

Received: 11 September 2023 Accepted: 15 November, 2023

DOI: <https://doi.org/10.33182/rr.v9i1.011>

## Does Organizational justice promote organizational commitment? Moderation-mediation model

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### Abstract

*The organizational justice plays crucial role in enabling hospital nursing staff to effectively respond towards assigned responsibilities. Increase in OJ, current research aimed at identifying the factors that contribute towards progressive development of organizational commitment, as substantial upsurge of commitment mechanisms. Drawing on SET, study purposes to examine OJ and, OC. Mediating role of PCF was also explored. Furthermore, research investigates supervisor trust potential, moderating effect among OJ and, OC. Quantitative study also explores using sample size of 212 nursing staff employed in public hospitals of Sindb. The results revealed that OJ more likely to exhibit nursing commitment. Furthermore, PCF was discovered to partial mediating relationship among OJ & OC, as well as significant impact on both OJ & OC. However, findings also support hypothesis that ST moderates association between OJ and OC. Further future research directions and practical implications are also discussed.*

**Keywords:** Supervisor trust (ST), organizational commitment (OC), psychological contract fulfillment (PSF), organizational justice (OJ).

### Introduction

Organizational justice (OJ) has been extensively researched with regard to how it influences employee performance. It reflects the perceived level of justice at work perceived by employees (Arnéguy et al., 2020). The concept relates to the perception of justice regarding resources allocation and employees' rewards (Komziuk, 2023). Organizational justice is primarily focused various employee performances, like obligation, performance, expectation & various contract

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obligations. However, it is most significant element; contributing to enhance employees' efficiency by depending on temporary employment, thereby dropping in employees' commitment. SET literature (Foster et al., 2021) revealed positive association between OJ and OC. Developing positive relationships will lead to greater employee commitment positive work outcomes (Dominic Suta, 2023; Malokani et al., 2023; Foster et al., 2021). Thus, it is predicted that employees felt treated unfairly might show decrease commitment (Zientara et al., 2023).

PCF refers to employees' perception & obligations to provide job security, fair pay, and support for career development (Liu et al., 2020). Studies on PCF indicates that when employers fail to fulfill these obligations, employees may suffer from decreased job satisfaction, increased job stress, and decreased productivity in the organization. PCF has significant contribution for employees' outcomes and performance (Omidi et al., 2023). Thus, PCF is associated with numerous outcomes or consequences, including OJ (Griep et al., 2023), OC (Arnéguy et al., 2020), and supervisor's trust (Hai & Park, 2021). PCF is also critical construct that positively affects OJ (Estreder et al., 2020), employees who feel that organizations are not likely to act according the contract terms and conditions, more likely to act negatively. Consequently, it is predicted that PCF impact on OC and was investigated.

A number of mediation variables that illustrated positive relations among OJ & OC, included knowledge sharing (Khan et al., 2022), OCB (Aguiar-Quintana et al., 2020), employee satisfaction (Purwanto, 2020), and self-efficacy (Chegini et al., 2019). Yet, few studies have examined PCF's mediating role in perceived OJ versus OC, as reported by (Hussain et al., 2021). In prior research PCF link concerning OI & OC had been studied (Aguiar-Quintana et al., 2020). It has not yet been fully investigated that, how PCF affects OC. When employees perceive fair rewards and respect in their organizations, they are rewarded (Purwanto, 2020). To further understand OJ and OC's complex relationship, PCF could serve as a mediating force. Therefore, OJ, PCF & OC examined concurrently to support claim that OJ predicts OC. This research explores, therefore, whether PCF mediates OJ's influence on OC as a third objective.

Studies of the relationship between OI and OC have revealed that potential moderator variables have been overlooked. OC can be the result of various factors and conditions likewise employees satisfaction (Tett and Meyer, 1993). From this perspective, supervisor trust (ST) might affect OJ and OC simultaneously. Thus, social exchange provides extent for OC occurs. SET (Blau, 1964) is a concept underlying PCF. According to theory of social exchange, employees' are motivated to perform better work outcomes if they have a positive social exchange relationship with their employers. The reciprocal obligations theory explains about employee-employer correlation within reciprocal obligation context. SET has been influenced by supervisor's trust and has an intellectual dimension (Roberts & David, 2020, p. 2). As a result, OI, OC are predictable to differ based on employees' perceptions of supervisor's trust. Additionally, OC will be higher among employees' with a positive supervisor trust rating level; OC however would be lower among employees with a low supervisor trust rating level. This study examines a moderated mediation model as a fourth

objective. By using model, moderating effect of supervisor's trust among OJ and the OC needed to be investigated as well mediating effect of PCF.

