determination resulted in .060 ( $r^2=.060$ ). It means that the variation in POS could explain 6.0% of the change in organizational commitment. In addition, this result was statistically significant ( $p<.001$ ).

Table 4.10.

*Simple Linear Regression Analysis of Perceived Organizational Support and Organizational Commitment (N=207)*

Model	Standardized Coefficients Beta	<i>t</i>	<i>F</i>	<i>R</i> <sup>2</sup>	<i>Adj. R</i> <sup>2</sup>
(Constant)		23.080			
POS	.246**	3.608	13.021**	.060	.056

*Note.* Dependent Variable = Organizational Commitment; POS=Perceived Organizational Support; \*\*. Correlation is significant at the 0.01 level (2-tailed).

According to organizational support theory, which is a theory related to POS, if the employee receives support from the organization or organization's agent (e.g. from HR or supervisor), the employee will have many positive feelings towards the organization and will strive to contribute more to it (Aselage & Eisenberger, 2003). The results of this study supported organizational support theory. The result also proved that if the company try to elicit employees' commitment, organizations need to provide opportunities and policies that allow employees to recognize that they perceive the support from the company.

Table 4.11.

*Simple Linear Regression Analysis of Perceived Organizational Support and Three Dimensions of Organizational Commitment (N=207)*

Dependent Variable	Standardized Coefficients	F	R <sup>2</sup>	Adj. R <sup>2</sup>
Organizational Commitment	.246**	13.021**	.060	.056
Affective Commitment	-.053	.579	.003	-.002
Continuous Commitment	.230*	11.354*	.053	.048
Normative Commitment	.322**	23.409**	.103	.099

Note. Independent Variable = Perceived Organizational Support.

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

\* . Correlation is significant at the 0.1 level (2-tailed).

Table 4.11 showed the results of the regression analysis of POS and each sub-dimensions of organizational commitment, affective commitment, continuous commitment and normative commitment.

Among the three elements, normative commitment was found to have the strongest positive correlation with POS ( $\beta=.322, p<.001$ ). In addition, for the regression equation, coefficient of determination of POS on normative commitment resulted in also the highest ( $r^2=.103, p<.001$ ) among three dimensions of organizational commitment. It means that the variation in POS could explain 10.0% of the change in normative commitment, and shows that POS could explain the change of normative commitment more than POS does on other dimensions.

Continuous commitment also was found to be positively correlated with POS, as well as with normative commitment ( $\beta=.230, p<.01$ ). Coefficient of determination of POS on continuous commitment was resulted in  $r^2=.053 (p<.01)$ . It means that the variation in POS could explain only 5.3% of the change in normative commitment. The results of the analysis of the relationship between POS and affective commitment were not statistically significant.

From these results, POS was found to have the strongest relationship with normative commitment. It illustrated that employees feel more that the company appreciates their

contributions or their well-being; they increase a sense of the obligation to contribute to the company. This tendency is more durable than POS can explain the change of sense of continuing to work. The result did not provide the impact of POS on the change of employee's attachment to the company.

### **Hierarchical Regression Analysis**

The regression in table 4.12 provided test for Hypothesis 2. In this study, a hierarchical regression analysis was conducted with four steps. First, control variables such as age, tenure and position were put into the first step. In this process, other control variables such as gender and industry were not utilized since those two demographical items were nominal variable. Secondly, the independent variable, POS was put into the next step. Thirdly, the moderator was organizational justice entered the step. Lastly, the interaction term was placed in the last step. The interaction term was prepared by multiplying POS and organizational justice. For the sake of avoiding multicollinearity, the IV and the moderator were mean-centered by subtracting their mean from the raw dates before multiplying those two. The regression results showed that there was no significant moderating effect of organizational justice on the relationship between POS and organizational commitment which was shown in model 4 ( $\beta=-.004$ ,  $p>0.5$ ). Thus Hypothesis 2 was not accepted.

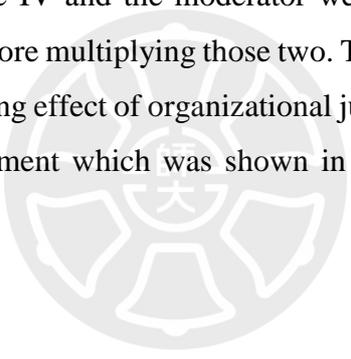


Table 4.12.

