

THE ROLE OF ORGANIZATIONAL LEARNING AND JUSTICE IN SHAPING EMPLOYEE COMMITMENT

Mehmet Ali Yılmaz

Department of [Relevant Field], Kastamonu University, Kastamonu, Turkey.

DOI: 10.5281/zenodo.14899087

Abstract

Nowadays, the need of economies globalization is promoting the internationalization of firms with diverse size types, for instance, small, medium as well as large. Furthermore, organizational learning is the process of creating, retaining, and transferring knowledge within an organization. Furthermore, an organization improves over time as it gains experience. From this experience, it is able to create knowledge. In fact, this knowledge is broad, covering any topic that could better an organization. This observational literature review study has moved forward to review the main issue of the impact of organizational learning and organizational justice on organizational commitment. This research paper has aimed to answer three research questions from the electronic database. In addition, this research has moved forward to explore the organizational attributes and advantages and disadvantages. In addition, this research study will be a beneficial as well as guidelines and reference for next researchers and other future workers who will be interest in studying this domain.

Keywords: *organizational learning, organizational justice, organizational commitment, productivity and performance, organization development, organizational socialization, advantages, disadvantages.*

Introduction

The globalization of economies development which is promoting the internationalization of firms at any size (small, medium as well as large) (Argote, 2012). Actually, the competitions among diverse firms are more and more intensifying with the rapid progress of economic globalization and advanced techy. Thus, the world competition market remains becoming an increasingly complex place, in which to operate for present time businesses putting up new demands for corporate data frameworks (Zhang, 2012). In response to the pressure of globalization, increasingly competitive markets, and volatile market dynamics, many firms seek the ways to

dominate in the market competition. Therefore, studying management practices in diverse social besides cultural contexts are for the necessity requirements of the corporation to increase productivity besides employee performance (Cohen-Charash and Spector, 2001).

However, organizational learning is the process of creating, retaining, and transferring knowledge within an organization. An organization improves over time as it gains experience. Consequently, it is able to create knowledge. Examples may include ways to increase production efficiency or to develop beneficial investor relations (Argote, 2012). Thus, knowledge is created at four diverse units, for instance, individual, group, organizational, as well as interorganizational. The most common way to measure organizational learning is a learning curve. In addition, learning curves are a relationship showing how as an organization produces more of a product or service, it increases the aforementioned productivity, efficiency, reliability as well as quality of production with diminishing returns. Learning curves vary because of organizational learning rates. Additionally, organizational learning rates are affected via individual proficiency, improvements in an organization's techy, as well as improvements in the structures, routines, and methods of coordination (Argote, 2012).

Organizational learning is a functional of experience within an organization besides allows the organization to stay competitive in an ever-changing environment. Organizational learning is a process improvement that can increase efficiency, accuracy, and profits. A real-world example of organizational learning is how a new pizza store will reduce the cost per pizza as the cumulative production of pizzas increases. Argote, (2012) has announced that as the staff creates more pizza; the organization staff members begin to make pizzas quicker, the staff learns how to work as a team work in a collaborative environment, and the equipment is placed in the most efficient location leading to cheaper costs of creation. An instance of a more formal way to track as well as support organizational learning remains a learning agenda. Moreover, organizational learning is an aspect of organizations and a subfield of organizational studies. Thus, as an aspect of an organization, organizational learning remains the process of creating, retaining, as well as transferring knowledge. On the other hand, knowledge creation, knowledge retention, and knowledge transfer can be seen as adaptive processes that are functions of experience. Kulkarni et al., (2015) has reported that an experience is the knowledge that contributes to the procedural understanding of a subject through involvement as well as exposure. Therefore, a research within organizational learning specifically applies to the attributes and behavior of this knowledge and how it can produce changes in the cognition, routines, as well as behaviors of an organization and its individuals.

Previously, individuals are predominantly seen as the functional mechanisms for organizational learning via creating knowledge through experience. Namada, (2018) on the other hand, individuals' knowledge facilitates learning within the organization as a whole if it is transferred. Individuals may withhold the organization

knowledge. The knowledge that is embedded in the organization, in addition, to its individuals, can be retained. Rae and Wang, (2015) has reported that organizations can retain knowledge in other ways than just retaining individuals, including utilizing knowledge repositories, for instance, communication requirements, processes, learning agendas, routines, networks, as well as trans active memory frameworks (Fink et al., 2017); (Belle, 2016). On the other hand, organizational learning is the study of experience, knowledge, besides the effects of knowledge within an organizational context. Tamayo-Torres et al., (2016) has declared that the study of organizational learning directly contributes to the applied science of knowledge management (KM) as well as the concept of the learning organization. Organizational learning is related to the studies of organizational theory, organizational communication, organizational behavior, organizational psychology, and organizational development. Organizational learning has received contributions from the fields of educational psychology, sociology, finances, anthropology, political science, as well as management science.

