

Mediating Effect of Organizational Commitment between the Link of Organizational Justice and Work Engagement

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Abstract: This study set out to determine if organizational commitment (Org. Com) had a mediating role in the relationship between work engagement (WE) and organizational justice (Org. J). Data were gathered from three hundred seventy-six (N=376) teachers from private institutions in Sindh, KP, Balochistan, and Punjab. Data were gathered using the Org. Com scale (Meyer and Allen, 1991), Org. J scale (Niehoff and Moorman, 1993), and WE scale (Kahn, 1990). The Org. Com, Org. J, and WE, three-factor model was tested using structure equation modelling. According to the correlation analysis, there is a strong association between Org. Com and work engagement ($r = .48$), Org. Com and Org. J ($r = .41$), and Org. J and work engagement ($r = .29$). Additionally, the findings demonstrated that Org. Com had a role in mediating the link between Org. J and work engagement.

Keywords: Organizational Justice; Organizational Commitment; Work Engagement; teachers; Pakistan

Introduction

Work Engagement is viewed as a psychological phenomenon because of its significance for employees' performance outcomes and overall well-being of individuals (Salanova, Agut, & Peiró, 2005). Engagement has become a key component of current firms' relationships with individuals because of the competition they face nowadays (Schaufeli, 2013). WE is described as a favorable and rewarding condition that alludes to vigor, dedication, and absorption by Schaufeli, Salanova, González-Romá, and Bakker (2002). A worker's motivation to put in extra effort for his or her trade and resolve to succeed even in the face of setbacks is also referred to as vigor. Vigor is related to peak energy and mental toughness on the job. The highest level of interest in one's profession, as well as the sense of relevance, excitement, and challenge, is all indicators of dedication. Absorption refers to a person's total focus on

their work, a happy mood that makes the time fly by, and a resistance to leaving their position (Schaufeli & Bakker, 2004).

Three things make up Org. J: distributive justice, interactional justice, and procedural justice. Procedural justice is defined as having a say in a decision-making process and having influence over the result (Thibaut & Walker, 1975). The term "procedural justice" refers to the observance of fair process standards, such as consistency, objectivity, correctability, representation, correctness, and morality (Leventhal, 1980). The frequency with which managers respect employees and communicate their reasoning for choices is referred to as "interactional fairness" (Bies, 1986). Results that are congruent with implicit allocation rules, including equity or equality, are referred to as distributive justice (Adams, 1965). Distributive justice is seen to be a byproduct of fair decision-making processes through procedural justice and interactional justice (Moorman, 1991). Therefore, the two main components of Org. J in a workplace or organisation are procedural justice and interactional justice.

Org. Com is one of the primary duties and the ultimate goal of an organization's endeavors to survive. This is due to the fact that individuals with a high level of Org. Com are more compatible, satisfied, and productive in addition to being more dependable and responsible at work, which lowers the organization's expenditures (BALCI, 2003). Meyer and Allen (1997) provided the following definitions of emotional, continuance, and normative commitment: Affective commitment: The emotive desire on the part of those hired by an organisation to stay in the organisation as a result of associating themselves with the organisation. Continuous commitment: Employees that continue to work for an organisation do so because they believe that leaving would result in financial hardship and restricted career options. Normative commitment: The circumstance in which workers remain on the job due to a sense of moral duty.