*Result of Hierarchical Regression Analysis on the Moderating Effects of the Entire Samples (N=207)*

Variabls	Model 1	Model 2	Model 3	Model 4
<b>STEP1 : Control variables</b>				
Age	-.133	-.101	-.065	-.066
Tenure	.100	.083	.089	.089
Position	-.163*	-.138	-.131	-.131
<b>STEP2 : Independent variable</b>				
POS		.224**	.124	.124
<b>STEP3 : Moderator</b>				
Organizational justice			.207**	.207**
<b>STEP4 : Interaction</b>				
POS ×Organizational justice				-.004
<i>R</i> <sup>2</sup>	.035	.084	.116	.116
<i>Adjusted R</i> <sup>2</sup>	.021	.066	.093	.089
$\Delta R^2$	.035	.049	.031	.000
<i>F</i>	2.465	4.613**	5.198***	4.311***

*Note.* Dependent Variable: Organizational Commitment. \* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ .

In addition to the above analysis of the entire 207 samples, the regression analysis was conducted with data from the younger age group only. The analysis was performed with the same procedure on the data for young people only, with the following categories selected; under 24years, 25-29 years and 30-34 years. Moreover, the total samples for this test are 73. The results were the same as for all participants, as the regression results showed no significant moderating effect of organizational justice on the relationship between IV and DV which was shown in model 4 ( $\beta = .004$ ,  $p > 0.5$ ). Details are in the following table 4.13.

Table 4.13.

*Result of Hierarchical Regression Analysis on the Moderating Effects of Younger Age Group (N=73)*

Variables	Model 1	Model 2	Model 3	Model 4
<b>STEP1</b>				
Age	-.112	-.132	-.115	-.109
Tenure	.042	.075	.067	.072
Position	.207	.259*	.256*	.257*
<b>STEP2</b>				
POS		.249*	.161*	.151
<b>STEP3</b>				
Organizational justice			.140	.027
<b>STEP4</b>				
POS × Organizational justice				-.004
<i>R</i> <sup>2</sup>	.059	.117	.129	.130
<i>Adjusted R</i> <sup>2</sup>	.018	.065	.064	.050
$\Delta R^2$	.059	.058	.012	.001
<i>F</i>	1.429	2.252	1.984	1.637

*Note.* Dependent Variable: Organizational Commitment. \* $p < .05$ .

### **Independent T-test Analysis**

Independent t-test analysis is conducted to determine whether there was a significant difference between the means of two groups and can help us explore the feature of the samples since the difference might be related in certain features. In this study, the author examined differences in mean values by gender and differences in mean values by position.

According to the results, only organizational commitment had a significant difference ( $p < .05$ ) between the means of male ( $M=2.977$ ,  $SD=.521$ ) and the means of female ( $M=2.877$ ,  $SD=.402$ ). On the other hand, the difference in means by gender and for the other variables, POS and organizational justice and the difference in means for all variables POS, organizational commitment and organizational justice by the position were not statistically significant.

Table 4.14.

*Result of Independent T-test Analysis (N=207)*

		N	Mean	SD	F	Sig.	
POS	Gender	Male	121	2.922	.898	.142	.707
		Female	86	2.964	.904		
	Position	Non-managerial	162	2.898	.876	1.565	.212
		Manager	45	3.092	.970		
OC	Gender	Male	121	2.977	.521	5.541	.020
		Female	86	2.877	.402		
	Position	Non-managerial	160	2.898	.448	3.391	.067
		Manager	45	3.070	.553		
OJ	Gender	Male	121	3.207	.571	.393	.531
		Female	86	3.343	.648		
	Position	Non-managerial	162	3.257	.616	.668	.415
		Manager	45	3.287	.576		

Note. SD=Standard Deviation; Sig. = Significance.

POS: Perceived Organizational Support; OC: Organizational Commitment.

OJ: Organizational Justice.

### One Way Analysis of Variance

One way analysis of variance (one way ANOVA) is a method of analysis to test the difference in means between unpaired groups. In this study, the author examined differences in mean values by age, which are divided into seven categories, by tenure (five categories) and by industries (seven categories).

Table 4.15.

*Result of One Way ANOVA (N=207)*

		POS		OC		OJ	
		<i>F</i>	Sig.	<i>F</i>	Sig.	<i>F</i>	Sig.
Age	Under24						
	25-29						
	30-34						
	35-39	1.623	.143	1.037	.402	2.924	.009
	40-44						
	45-49						
	Above50						
Tenure	less than3						
	3 to 5						
	6 to 10	.437	.782	.404	.806	1.538	.193
	11 to15						
	More than15						
Industry	Primary sector						
	Secondary sector						
	Infrastructure business						
	Intermediary business	.771	.593	1.429	.205	1.032	.406
	Education						
	Service						
	Public and welfare						

*Note.* Sig. = Significance.

POS: Perceived Organizational Support; OC: Organizational Commitment.

OJ: Organizational Justice.

According to the results, only one statistically significant difference was found in the mean value by each age groups in the response of organizational justice ( $p < .01$ ). On the other hand, the difference in means by ages and for the other variables, POS and organizational justice and the difference in means for all variables POS, organizational commitment and organizational justice by the tenure and the industries were not statistically significant. The results of one way ANOVA are shown in table 4.15.