1.2. Aim of the research

This research aimed to evaluate:

- The impact of organizational learning and organizational justice on organizational commitment.
- The importance of utilizing and improving organizational learning and organizational justice on organizational commitment.
- To determine the benefits and the advantages of utilizing organizational learning and organizational justice on organizational commitment.
- To define the organizational learning and organizational justice on organizational commitment.

Research questions

- **RQ1:** What is the impact of organizational learning and organizational justice on organizational commitment?

Rational₁: Organizational learning is the way toward making, holding, and moving learning inside an association. An association improves after some time as it additions experience (Namada, 2018). From this experience, it can make learning. This information is wide, covering any theme that could better an association. On the other hand, models may incorporate approaches to expand generation productivity or to create useful speculator relations (Thong et al., 2019). Learning is made at four diverse units: individual, group, organizational, and inter-organizational. Expectations to absorb information are a relationship appearing as an association delivers to a greater degree an item as well as service, it increases its productivity, efficiency, reliability as well as quality of production with diminishing returns. Learning curves vary because of organizational learning rates. Organizational learning rates are affected via individual proficiency, improvements in an organization's

technology, and improvements in the structures, routines, and methods of coordination (Fernández-Mesa and Alegre, 2015). Organizational justice is conceptualized as a multidimensional construct (Khan et al., 2015). The four planned mechanisms are distributive, procedural, interpersonal, and informational justice. Research also suggests the importance of affect besides emotion in the appraisal of the fairness of a situation as well as one's behavioral and attitudinal reactions to the situation (Chan and Lai, 2017); there are several advantages as well as disadvantages of organizational justice that has been documented in Table.1.1. below.

- **RQ₂:** What is the main role that can be learned about organizational learning and organizational justice to enhance organizational commitment?

Rational₂: Knowledge remains a critical source for various organizations in recently within a competitive context of business (Saadat and Saadat, 2016). Organizational learning as a strategic tool has been proposed in the field of modern management for gaining competitive advantage and stabilizing organizational success. Also, Fernández-Mesa and Alegre, (2015) has declared that the aim of learning is not only enhancing employee's knowledge as well as skills, however, also developing and growth of the organization and building a flexible dynamic learning organization. Given the strategic role of organizational learning in establishing knowledge management and promoting the main goals of the organization, organizational learning, its main objectives, barriers, and benefits.

- **RQ₃:** What is the main achievements and goals of the organizational learning and organizational justice on the organizational commitment?

Rational₃: Employees' positive organizational behavior is not only to promote organizational function, however, improve individual besides organizational performance. As an important concept in organizational research, organizational justice is thought to be a universal predictor of employee as well as organizational outcomes (Pan et al., 2018). **Research methodology**

This study has utilized a literature review on the research topic and the impact of organizational learning and organizational justice on organizational commitment which has observed the related data from the electronic database (conference papers, books, journals, Thesis, etc.) for the last ten years. The research methodology aimed to represents the main impact of organizational learning and organizational justice on organizational commitment as it has been documented from diverse authors.

Literature review

Communities of learning

Organizations gain knowledge in one of the four organizational communities of learning: individual, team, organizational, and inter-organizational. Organizational learning "involves the process through which

organizational communities, for instance, groups, departments, divisions change as a result of experience. An instance of organizational learning is a hospital surgical cross functional team learning to utilize new techy that will increase efficiency.

On the other hand, individual learning remains the smallest community as an autonomous learners at which learning can occur. In addition, an individual learns new skills, besides their productivity at work may increase as they gain expertise. The individual can decide whether or not to share their knowledge with the rest of the group. If the individual leaves the group as well as doesn't share their knowledge before leaving, the group loses this knowledge.

In fact, group learning is the next largest community (Vernooij, 2016) there are conflicting definitions of group learning among researchers studying it. One belief is that group learning is a process in which a group takes action, gets feedback, as well as utilizes this feedback to modify their future action. Treem, (2018) another belief is that group learning happens when a member shares their individual knowledge with other group members. Geppert, (2017) has reported that group learning is primarily a process of error detection and correction or that group learning is primarily about the processes of interpretation and integration. On the other hand, according to Boud et al., (2013) individual learning turns into group learning. Reagans et al., (2005) has reported that in the studied group learning via examining joint-replacement surgery in teaching hospitals. They concluded that "increased experience working together in a team promoted better coordination as well as teamwork. Furthermore, Northouse, (2018) has reported that working together in a team also allowed members to share their knowledge with others and learn from other members. To sum up, the diverse definitions cover following aspects as well as task independence, for instance, what one group member does affect and is affected via another group member; a social psychological awareness as members perceive themselves as a group and are perceived as a group of a cross functional team; as well as social embeddedness the group exists in a larger social framework (Verkuyten, 2018).