There are many researches that have investigated a significant relationship between Org. J and WE (Dong et al., 2020; Inoue et al., 2010; Köse & Uzun, 2018; Nastiezaie & Jenaabadi, 2016; Park, Song, & Lim, 2016; Strom, Sears, & Kelly, 2014; Wan, Zhou, Li, & Shang, 2018; Wang, Lu, & Siu, 2015). Numerous research carried out in various companies have also revealed a link between Org. J and commitment (Bakhshi, Kumar, & Rani, 2009; Buluc & Gunes, 2014; CC, 2010; Chen et al., 2015; Jang, Lee, & Kwon, 2021; Saadati et al., 2016; Sjahruddin & Sudiro, 2013; Whisenant, 2005). WE and Org. Com have been proven to be significantly correlated (Agu, 2015; Agyemang & Ofei, 2013; Ahuja & Gupta, 2019; Cao, Liu, Liu, Yang, & Liu, 2019; Cesário & Chambel, 2017; Liu, 2019; Santos, Chambel, & Castanheira, 2016; Van Gelderen & Bik, 2016; Zhang, Ling, Zhang, & Xie, 2015). The link between Org. J and WE has been investigated with a variety of mediators and moderators. For instance, Lyu (2016) evaluated psychological safety as a potential mediator between Org. J and job engagement and came to the conclusion that it partially mediated the link. Trust was put to the test as a mediator between Org. J and WE by Sharma and Yadav (2018). Their study's findings showed that Org. Com played a role in mediating the link between Org. J and job engagement. Leader-Member Exchange was put to the test by Hassan and Jubari (2010) to see if it might act as a bridge between organisational fairness and employee engagement. The findings of their study showed that LMX somewhat mediated the association between Org. J and WE. Park et al. (2016) investigated the role of self-leadership as a mediator between workplace engagement and organisational fairness. Their research's findings showed that self-leadership had a role in mediating the link between Org. J and job engagement. Considering the material mentioned above, we create the following hypotheses:

H1: Org. J is related to WE in teachers of colleges, Pakistan

H2: Org. J is related to Org. Com in teachers of colleges, Pakistan

H3: Org. Com is related to WE in teachers of colleges, Pakistan

H4: Org. Commediates the relationship between Org. J andWE in teachers of colleges, Pakistan

Methodology

Sample and Data Collection

Teachers at private colleges in Sindh, Panjab, Balochistan, and KP, four provinces of Pakistan, provided the data. The instructors were given 500 questionnaires to complete. A covering letter outlining the goal of the study was included with each questionnaire. Within twenty days, 386 questionnaires were received back. This study examined the role of Org. Com in mediating the relationship between job engagement and Org. J using three hundred and seventy six questionnaires (N=376). Ten questions were discarded because the answers were not comprehensive.

Measurement of Org. Com

Meyer and Allen's (1991) Org. Com scale was modified to evaluate both the individual and general dimensions of OC. This survey evaluates three types of commitment: affective, continuous, and normative. All dimensions of OC contain six items each. Examples of affective commitment are "I would be very happy to spend the rest of my career in this organization." and "I really feel as if this organization's problems are my own". Examples of continuous commitment are "It would be very hard for me to leave my job at this organization right now even if I wanted to" and "I believe I have too few options to consider leaving this organization". Examples of normative commitment are "Even if it were to my advantage, I do not feel it would be right to leave" and "I would feel guilty if I left this organization now". The Likert scale used is 5, ranging from 1 (strongly disagree) to 5 (strongly agree). Reliability of all dimensions of OC is shown in table 1.

Table 1: Reliability of Org. Com

	No. of questions	Alfa
Aff. Com	6	.87
Con. Com	6	.85
Nor. Com	6	.79

Measurement of Org. J

Org. J and its dimensions were gauged through Org. J scale(Niehoff & Moorman, 1993). It has three dimensions: Distributive, Procedural and Interactional. Examples of DJ containing 5 items are "My work schedule is fair." and "I think that my level of pay is fair". Examples of PJ containing 6 items are "Job decisions are made by the general manager (GM) in an unbiased manner" and "To make job decisions, my GM collects accurate and complete Information". Examples of IJ containing 11 items are "When decisions are made about my job, the GM treats me with kindness and consideration" and "When decisions are made about my job, the GM treats me with respect and dignity". The Likert scale used in this study is 5, ranging from 1 (strongly disagree) to 5 (strongly agree). Reliability of all dimensions of OJ is shown in table 2.

Table 2: Reliability of Org. J

	No. of questions	Alfa
Dist. J	5	.90
Proc. J	6	.86
Inter. J	11	.81

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Measurement of WE

WE and its dimensions—vigor, devotion, and absorption—were measured using the 9-item condensed version of the Utrecht WE Survey (Bakker, Demerouti, & Verbeke, 2004). Example of vigor containing 3 items is “At my work, I feel bursting with energy”. Example of dedication containing 3 items is “I am proud on the work that I do”. Example of absorption containing 3 items is “I am immersed in my work”. The Likert scale used in this study is 5, ranging from 1 (strongly disagree) to 5 (strongly agree). Reliability of all dimensions of WE is shown in table 3.