In addition to the above analysis, a post hoc test was conducted to examine which age group had significant differences in mean difference with other age groups. Multiple comparisons using the Games-Howell method revealed that there were significant differences ( $p < .05$ ) in the mean difference between the age groups of 30-34 years and the age groups of 40-44 years, and also between the age groups of 30-34 years and 45-49 years. The results of post hoc test are shown in table 4.16.

Table 4.16.

*Result of Post hoc Test (N=207)*

	Age	Mean Difference	Sig.
Under24	25-29 years	.161	.993
	30-34years	.119	.998
	35-39years	.129	.997
	40-44years	.509	.327
	45-49years	.468	.401
	Above50years	.352	.767
25-29 years	Under24	-.161	.993
	30-34years	-.042	1.000
	35-39years	-.031	1.000
	40-44years	.349	.272
	45-49years	.308	.370
	Above50years	.191	.921
30-34years	Under24	-.119	.998
	25-29 years	.042	1.000
	35-39years	.011	1.000
	40-44years	.391*	.022
	45-49years	.350*	.036
	Above50years	.233	.645
35-39years	Under24	-.129	.997
	25-29 years	.031	1.000
	30-34years	-.011	1.000
	40-44years	.38	.081
	45-49years	.339	.123
	Above50years	.222	.781

(continued)

Table 4.16. (continued)

	Age	Mean Difference	Sig.
40-44years	Under24	-.509	.327
	25-29 years	-.349	.272
	30-34years	-.391	.022
	35-39years	-.38	.081
	45-49years	-.041	1.000
	Above50years	-.158	.952
45-49years	Under24	-.468	.401
	25-29 years	-.308	.370
	30-34years	-.35	.036
	35-39years	-.339	.123
	40-44years	.041	1.000
	Above50years	-.117	.987
Above50years	Under24	-.352	.767
	25-29 years	-.191	.921
	30-34years	-.233	.645
	35-39years	-.222	.781
	40-44years	.158	.952
	45-49years	.117	.987

Note. Sig. = Significance; \* $p < .05$ .

### Summary and Discussions

This study tried to investigate the relationships among three variables; POS, organizational commitment and organizational justice. Moreover, this study tried to examine how these relationships influence Japanese workers. Based on this aim, this study formed and tested two hypotheses. Summary of hypotheses testing is shown below table 4.17. Conducted SPSS Analysis tested both hypotheses.

According to the results, hypothesis 1 was supported, while hypothesis 2 was not accepted. More to detail, employees' perceptions of organizational support are positively related to organizational commitment. Although the variation in POS could explain only 6.0% of the change in organizational commitment since the coefficient of determination ( $r^2 = .060$ ) is low, it was found that POS positively influenced organizational commitment, and this result is statistically significant ( $p < .001$ ). These results provide agreement with Organizational Support Theory (Aselage & Eisenberger, 2003; Eisenberger et al., 1986; Nair & Vohra, 2010). It

showed that efforts to increase employee POS would foster commitment from Japanese employees. However, organizational justice has no moderating effect on the relationship between employees' perceptions of organizational support and organizational commitment. The result revealed that in Japanese companies, efforts to increase the sense of fairness among employees have no impact on the relationship between employee POS and commitment.

Moreover, from the results those were compared by group, the difference in the mean of organizational commitment responses by position was significant. It means that managers had higher commitments than the non-managerial position had.

Additionally, although there was a significant difference between the mean of organizational justice in the results divided by age groups, the results of hierarchical regression analysis which is only for younger generations were shown as same as the results for the entire samples. Even in studies involving only young participants, organizational justice showed no moderating effect on the relationship between POS and organizational commitment. The results are shown in table 4.17.

Table 4.17.

*Hypotheses Testing Results Summary*

<b>Hypotheses</b>	<b>Result</b>
<b>H1</b> Perceived organizational support will influence organizational commitment.	<b>Supported</b>
<b>H2</b> Organizational justice will moderate the relationship between perceived organizational support and organizational commitment.	<b>Not supported</b>



## **CHAPTER V CONCLUSIONS AND RECOMMENDATIONS**

In this chapter, the conclusions, research limitations, recommendation, and practical implications were provided based on all the results and discussions.

### **Conclusions**

As the conclusion of this study, results and findings showed that among Japanese companies, the employee's perceptions of support from the organization were related to their commitment towards the organization. The purpose of this study was to find how to encourage Japanese employee's commitment. This study had two approaches to investigate the questions.

First, this study investigated how perceived organizational support (POS) influence organizational commitment.

Secondly, this study examined whether organizational justice moderated the relationship between POS and organizational commitment. For more details, the summary of the results of investigating the relationships among three variables is shown below.