Organizational learning remains the way in which an organization creates besides organizes knowledge relating to their functions as well as culture. Organizational learning happens in all of the organization's activities, and it happens at diverse speeds. The goal of organizational learning is to successfully adapt to change environments, to adjust under uncertain conditions, and to increase efficiency. According to Argote (1993), managers in manufacturing plants represented an organization learning occur when the organization found ways to make individual team members more proficient, improve the organization's techy, tooling, as well as layout, improve the organization's structure besides determine the organization's powerful qualification skills.

Interorganizational learning is the way in which diverse organizations in an alliance collaborate, knowledge sharing, as well as learn from one another. An organization is able to improve its processes besides products via integrating new insights and knowledge" from another organization. Via learning from another organization, an organization is able to cut time costs, decrease the risks associated with problem-solving and learn faster. Learning from another organization can mean either applying the same ideas utilized via that organization or modifying these ideas, thereby creating innovation. Inter-organizational learning occurs frequently in fixed business models, for instance, franchising. The franchisee looking to utilize the franchisor's brand has to learn how to utilize the organization's business model before starting a franchise.

Organizational justice

According to Haryono, (2019) the organizational climate also significantly affected statistics district coordinators' job performance whereas the organizational justice had no impact on insights area facilitators' activity execution. Employment fulfillment essentially influenced measurements area facilitators' activity execution and furthermore assumed an interceding job on the impact of hierarchical atmosphere and authoritative equity on insights locale organizers' activity execution. Equity is additionally a significant component of employment fulfillment and execution. Distributive equity, procedural equity, and interactional equity anticipate work fulfillment of wellbeing experts. There is a positive and critical connection between distributive equity, interactional equity, fleeting equity, and occupation fulfillment. In any case, a couple of examinations relating to work fulfillment as a mediating the variable has been directed. Authoritative atmosphere described by means of help, decency and hierarchical atmosphere on educators' activity execution and demonstrated that authoritative atmosphere is a noteworthy factor that could influence instructors' activity execution. He additionally has declared that expanded authoritative equity prompts expanded occupation fulfillment in execution assessment. Hierarchical equity has a positive and noteworthy impact on employment execution. The presentation based pay fundamentally connects with employment fulfillment and execution. Occupation fulfillment has a direct noteworthy impact on the presentation of speakers. A positive relationship between worker strengthening, work environment condition, job loyalty as well as job performance with job satisfaction.

Dunaetz, (2010) has announced that organizational justice measures how much an individual sees an activity inside an association by means of a progressive unrivaled, a friend, the system to be reasonable or out of line. Regardless of whether the activity is, in reality, reasonable or unreasonable isn't what is being inspected, anyway significant that might be. A typology of shameful acts will be useful for understanding the impression of reasonableness or injustice in hierarchical settings, for example, missions. Authoritative researchers use four classifications of hierarchical equity distributive, procedural, relational, and instructive to characterize

observations in regards to the reasonableness or shamefulness of different moves made inside associations. He additionally has revealed that not exclusively do these arrangements enable us to comprehend why a few activities are viewed as unjustifiable, in any case, observational examinations likewise show what sort of response can almost certainly be normal when some of the kinds of hierarchical equity are seen to be low. As will be seen, an absence of hierarchical equity has many negative outcomes. Hierarchical equity basically for the reason that it will empower our association to capacity better. Hence, authoritative equity isn't only a method through which individuals can be roused to move in the direction of the association's objectives. Organizational justice is part of our responsibility to live.

On the other hand, (Khan et al., 2015) has documented that utilizing a time-lagged design, the organizational team members have tested the main effects of Islamic Work Ethic and perceived organizational justice on turnover intentions, job satisfaction, as well as job involvement. In addition, distributive fairness was negatively related to turnover intentions, whereas procedural justice remained positively related to satisfaction. In addition, procedural justice was positively related to involvement besides satisfaction for individuals high on Islamic Work Ethic however it was negatively related to both outcomes for individuals low on Islamic Work Ethic. For low Islamic Work Ethic, procedural justice was positively related to turnover intentions, on the other hand, it was negatively related to turnover intentions for high Islamic Work Ethic. Furthermore, distributive justice was negatively related to turnover intentions for low Islamic Work Ethic as well as it was positively connected to turnover intentions for high Islamic Work Ethic.

