

A Study of Job Stress, Organizational Justice and Organizational Commitment for Primary School Teachers in Changhua ...

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ABSTRACT

Organizational commitment is a key indicator of increasing important to how to measure organizational efficiency and how to predict the staff ' s working performance. Organizational commitment of teachers is critical to school organization. High job stress perceived will reduce organizational commitment. Greenberg (2004) stressed fairness to fair no stress and summarized the reaction relationships of all distributive, procedural and interactional justice on stress, that is, the higher justice perceived is, the lower stress will be. Judge and Colquitt (2004) emphasized that organizational injustice is the source of job stress. Aryee, Budhwar and Chen (2002) investigated that organizational justice is significantly positive related to organizational commitment. Siegel et al. (2005) investigated procedural justice as a moderator of the relationship between work-life conflict and organizational commitment. However, whether organizational justice has a moderation effect on the relationship between job stress and organizational commitment is had not yet been examined. This study explored the relations among primary school teachers ' job stress, organizational justice, and organizational commitment. Apart from examining the direct relationship between job stress and organizational commitment, this study also aimed at the moderating effect of organizational justice. All the data were selected from 625 primary school teachers among 50 primary schools in Changhua County. The results of the study are as follows: (1) Job stress significantly has a negative influence on organizational commitment; (2) The interaction between distributional justice and job stress significantly positively predicted organizational commitment; (3) The interaction between procedural justice and job stress significantly positively predicted organizational commitment; (4) The interaction between interactional justice and job stress significantly positively predicted organizational commitment. That is, distributional justice, procedural justice and interactional justice can efficiently moderate a negative influence through its effects on perceptions of job stress to organizational commitment.

Keywords : job stress, organizational justice, distributional justice, procedural justice, interactional justice, organizational commitment, primary school teacher, moderating

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