### **Perceived Organizational Support and Organizational Commitment**

Based on the results and discussions, the first hypothesis, the positive relationship between POS and organizational commitment, is verified. The results of the correlation analysis and linear simple regression analysis proved this relationship. It indicated that if employees feel more that the company appreciates their contributions and the more they perceived that the company cares about their well-being, their willingness to contribute to the organization should increase.

Next, the results of the regression analysis of POS and each sub-dimensions of organizational commitment, affective commitment, continuous commitment and normative commitment helped us understand more about hoe POS influence the employees' sense to the commitment. POS was found to have the strongest relationship with normative commitment among three sub-dimensions. It showed that if the employees feel more that the company appreciates their contributions or if they feel more that the company care about their well-being, the employees tend to increase the obligation to contribute to the company. Normative commitment is determined to the employee's sense of obligation to remain the organization

and the sense of duty to contribute to the company. Thus, it would not be in a negative context to attempting to encourage commitment or loyalty to the company by creating a sense of obligation, especially in characteristics of the Japanese work environment.

Lastly, although it affects less, POS still also had a positive impact on employee's intent to remain the company, which is based on the result of the regression analysis of POS with continuous commitment.

### **Organizational Justice as a Moderator**

The second hypothesis, the moderating role of organizational justice on the relationship between independent variable POS and dependent variable organizational commitment, is not supported. The results from the hierarchical analysis confirmed that organizational justice was not a moderator on the relationship between POS and organizational commitment. It means that the different levels of organizational justices do not influence the relationship between POS and organizational commitment in different ways or at different levels.

In this study, comparisons between groups were tested with independent t-test analysis method and one-way analysis of variance method. The results showed that statistically significant difference among each age groups was not found in the mean value in the response of organizational. From this result, the author conducted the regression analysis with data from the younger age groups only (under 35 years only). The results were the same as with all samples, as the regression results showed no significant moderating effect of organizational justice. It suggested that regardless of age, organizational justice's influence as a moderator was not related to this relationship between POS and organizational commitment.

### **Limitations**

Although this study achieved planned purposes, still it has several limitations. Firstly, this study conducted the quantitative approach, so the data was collected by using only self-reported questionnaires, which might affect the results since these kinds of questionnaires might have some bias by the respondents.

Secondly, in this study, the participants were limited to Japanese employees who are currently working in Japanese companies, although the industries, tenure and age groups were equally diverse. Therefore, the results of this study were likely to reflect the orientation of

Japanese characteristics of the willingness to contribute to organizations or the custom of the Japanese work environment. From these perspectives, it is inappropriate to adopt the results of this study to other countries' and regions' situations without considering the regional or environmental characteristics in which people might have different attitudes towards work itself and different commercial practices.

Thirdly, it is not possible to apply the results into all 66 millions of employees in Japan (Statistics Bureau, Ministry of Internal Affairs and Communications of Japan, 2018) since the number of the samples are only 207. This sample size is due to the deletion of the eight responses that had a high missing value out of the total 215 participant responses. Therefore, if future researches try to generalize the results over larger groups, it requires more participants.

The findings and the results of this study could provide some implications for both future research and practical execution.

## **Recommendations**

This study showed that for the future researches in the HR field should adopt the new approaches to execute a study better.

Firstly, since participants of this study were only limited to Japanese employee who work in Japan, and Japanese capitalized company, conducting a similar study on another countries or religion where there is different characteristics from Japan would provide very interesting results and implications. Moreover, comparative study of among different countries and regions with different labour market's characteristics and with different work attitude could be significant.

Secondly, this study focused on only the employee's general perception for overall organizational support. Therefore, further researches need to be conducted to determine what kind of support from the organization to employee will bring about the results.

Thirdly, based on the interest of the researcher and the results of previous research review, this study only focused on the relationship of three variables, POS, organizational justice and organizational commitment. These three factors might not be the only variables for studying employee's contribution towards the organization. For future researches, other factors can also be investigated.

Fourthly, the future researcher can also conduct the observation methods or interview which would allow obtaining much more in-depth information on the employee's situations.

Lastly, since this study was conducted to study the effect of POS towards organizational commitment and the moderating role of organizational justice, it did not investigate how to increase POS.

## **Implications**

This study offers important information for the organization or HR practitioners. They can use this analysis as a tool to understand the behaviour of the employees. This information will serve as a guideline to motivate employees' commitment. Following are some implications.

POS is a concept that focuses on the perception of employees how the initiatives and responses of the organizations affect the employees' evaluation of the organization. Moreover, this study confirms that POS had a positive impact on organizational commitment.