Karriker and Williams, (2009) has reported that justice rules have been categorized through the decades in a number of ways. The justice dimensions, for instance, those most widely utilized in research are distributive justice, procedural justice, as well as interactional justice. Distributive justice pertains to the fairness of outcomes. Social identity formation involves a risk, for instance, Individuals will not wish to commit to a group that does not hold them in good standing. In addition, justice is important for the reason that it signals that the group holds the person to be of value. Commonly, procedural justice matters most when outcome fairness is low. They also has declared that one way to summarize this two-way interaction is to argue that fair process or fair outcomes can compensate for unfair outcomes or unfair processes. Although this effect has been well documented, for instance, the group engagement model provides a caveat. If justice matters for the reason that it provides evidence of group standing, then the process via outcome interaction should be strongest when standing is uncertain.

According to Naway and Harris, (2017) organizational justice as well as job satisfaction on educator's organizational citizenship behavior, for instance, in High School. Career development had a direct effect on educator's organizational citizenship behavior, perception of organizational justice had a direct effect on

educator's organizational citizenship behavior, job satisfaction had a direct effect on educator's organizational citizenship behavior, career development had a direct effect on job satisfaction, and perception of organizational justice had a direct effect on a teacher's job satisfaction. Therefore, to enhance educator's organizational citizenship behavior career development, perception of organizational justice as well as job satisfaction should be improved. Job satisfaction is the need of every individual in work, so it needs to be pursued via each organization. Job satisfaction refers to the condition that one feels a pleasant feeling which arises as an outcome of job appraisal or work experience that happened in the workplace, particularly with respect to those aspects of work that can satisfy the employees like the work itself, promotion, supervision, business partners, working conditions, challenges, and communication. When working aspects are met well and adequately, then the employees will feel happy and satisfied. They also has announced that this, in turn, will stimulate employees to perform actions beyond the role that obviously make a positive contribution to the organization recognized as organizational citizenship behavior. When employees derive from satisfaction on various aspects of work, for instance, the work itself, promotion, supervision, business partners, working conditions, challenges, as well as communication, employees might be compelled to think, act and behave altruistic, rich consciousness, sportsmanship, courtesy, besides wholesome for the benefit of the organization, subsequently that the image and dignity of the organization are raised.

Organizational commitment Commitment definition

Commitment remains a very multidimensional concept as well as has been studied much, and it still remains one of the most challenging and researched in the fields of management, organizational behavior and human resource management (HRM) (Anttila, 2015). There have been numerous ways to define commitment in the past years and researchers from diverse fields like to emphasize diverse aspects of it. Often commitment is seen as a force that binds the individual to a course of action that is relevant to one or more targets. Those targets can be directed to people, for instance, family or friends as well as to various institutions, like sports, community groups as well as work organization.

Commitment in the organizational workplace can further be divided into diverse aspects. The employee might be committed to a career, occupation. Anttila, (2015) argue that it is well recognized that employees develop more than one work-relevant commitment. Even though all of these are to be seen in the workplace and affect employees total workplace commitment, the organizational staff members have their own characteristics. In this research paper, the focus will be on organizational commitment. What remains good to notice, is that these various commitments will exist at the same time and employees always have numerous commitments to diverse

institutions and people, for example, family, friends, sports as well as community groups. Therefore, it is unrealistic to expect a total commitment to the organization (Anttila, 2015).

The relationship between organization commitments and employee engagement

Anttila, (2015) has announced that the matter that clearly separates these two concepts is the fact that engagement similarly has a side of how the organization employee do their work. Engagement is not only characterized via identification to one's work, however, also via a high level of vigor. Engagement can be further divided into two categories, work engagement, and employee engagement. Work commitment implies the relationship the worker has with his or her work, while the term representative commitment once in a while additionally incorporates the association with the association. For this situation, the idea comes near hierarchical responsibility and therefore can be blended. In any case, work commitment is adroitly various from hierarchical responsibility. It is a persuasive idea, where workers feel enticed to endeavor towards a difficult objective. Additionally, it demonstrates the individual vitality that representatives bring to their work. As such, representatives need to succeed and they do everything included with it with high vitality. To condense, "work commitment is a positive, satisfying, full of feeling inspirational condition of business related prosperity that can be viewed as the antipode of employment burnout" (Anttila, 2015). Work commitment has three parts force, devotion, and assimilation. Power implies the high vitality that the worker uses to lead his or her day by day work. The representative is eager to put the exertion into one's work and is tireless, even in situations when the work is testing. Devotion alludes to the solid association and results in positive sentiments like motivation, criticalness, pride, and eagerness. In conclusion, retention implies that representative turns out to be completely gathered and drenched in one's work such that it feels like time passes quick and it is hard for the person in question to withdraw from the work. Assimilation has likewise been depicted as having a sentiment of "stream", that is very steady and durable What is basic to work commitment and hierarchical responsibility is that the two of them allude to the positive connection to work. The two conceptualizations incorporate hypothetical references to one another. Be that as it may, the dormant entomb connection between's hierarchical duty and work commitment. This implies they are connected, notwithstanding, don't cover, which means they genuinely are various builds. What's more, there were differing designs for connections between's wellbeing grumblings and occupation factors inside these ideas. As an outline, work commitment was all the more contrarily corresponded with wellbeing protests, while hierarchical duty had a higher negative relationship with turnover goal. In this way, despite the fact that in certain discourses these terms are used reciprocally, there truly are hypothetical contrasts in these ideas.