Table 3: Reliability of WE

	No. of questions	Alfa
Dedication	3	.93
Vigor	3	.91
Absorption	3	.89

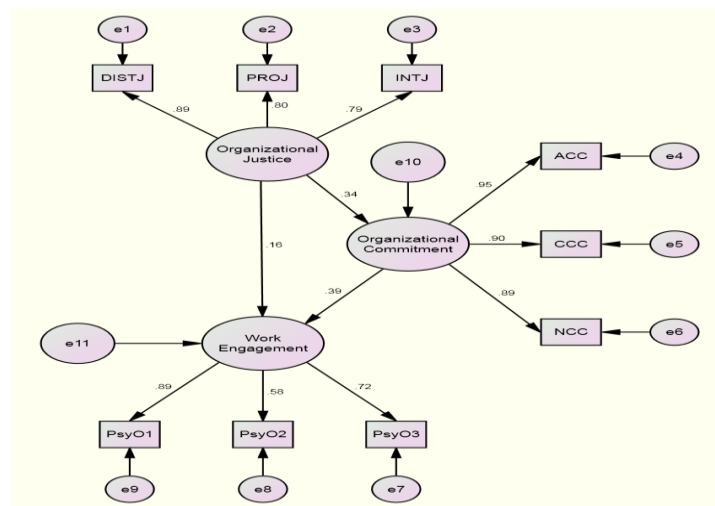
Table 4: Correlation between Org. J, Org. Comand WE

	Org. J	Org. Commitment	WE
Org. J	1	.410**	.292**
Org. Commitment	.410**	1	.481**
WE	.292**	.481**	1

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

Table 4 shows the correlation between Org. J, Org. Com and WE. According to the correlation analysis, there is a strong association between Org. Com and WE ($r = .481$), Org. Com and Org. J ($r = .410$), and Org. J and WE ($r = .292$). So the following hypotheses are accepted:

- H1: Org. J is related to WE in employees of colleges, Pakistan
- H2: Org. J is related to Org. Com in employees of colleges, Pakistan
- H3: Org. Com is related to WE in employees of colleges, Pakistan



Graph: Path from Org. J to WE through Org. Com

Confirmatory factor analysis was used to assess the Org. J, Org. Com, and WE, a three-factor model. With acceptable values for the chi square, NFI, GFI, RMSEA, and CFI, the regression weight between Org. J and job engagement was .29. The effect of Org. J on WE decreased to .16 (regression weight) when Org. Com was introduced as a mediator, and acceptable values for the chi square, NFI, RMSEA, GFI,

CFI, and RMR were also obtained. The factor loadings (regression weights) for each variable and its dimensions are displayed in Table 5. The model fit the sample data very well. Table 6 shows that all values for GFI, NFI, CFI, RMSEA, and RMR are within safe bounds. The link between WE and Org. J was somewhat mediated by Org. Com. Therefore, we accept H4: Org. Com mediates the relationship between Org. J and WE in employees of colleges, Pakistan.

			Estimate
OC	<~	Org. J	.336
WE	<~	Org. J	.159
WE	<~	Org. C	.389
DISTJ	<~	Org. J	.887
PROJ	<~	Org. J	.798
INTJ	<~	Org. J	.785
ACC	<~	Org. C	.946
CCC	<~	Org. C	.903
NCC	<~	Org. C	.889
PsyO3	<~	WE	.717
PsyO2	<~	WE	.581
PsyO1	<~	WE	.890

CMIN	72.224
DF	24
CMIN/DF	3.009
P	.000
GFI	.956
CFI	.973
RMR	.074
RMSEA	.078
Chi-square	72.224

Conclusion

This study set out to determine if Org. Com had a mediating role in the relationship between WE and Org. J. Data were gathered from three hundred seventy-six (N=376) teachers from private institutions in Sindh, KP, Balochistan, and Punjab. Data were gathered using the Org. Com scale (Meyer and Allen, 1991), Org. J scale (Niehoff and Moorman, 1993), and WE scale (Kahn, 1990). The Org. Com, Org. J, and WE three-factor model was tested using structure equation modelling. According to the correlation analysis, there is a strong association between Org. Com and WE ($r = .48$), Org. Com and Org. J ($r = .41$), and Org. J and WE ($r = .29$). Additionally, the findings demonstrated that Org. Com had a role in mediating the link between Org. J and WE.

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