### **Implications for the Organizations**

Based on the above, if the organization try to persuade the employees' commitment, the organization should be aware of how employees perceive the organization's initiatives and responses. The organization must be receptive to the importance and effectiveness of the policies that HR are developed for improving POS. Furthermore, these policies are those that work on changing employee's perceptions. Therefore, organizations need to accept that they cannot expect an immediate improvement in the situation. If HR introduces measures to improve POS and does not see an increase in employee commitment or even a decrease in turnover in a short period, it should not order HR to introduce new measures right away.

### **Implications for HR practitioners**

According to Allen (1992), the factors that facilitate employees' POS are to have informal communication with their supervisors, to have communication about the employees' career development within the organization and about the care from the organization to the employees' well-being. With this previous achievement and the results of this study, if HR tries to persuade employees' commitment through motivating POS, they should provide opportunities for supervisors to give attention to employees' career development and employees' well-being. For

example, regular meetings between supervisors and subordinates for the employees' career development and for communicating employees' well-being are essential.

Among the sub-dimensions of organizational commitment, normative commitment was found to have the strongest positive correlation with POS. In addition, for the regression equation, the coefficient of determination of POS on normative commitment was resulted in also the highest.





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## **APPENDIX A: ENGLISH LETTER AND QUESTIONNAIRE**

Dear Participants

I am a graduate student in Graduate Institute of International Human Resources Development at National Taiwan Normal University (NTNU). I have a desire to collect data in order to investigate to how to encourage employee's commitment in organization.

This study aims to investigate how to draw the commitment from tenure employee in Japanese company. Your dedicated time and honest responses will help prepare future training practitioners, HR practitioners, leadership practitioners, and other that related to this area.

The questionnaire is anonymous and your personal information will be confidential and the researcher does not disclose or transfer information and data to the third parties, also there are no specific answer in this questionnaire, feel free to fill this survey based on realistic situation in this organization.

Finally, it is grateful for us to have you as our respondents in this study.

Thank you for your time and cooperation.

If you have any question, please do not hesitate to contact me.

Sincerely yours,

Graduate student: Shinobu Manda

Advisor: Dr. Chih-Chien Steven Lai

## PART 1 (General information)

Please select the demographic information about you.

### 1. Gender

1. Male /2. Female

### 2. Age

1. Under 24 years /2. 25 - 29 years /3. 30-34 years /4. 35-39 years /5. 40-44 years/

6. 45-49 years /7. Above 50 years

### 3. Tenure

1. Less than 1 year/2. 1 to 5 years/3. 6 to10 years/4. 1to15 years/5. More than 15years

### 4. Position

1. Manager /2. Non-managerial positions

### 5. Industry

1. Agriculture and forestry/2. Fisheries/3. Mining and quarrying of stone and gravel/

4. Construction/5. Manufacturing/6. Electricity, gas, heat supply and water/

7. Information and communications/8. Transport and postal activities/

9. Wholesale and retail trade/10. Finance and insurance/

11. Real estate and goods rental and leasing/

12. Scientific research, professional and technical services/

13. Accommodations, eating and drinking services/

14. Living-related and personal services and amusement services/

15. Education, learning support/16: Medical, health care and welfare/

17. Compound services/18. Services, n.e.c./ 19. Government, except elsewhere classified/

20. Industries unable to classify

PART 2 (Organizational Justice: 組織公平性尺度)

Please indicate the degree of your agreement or disagreement with each statement by checking one of the five alternatives below each statement.

Procedural justice		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The following items refer to the procedures used to arrive at your (outcome) To what extent:						
1	Have you been able to express your views and feelings during those procedures?	5	4	3	2	1
2	Have you had influence over the (outcome) arrived at by those procedures?	5	4	3	2	1
3	Have those procedures been applied consistently?	5	4	3	2	1
4	Have those procedures been free of bias?	5	4	3	2	1
5	Have those procedures been based on accurate information?	5	4	3	2	1
6	Have you been able to appeal the (outcome) arrived at by those procedures?	5	4	3	2	1
7	Have those procedures upheld ethical and moral standards?	5	4	3	2	1
Distributive justice		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The following items refer to your (outcome). To what extent:						
1	Does your (outcome) reflect the effort you have put into your work?	5	4	3	2	1
2	Is your (outcome) appropriate for the work you have completed?	5	4	3	2	1
3	Does your (outcome) reflect what you have contributed to the organization?	5	4	3	2	1
4	Is your (outcome) justified, given your performance?	5	4	3	2	1