Anttila, (2015) has reported that the identification as well as commitment both discuss to psychological relationship the individual has with the organization, however, the variance is in the nature of the relationship.

Commitment reflects a connection between two separate elements while distinguishing proof is viewed as mental unity. At the point when a representative recognizes oneself with the association, association's qualities, standards, and interests are related to the worker's self-idea. Along these lines, aggregate interests become personal matters. They found that there are different examples of relationship watched for recognizable proof and duty. Like the separation with commitment, these two ideas additionally cover in part, in any case, they interestingly show various parts of the connection among association and worker.

Organizational commitment

Like it is difficult to exhaustively characterize responsibility by method for such, similar trouble is for hierarchical duty. In any case, it has been conceivable to discover regular factors in different definitions. Regular to these conceptualizations is an association with turnover, workers who are unequivocally dedicated are the individuals who are most drastically averse to leave the association (Anttila, 2015). There is the very levelheaded explanation for that since the authoritative duty is associated with numerous things that think about significant work fulfillment, ailment related unlucky deficiencies and readiness to change work, just to make reference to few. Regardless of the tremendous measure of studies and enthusiasm for responsibility, there is still a contradiction about what it is, the means by which it creates and influences conduct. Next, acquaint assorted models used with conceptualize organizational commitment. Later in this research paper when talking about commitment, it will always refer to organizational commitment.



Figure.1.1. Modified from Cohen's, (2007) the development of organizational commitment model (Anttila, 2015).

According to the above mentioned model also makes propositions about what factors affect diverse parts of commitment and those can be seen above on Figure 1.1. Above organizational socialization resources how team work learn the values, beliefs, behaviors as well as skills required to perform well in their new job besides new organization. In addition, organizational socialization remains the process of onboarding. Lower order exchange factors refer to lower order requirements that will affect the employee commitment. The idea behind the division amongst higher as well as lower order factors. Foremost thought behind his theory of motivation is that first one has to satisfy the hygiene factors, which are extrinsic besides only after those are good one can start to develop intrinsic motivation. Factors. Thus, hygiene factors serve as a base as well as precondition that have to be met first. The same idea is for lower as well as higher order

The term	Advantages	Disadvantages	Authors and years
----------	------------	---------------	-------------------

Research Article

Organizational justice	1. Procedural justice relates to the reasonableness of basic leadership forms. 2. The best-known standards for procedural equity originate from the high level of the management. 3. Procedures give reliable treatment, concealment of inclinations, precision, right capacity, an agent of applicable perspectives, and ethicality.	Becoming out of procedural equity however at this point, for the most part, viewed as Unmistakable, interactional equity relates to the relational treatment received. Growing out of procedural equity however at this point, for the most part, viewed as of particular, interactional equity relates to the relational treatment got.	Haryono, (2019) Dunaetz, (2010) Karriker and Williams, (2009) Naway and Haris, (2017)
------------------------	--	---	--

Research Article

Organizational learning	1. Organizational Learning helps the association is a structure for nonstop improvement and flexibility. 2. At the point when just people learn and that learning does not turn into a piece of the plan and culture of the association, at that point, it is lost to the association when that individual leaves. 3. Authoritative Learning winds up dexterous and can adjust to natural changes. 4. Authoritative Learning happens when individual learning is systematized and put away in a manner that is open to the whole association and after that executed into the techniques, structures, procedures, and HR approaches of the association.	1. It can release a quick culture conflict, particularly if there is an absence of representative purchase in. 2. It very well may be costly, which indicates up the need to meet a few specialists before choosing one that speaks to the best fit as well as the best fit for the cash. 3. It can capitulate to the most exceedingly terrible indications of "bunch thinks" if representatives return to a purposeful, collective endeavor to defeat and deter. 4. Its triumphs could be fleeting except if the private venture hierarchical proprietor finds a way to guarantee that that early	(Fernández-Mesa and Alegre, 2015) (Saadat and Saadat, 2016)
-------------------------	---	---	--

Research Article

		Feel-better. authoritative 5. Employees to be ought to believe improvement Similarly as inspiring as it sounds.	
--	--	---	--

Research Article

Organizational commitment	1. Predicts work factors, for example, turnover, hierarchical leadership conduct at the organizations, and employment execution. 2. Job pressure, strengthening, work frailty and employability, and circulation of authority have been demonstrated to be associated with a laborer's feeling of hierarchical duty. 3. Consistent Renewal 4. Employee Improvement	1. Cost regarding Organizational Advancement can't effectively reestablish a business without a perpetual promise to realize the enduring change in any of an organization's frameworks. 2. Individuals oppose change. It implies vulnerability and a potentially debilitating of an individual's position	(Anttila, 2015) (Treem, 2018) (Fink et al., 2017) (Belle, 2016)
	5. Controls	3. Individuals oppose change. It implies vulnerability and a potentially debilitating of an individual's position. An organization's way of life and atmosphere may show inactivity, additionally breaking change. 4. A change to one subframework influences each other sub-Framework, and each must sanction supporting changes.	