Interpersonal Justice		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The following items refer to (the authority figure who enacted the procedure).						
To what extent:						
1	Has (he/she) treated you in a polite manner?	5	4	3	2	1
2	Has (he/she) treated you with dignity?	5	4	3	2	1
3	Has (he/she) treated you with respect?	5	4	3	2	1
4	Has (he/she) refrained from improper remarks or comments?	5	4	3	2	1
Informational Justice		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The following items refer to (the authority figure who enacted the procedure).						
To what extent:						
1	Has (he/she) been candid in (his/her) communications with you?	5	4	3	2	1
2	Has (he/she) explained the procedures thoroughly?	5	4	3	2	1
3	Were (his/her) explanations regarding the procedures reasonable?	5	4	3	2	1
4	Has (he/she) communicated details in a timely manner?	5	4	3	2	1
5	Has (he/she) seemed to tailor (his/her) communications to individuals' specific needs?	5	4	3	2	1

PART 3 (Organizational Commitment)

Please indicate the degree of your agreement or disagreement with each statement by checking one of the five alternatives below each statement.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I would be very happy to spend the rest of my career with this organization.	5	4	3	2	1
2	I enjoy discussing my organization with people outside it.	5	4	3	2	1
3	I really feel as if this organization's problems are my own.	5	4	3	2	1
4	I think that I could easily become as attached to another organization as I am to this one. (R)	5	4	3	2	1
5	I do not feel like 'part of the family' at my organization. (R)	5	4	3	2	1
6	I do not feel 'emotionally attached' to this organization. (R)	5	4	3	2	1
7	This organization has a great deal of personal meaning for me.	5	4	3	2	1
8	I do not feel a strong sense of belonging to my organization. (R)	5	4	3	2	1
9	I am not afraid of what might happen if I quit my job without having another one lined up. (R)	5	4	3	2	1
10	It would be very hard for me to leave my organization right now, even if I wanted to with.	5	4	3	2	1
11	Too much in my life would be disrupted if I decided I wanted to leave my organization now.	5	4	3	2	1
12	It wouldn't be too costly for me to leave my organization now. (R)	5	4	3	2	1
13	Right now, staying with my organization is a matter of necessity as much as desire.	5	4	3	2	1
14	I feel that I have too few options to consider leaving this organization.	5	4	3	2	1
15	One of the few serious consequences of leaving this organization would be the scarcity of available	5	4	3	2	1

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
16	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.	5	4	3	2	1
17	I think that people these days move from company to company too often.	5	4	3	2	1
18	I do not believe that a person must always be loyal to his or her organization. (R)	5	4	3	2	1
19	Jumping from organization to organization does not seem at all unethical to me. (R)	5	4	3	2	1
20	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore, feel a sense of moral obligation to remain.	5	4	3	2	1
21	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	5	4	3	2	1
22	I was taught to believe in the value of remaining loyal to one organization.	5	4	3	2	1
23	Things were better in the days when people stayed with one organization for most of their careers.	5	4	3	2	1
24	I do not think that wanting to be a company man' or 'company woman' is sensible anymore. (R)	5	4	3	2	1

PART 4 (Perceived Organizational Support)

Please indicate the degree of your agreement or disagreement with each statement by checking one of the five alternatives below each statement.

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The organization is willing to help me when I need a special favor.	5	4	3	2	1
2	The organization shows very little concern for me. (R)	5	4	3	2	1
3	The organization cares about my general satisfaction at work.	5	4	3	2	1
4	Help is available from the organization when I have a problem.	5	4	3	2	1
5	The organization really cares about my well-being.	5	4	3	2	1
6	The organization cares about my opinions.	5	4	3	2	1
7	The organization disregards my best interests when it makes decisions that affect me. (R)	5	4	3	2	1
8	Even if I did the best job possible, the organization would fail to notice. (R)	5	4	3	2	1
9	The organization tries to make my job as interesting as possible.	5	4	3	2	1
10	The organization takes pride in my accomplishments at work.	5	4	3	2	1
11	The organization would ignore any complaint from me. (R)	5	4	3	2	1
12	The organization strongly considers my goals and values.	5	4	3	2	1
13	The organization fails to appreciate any extra effort from me. (R)	5	4	3	2	1
14	The organization values my contribution to its well-being.	5	4	3	2	1
15	If the organization could hire someone to replace me at a lower salary it would do so. (R)	5	4	3	2	1

Thank you for your cooperation. We greatly appreciate you to complete this survey.



## APPENDIX B: JAPANESE LETTER AND QUESTIONNAIRE

アンケートご参加の皆様へのお願い

私は、国立臺灣師範大学人的資源発展研究所の萬田と申します。

この度は、アンケートへのご協力をご検討いただきましてありがとうございます。

本調査の目的は、日本の企業における正規雇用（終身雇用）の従業員からコミットメントを引き出す方法を研究することです。ご回答いただいた内容を調査することにより、企業内の人材育成、人事、リーダーシップ開発の今後の実務に役立つものと考えています。

調査データは厳重に保管され、統計的に処理されます。個人のプライバシーの保護については十分配慮し、あなたにご迷惑をおかけすることはありません。また、ご協力いただきました調査データは研究目的以外には使用いたしません。

上記の趣旨を理解いただき、率直にありのままのお考えをご回答ください。

なおご不明な点がありましたら、下記にご連絡ください。

研究実施者：国立臺灣師範大学 人的資源発展研究所 萬田しのぶ

指導教授：Dr. Chih-Chien Steven Lai

PART 1 (General information: ご自身について)

ご自身について以下の項目をご教示ください。

1. 性別

1. 男性 /2. 女性

2. 年齢

1. 24歳以下 /2. 25～29歳/3. 30～34歳/4. 35～39歳/5. 40～44歳/6. 45～49歳/7. 50歳以上

3. 在職期間

1. 1年未満/2. 1～5年/3. 6～10年/4. 11～15年/5. 15年以上

4. 職位

1. 管理職/2. 非管理職



5. 産業別

1. 農業，林業/2. 漁業/3. 鉱業，採石業，砂利採取業/4. 建設業/5. 製造業/  
6. 電気・ガス・熱供給・水道業/7. 情報通信業 / 8. 運輸業，郵便業/  
9. 卸売業，小売業/10. 金融業，保険業/ 11. 不動産業，物品賃貸業/  
12. 学術研究，専門・技術サービス業/13. 宿泊業，飲食サービス業/  
14. 生活関連サービス業，娯楽業/15. 教育，学習支援業/  
16. 医療，福祉/ 17. 複合サービス事業/18. サービス業（他に分類されないもの）/  
19. 公務（他に分類されるものを除く）/20. 分類不能の産業

PART 2 (Organizational Justice: 組織公平性尺度)

<手続き公平性:Procedural Justice>		全くそうだ	まあまあそうだ	どちらでもない	あまりそうではない	ほとんどそうではない
	あなたの評価(給料・昇進・仕事の役割など)が決定されるまでの手続きについて、当てはまるものを1つ選んで○をつけてください。					
1	手続きの過程で、あなたの意見や気持ちを示すことができましたか?	5	4	3	2	1
2	あなたは、その手続きや評価に何らかの影響を与えることができましたか?	5	4	3	2	1
3	手続きは、いつも一貫していましたか?	5	4	3	2	1
4	手続きは、偏りなく行われましたか?	5	4	3	2	1
5	手続きは、正確な情報に基づいて行われましたか?	5	4	3	2	1
6	手続きや評価に対して、異議を唱えることが許されていましたか?	5	4	3	2	1
7	手続きは、倫理的・道徳的規範に基づいて行われましたか?	5	4	3	2	1
<分配公平性:Distributive Justice>						
	あなたが受けた評価(給料・昇進・仕事の役割など)について、当てはまるものを1つ選んで○をつけてください。					
1	評価はあなたが仕事に費やした努力を反映していますか?	5	4	3	2	1
2	評価は、あなたがやり遂げた仕事に見合ったものですか?	5	4	3	2	1
3	評価は、あなたの組織への貢献度を反映していますか?	5	4	3	2	1
4	評価は、あなたの能力に見合ったものですか?	5	4	3	2	1

	<対人関係公平性:Interpersonal Justice> 上司(あなたの評価を決定する権限を持った人)について、当てはまるものを1つ選んで○をつけてください。	全くそうだ	まあまあそうだ	どちらでもない	あまりそうではない	ほとんどそうではない
1	上司は、あなたに礼儀正しく接していますか?	5	4	3	2	1
2	上司は、あなたに誠実に接していますか?	5	4	3	2	1
3	上司は、あなたを尊重していますか?	5	4	3	2	1
4	上司は、不適切な意見や批評を控えていますか?	5	4	3	2	1
	<情報公平性:Informational Justice> 上司(あなたの評価を決定する権限を持った人)について、当てはまるものを1つ選んでください。	全くそうだ	まあまあそうだ	どちらでもない	あまりそうではない	ほとんどそうではない
1	上司は、あなたと率直に話をしていますか?	5	4	3	2	1
2	上司は、あなたの評価決定までの手続きについて十分な説明をしましたか?	5	4	3	2	1
3	手続きに関する上司の説明は、筋が通っていましたか?	5	4	3	2	1
4	上司は適宜、必要な情報を伝えましたか?	5	4	3	2	1
5	上司は、個人のニーズに合わせたコミュニケーションをとっていますか?	5	4	3	2	1

PART 3 (Organizational Commitment: 組織コミットメント尺度)