Research Article

Organizational socialization	1. Knowledge Sharing 2. Socializing New Workers 3. Encourages Collaboration collective team. 4. Builds Alliances	1. Association socialization requires new contracts to speak with the executives and new collaborators. 2. Workers and the board may shape conclusions about the representative before he's ready to show his insight, aptitudes, and capacities. 3. New contracts worker may feel disappointed with their obligations and workplace, may not be offered advancements and may think that it's hard to get the executives to tune in to their thoughts and other criticism. 4. By joining innovation into the authoritative	(Nifadkar and Bauer, 2016) (Manning, 2017) (Taormina, 2019)
		Socialization forms, thoughtful people can get to know the organization.	

Research Article

Organization development	1. It can explain as the procedure powers contemplation, which can be uncovered, fortifying things the association suspected and uncovering things the association didn't know existed. 2. It can point to better results, regularly by means of appearing at taking advantage of existing assets and furthermore how to exploit new procedures and strategies. 3. It can improve efficiencies, which is the basic purpose of authoritative advancement dependent on productivity and adequacy. 4. It can diminish the costs of doing business. From getting a firmer handle on the association spending plan to decreasing waste and guile, authoritative advancement should impact the association primary concern.	1. It can release a quick culture conflict, particularly if there is an absence of worker purchase in. More than gathering cheering sessions are expected to verify support for an authoritative improvement plan. 2. Employees can profit by observing the confirmation of other organizations' victories, as well. 3. It can require extensive time speculation, however, the association absolutely maintain all authority to set parameters and due dates. 4. It can be seen as nosy by employees, who could see the advisor as a pariah who isn't qualified for their collaboration and trust. 5. It can be effectively thwarted by means of frail correspondence. 6. Employees must be kept on the up and up pretty much all periods of a hierarchical advancement activity, regardless of how	(Burke and Noumair, 2015) (Northouse, 2018) (Aarons et al., 2015) (Bushe and Marshak, 2016)
--------------------------	---	--	---

Research Article

5. It can prompt expanded profitability and a higher bore of work from the association representatives.

6.It can improve cooperation and "a sense" of collaboration

Research Article

	Yet the genuine article. 7. Empowered representatives will in general really try to understand and rededicate themselves to their work and their association with their partners. 8. It can support resolve. Regardless of whether workers were commonly cheerful before the dispatch of an authoritative improvement activity, it will in general supply them with included concentration and vitality. 9. It can improve representatives' critical thinking and compromise aptitudes. 10. It can lessen worker turnover. 11. It can convey an arrival on the association speculation.	Commonplace the subtleties. 7. It can be costly, which indicates up the need to meet a few specialists before choosing one that speaks to the best fit as well as the best fit for the cash. 8. It can capitulate to the most exceedingly terrible indications of "bunch thinks" if employees return to a purposeful, collective endeavor to defeat and discourage. 9. Its triumphs could be fleeting except if the entrepreneur finds a way to guarantee that those early feel-great declarations convert into unmistakable upgrades that are estimated, celebrated and 10. Workers ought to believe hierarchical advancement to be similarly as inspiring as it sounds.	
--	---	--	--

Table.1.1. the organizational advantages and disadvantages Discussion

Haryono, (2019); Dunaetz, (2010); Karriker and Williams, (2009); Naway and Haris, (2017) has discussed the advantages of organizational justice which has been reported as Procedural justice relates to the reasonableness of basic leadership forms; The best-known standards for procedural equity originate from the high level of the management; Procedures give reliable treatment, concealment of inclinations, precision, right capacity, an agent of applicable perspectives, and ethicality. On the other hand, they also has discussed several disadvantages of organizational justice as becoming out of procedural equity however at this point, for the most part, viewed as unmistakable, interactional equity relates to the relational treatment received. Growing out of procedural equity however at this point, for the most part, viewed as of particular, interactional equity relates to the relational treatment got as reported in Table.1.1.