あなたが勤務先にもっている考えについてお伺いします。以下の項目を読んで最も当てはまる内容を選択して下さい。

		全くそう思う	まあまあそう思う	どちらでもない	あまりそう思わない	ほとんどそう思わない
1	私は現在の職場で残りの仕事生活を送ることができればとても幸いに思う。	5	4	3	2	1
2	私は社外の人と勤務先についてディスカッションすることを楽しむことができる。	5	4	3	2	1
3	私は勤務先の問題を自分ごとと強く感じている。	5	4	3	2	1
4	現在の勤務先に感じている愛着度は、転職した場合、同程度に新組織に対して感じることだろう。	5	4	3	2	1
5	私は、勤務先の「家族の一員」だと思わない。(R)	5	4	3	2	1
6	私は、勤務先に対して感情的な愛着を持たない。(R)	5	4	3	2	1
7	現在の勤務先は私にとって大きな個人的な意味を持つ。	5	4	3	2	1
8	私は勤務先に所属しているという感覚が強くない。(R)	5	4	3	2	1
9	次の候補がなく現在の勤務先を辞めた場合において、私は何が起ころうとも恐れることがないだろう。	5	4	3	2	1
10	過去にそれを望んでいたとしても、直近において勤務先を離れることはいまの自分には難しいことだろう。	5	4	3	2	1
11	私がいますぐに組織を離れると決めたら、私の人生の多くのことが崩壊してしまうだろう。	5	4	3	2	1
12	私がいますぐに組織を離れるとしても、私にとって大きなことではないだろう。(R)	5	4	3	2	1
13	直近において、現在の職場に留まることは私の望むことであると同時に必要なことでもある。	5	4	3	2	1
14	私には現在の職場を離れるという選択肢はまずないと思う。	5	4	3	2	1
15	いまの職場を退職したら、他に行き場がないという深刻な結末になる可能性がある。	5	4	3	2	1

		全くそう思う	まあまあそう思う	どちらでもない	あまりそう思わない	ほとんどそう思わない
16	私が現在の職場で働き続ける主な理由の1つは、退職するにはかなりの個人的な犠牲が求められ他の場所では、私がいま受けている利益全般が望めないかもしれないからである。	5	4	3	2	1
17	最近の人は職場を変えすぎだ。	5	4	3	2	1
18	組織に対して常に従順であることは必要ないと思う。	5	4	3	2	1
19	組織から組織へと移り替わることが常に、「倫理に反する」とは言い切れない。	5	4	3	2	1
20	私がこの組織で働き続けている主な理由の1つは、忠誠心が重要であると信じていることであり、それゆえに、この組織にとどまる道徳的義務感を感じているのである。	5	4	3	2	1
21	もし別の場所でもっと良い仕事のオファーを受けたとしても、いまの職場を去ることが正しいとは思わないだろう。	5	4	3	2	1
22	私は、一つの組織に対して忠実であり続けることに重きを置くように育てられた。	5	4	3	2	1
23	人々がひとつの職場で仕事人生を終えていた時期は、いまよりずっといい時代であった。	5	4	3	2	1
24	「仕事人間でいたい」と思うことはいまや賢明なこととは思わない。	5	4	3	2	1

PART 4 (Perceived Organizational Support: 知覚された組織的支援)

あなたが勤務先にもっている考えについてお伺いします。以下の項目を読んで最も当てはまる内容を選択して下さい。

		よくあてはまる	まあ当てはまる	どちらでもない	あまり当てはまらない	全く当てはまらない
1	勤務先は私が特に助けを必要としているときには進んで助けてくれるだろう。	5	4	3	2	1
2	勤務先は私に関心を示してくれるだろう。	5	4	3	2	1
3	勤務先は私が仕事に満足しているかどうかを気にかけてくれるように思う。	5	4	3	2	1
4	勤務先は、私が困っていたら、助けてくれるだろう。	5	4	3	2	1
5	勤務先は私の幸福を本当に願ってくれているだろう。	5	4	3	2	1
6	勤務先は私の意見に気にかけてくれる。	5	4	3	2	1
7	勤務先は私に関する決定を行うときには、私のためを思ってくれているだろう。	5	4	3	2	1
8	勤務先は私が最善の仕事をするれば、それに気づいてくれるだろう。	5	4	3	2	1
9	勤務先は私の仕事をできるだけ興味あるものにしようとしてくれている。	5	4	3	2	1
10	勤務先は私の仕事ぶりを誇りに思ってくれているだろう。	5	4	3	2	1
11	私に不平不満があれば、それを理解しようとしてくれる。	5	4	3	2	1
12	勤務先は、私の目標や価値観を分かってくれている。	5	4	3	2	1
13	勤務先は私が言われた以上の仕事をやれば、それを評価してくれるだろう。	5	4	3	2	1
14	私が勤務先のために貢献するならばそれを評価してくれるだろう。	5	4	3	2	1
15	勤務先は安い給料で私の代わりにほかの人を雇えるとしてもそうしないだろう。	5	4	3	2	1

ご協力をいただきましてありがとうございました。いただきましたご回答内容は調査のみに活用し、その他の用途には使いません。