Fernández-Mesa and Alegre, (2015); Saadat and Saadat, (2016) has discussed Organizational learning advantages which documented as organizational Learning helps the association is a structure for nonstop improvement and flexibility; at the point when just people learn and that learning does not turn into a piece of the plan and culture of the association, at that point, it is lost to the association when that individual leaves; authoritative Learning winds up dexterous and can adjust to natural changes; authoritative Learning happens when individual learning is systematized and put away in a manner that is open to the whole association and after that executed into the techniques, structures, procedures, and HR approaches of the association. However, they has discussed some limited disadvantages as it can release a quick culture conflict, particularly if there is an absence of representative purchase in; it very well may be costly, which indicates up the need to meet a few specialists before choosing one that speaks to the best fit as well as the best fit for the cash; it can capitulate to the most exceedingly terrible indications of "bunch thinks" if representatives return to a purposeful, collective endeavor to defeat and deter; its triumphs could be fleeting except if the private venture hierarchical proprietor finds a way to guarantee that that early feel-better; employees ought to believe authoritative improvement to be similarly as inspiring as it sounds which it has been reported in Table.1.1.

Anttila, (2015); Treem, (2018); Fink et al., (2017); Belle, (2016) has discussed the advantages of organizational commitment at the organizations as Predicts work factors, for example, turnover, hierarchical leadership conduct at the organizations, and employment execution; Job pressure, strengthening, work frailty and employability, and circulation of authority have been demonstrated to be associated with a laborer's feeling of hierarchical duty; Consistent Renewal; Employee Improvement; Controls. On the other hand, they discussed the disadvantages of organizational commitment as Cost regarding Organizational advancement can't effectively reestablish a business without a perpetual promise to realize the enduring change in any of an organization's frameworks; individuals

oppose change. It implies vulnerability and a potentially debilitating of an individual's position; individuals oppose change. It implies vulnerability and a potentially debilitating of an individual's position. An organization's way of life and atmosphere may show inactivity, additionally breaking change; a change to one sub-framework influences each other sub-framework, and each must sanction supporting changes.

Conclusion

In fact, there are several concepts utilized to represents the connection between the organizational learning and organizational justice on organizational commitment as well as employee and the organization. In addition, some of the conceptualizations are relatively similar, however, there are empirically proven differences as well. In this study, focus will be on the impact of the organizational learning and organizational justice on organizational commitment, for the reason that this study has interested in finding out if there are factors that the organization can change in order to make their employees more committed. This study more interested in this topic from the company's perspective rather than solely on the individual's perspective. This research study result presents in Table.1.1. To show the compressions of the advantages and disadvantages of organizational learning. Furthermore, matters related to the personal feeling of drive and vigor are something the company cannot affect that easily. From adult education's point of view, this study think it is important to get to know and understand factors affecting employees' organizational commitment and therefore have a possibility to find out ways to improve it.

Research limitation

In this research present the organizational learning and organizational justice as well as organizational commitment based on a literature review method during the last ten years. This research study identifies project domains where organizational learning and organizational justice to enhance organizational commitment can be utilized and how these principles can improve and enhance organizational productivity, along with the impact of organizational learning and organizational justice who derived from an organizational commitment via utilizing organizational commitment to improving organizational qualifications skills. This study directly addresses organizational learning and organizational justice as they are mostly followed via a large number of organizations and industries of any size (small, medium, large) organization; all over the world. On the other hand, organizational learning and organizational justice can empower the organizations via apply organizational learning and organizational justice during the framework productivity as well as performance to improve and increase the qualifications skills of organization's staff members as well as sustainable development and productivity. For the purpose here, the literature on organizational learning as well as organizational justice organizational learning and organizational justice has been collected from diverse sources dating back a decade

Research Article

and studied as to how organizational learning and organizational justice can be beneficial to enterprises. There is no empirical data in this research despite the fact that the author believes that there needs to be such data in order to further strengthen the results.

REFERENCES

- Argote, L. (2012). *Organizational learning: Creating, retaining and transferring knowledge*. Springer Science & Business Media.
- Anttila, E. (2015). *Components of organizational commitment—A case study consisting managers from Finnish industrial company* (Master's thesis).
- Aarons, G. A., Ehrhart, M. G., Farahnak, L. R., & Hurlburt, M. S. (2015). Leadership and organizational change for implementation (LOCI): a randomized mixed method pilot study of a leadership and organization development intervention for evidence-based practice implementation. *Implementation Science*, 10(1), 11.
- Belle, S. (2016). Organizational learning? Look again. *The Learning Organization*, 23(5), 332-341.
- Boud, D., Keogh, R., & Walker, D. (2013). *Reflection: Turning experience into learning*. Routledge.
- Bushe, G. R., & Marshak, R. J. (2016). The dialogic organization development approach to transformation and change. *Practicing organization development*, 407-418.
- Burke, W. W., & Noumair, D. A. (2015). *Organization Development (Paperback): A Process of Learning and Changing*. FT Press.
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of business research*, 70, 214-223.
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational behavior and human decision processes*, 86(2), 278-321.
- Dunaetz, D. (2010). *Organizational Justice: Perceptions of Being Fairly Treated. Serving Jesus with integrity: Ethics and accountability in mission*, 197-221.
- Forry A. Naway, Ikhfan Haris. (2017). *The Effect of Career Development, Perception of Organizational Justice and Job Satisfaction on Teacher's Organizational Citizenship*

- Behavior. International Review of Management and Marketing. ISSN: 2146-4405 available at <http://www.econjournals.com>. International Review of Management and Marketing, 2017, 7(2), 17-21
- Fernández-Mesa, A., & Alegre, J. (2015). Entrepreneurial orientation and export intensity: Examining the interplay of organizational learning and innovation. *International Business Review*, 24(1), 148-156.
- Fink, L., Yogev, N., & Even, A. (2017). Business intelligence and organizational learning: An empirical investigation of value creation processes. *Information & Management*, 54(1), 38-56.
- Geppert, M. (2017). *Beyond the Learning Organisation: Paths of Organisational Learning in the East German Context: Paths of Organisational Learning in the East German Context*. Routledge.
- Golembiewski, R. (2017). *Organization development: Ideas and issues*. Routledge.
- Haryono, S. (2019). DO ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL JUSTICE ENHANCE JOB PERFORMANCE THROUGH JOB SATISFACTION? A STUDY OF INDONESIAN EMPLOYEES.
- Khan, K., Abbas, M., Gul, A., & Raja, U. (2015). Organizational justice and job outcomes: Moderating role of Islamic work ethic. *Journal of Business Ethics*, 126(2), 235-246.
- Karriker, J. H., & Williams, M. L. (2009). Organizational justice and organizational citizenship behavior: A mediated multifoci model. *Journal of management*, 35(1), 112-135.
- Kulkarni, V., Barat, S., Clark, T., & Barn, B. (2015, September). Toward overcoming accidental complexity in organisational decision-making. In *2015 ACM/IEEE 18th International Conference on Model Driven Engineering Languages and Systems (MODELS)* (pp. 368377). IEEE.
- Manning, P. K. (2017). *10Talking and Becoming: A View of Organizational Socialization*. In *Everyday Life* (pp. 239-256). Routledge.
- Namada, J. M. (2018). Organizational learning and competitive advantage. In *Handbook of Research on Knowledge Management for Contemporary Business Environments* (pp. 86104). IGI Global.
- Nifadkar, S. S., & Bauer, T. N. (2016). Breach of belongingness: Newcomer relationship conflict, information, and task-related outcomes during organizational socialization. *Journal of Applied Psychology*, 101(1), 1.

- Northouse, P. G. (2018). *Leadership: Theory and practice*. Sage publications.
- Pan, X., Chen, M., Hao, Z., & Bi, W. (2018). The effects of organizational justice on positive organizational behavior: Evidence from a large-sample survey and a situational experiment. *Frontiers in psychology*, 8, 2315.
- Reagans, R., Argote, L., & Brooks, D. (2005). Individual experience and experience working together: Predicting learning rates from knowing who knows what and knowing how to work together. *Management science*, 51(6), 869-881.
- Rae, D., & Wang, C. L. (2015). Entrepreneurial learning: past research and future challenges. In *Entrepreneurial learning* (pp. 25-58). Routledge.
- Saadat, V., & Saadat, Z. (2016). Organizational learning as a key role of organizational success. *Procedia-Social and Behavioral Sciences*, 230, 219-225.
- Tamayo-Torres, I., Gutiérrez-Gutiérrez, L. J., Llorens-Montes, F. J., & Martínez-López, F. J. (2016). Organizational learning and innovation as sources of strategic fit. *Industrial Management & Data Systems*, 116(8), 1445-1467.
- Treem, J. (2018). Communication Technology and Knowledge Management. In *Oxford Research Encyclopedia of Communication*.
- Thong, J. Y., Chau, P. Y., & Tam, K. Y. (2019). Organizational Learning and Knowledge Management: A Special Issue of the journal of Organizational Computing and Electronic Commerce.
- Taormina, R. J. (2019). Helping Shy Employees with Career Success: The Impact of Organizational Socialization. *Psychological Thought*, 12(1), 41-62.
- Vernooij, F. F. (2016). Quality improvement in tender submission.
- Verkuyten, M. (2018). *The social psychology of ethnic identity*. Routledge.
- Zhang, Y. (2012). *The Effect of Organizational Culture and Organizational Justice on Employee Satisfaction and Organizational Commitment in Bangkok, Thailand* (Doctoral dissertation, University of the Thai Chamber of Commerce).