Overall, the current research explores: OJ positively impact on OC, PCF positively impact on OC, mediating & moderating impact of PCF & ST, also indirect OJ to OC effect through PCF is conditional at different levels of ST. Current research contributes literature in numerous ways. We begin by expanding OJ literature to include OC, PCF, & trust. Second, it examines indirect influence of PCF & ST simultaneously. It examines OJ direct effects on OC & psychological contracts & ST, indirect effect that could strengthen employment relationships. Thirdly, OJ and OC effects has undertaken in Western contexts (Chou et al., 2021). Thus, study examined aforesaid correlations at Sindh's public hospitals located at Hyderabad, Sukkur, and Shaheed Benazirabad. Fourthly, this study identifies ST as moderating effect between associations of OJ & OC. Researchers go further by evolving and testing hypotheses via SET, proposing that OJ is an important driver of OC for firms belonging to public hospital sector. Lastly, the study suggests that organizations in the public hospital sector should focus on enhancing employees' perceptions of organizational justice in order to foster a positive organizational culture. Additionally, the findings highlight the significance of supervisory support as a crucial factor in promoting employee satisfaction and engagement within the public hospital sector. Overall, this research provides valuable insights into the factors that contribute to strong employment relationships within public hospitals in Sindh, Pakistan.

## **Literature Review**

### ***Organizational justice***

Fairness is assured in groups in three ways (procedural, distributive, and interactional). People's perceptions of justice are based on their assessments of the outcomes, whereas procedural justice focuses on the methods used to assign consequences (Lett et al., 2022). The term "interactional justice" describes, how employees view fairness and the caliber of interactions, they should anticipate from their supervisor. Studies show that when workers feel their company values them and treats them fairly, act in dedicated way.

Procedural justice, or how people engaged with formal norms and legal proceedings, is a second facet of organizational justice (Lett et al., 2022; Adamovic et al., 2020). Procedural justice refers to employee opinions about a company's problems as well as employee comments about policies and procedures. The third element of organizational justice, which is connected to the first two more well-known categories, is interactional justice. By elucidating the allocation decision and the treatment of the individual throughout the process, interactional justice functions according to the principles of openness, respect, appropriateness of inquiry, and justification techniques (Judeh et al., 2022). Applying these guidelines will help the employees stay away from lying, being impolite, and saying derogatory things, as Judeh et al. (2022) showed. When it comes to interactions between the organization and its employees, having fair policies and processes is a sign of concern.

Employees demonstrate their own concern by improving their own actions.

### ***Organizational Commitment (OC)***

There are numerous ways to conceptually understand organizational commitment. According to Wang (2022), organizational commitment is defined as "one's perseverance in developing conclusions." It indicates your willingness to give up anything in order to advance the interests of the business. According to the researchers, organizational commitment is defined as believing in and being dedicated towards the mission (Elisabeth *et al.*, 2021). Researchers claim that a strong sense of confidence in the company and a willingness to put in efforts for it are necessary component of organizational commitment.

On the other hand, responding steadily to anything is a common emotional response. Wang (2022), considered analysis of relationship between a patient's personality and the business owned.

At least three distinct approaches can be used to understand organizational commitment: normative, ongoing, and emotional. An employee's strong emotional ties towards the company, which fosters engagement, affection, and ultimately devotion called as affective commitment.

The extent of this kind of expressive commitment depended on how deeply one had felt and how much motivated is someone to strengthen a brittle relationship. According to Arnéguy *et al.* (2020), individuals that have a strong affective commitment are more likely to remain in the company.

"Normative commitment" describes a worker's motivation and sense of responsibility for the company. It, therefore makes reference to employees' opinions about their roles and responsibilities. Employees' that exhibit normative commitment might decide to stay with the company in light of its ethical requirements (Elisabeth *et al.*, 2021). Judeh *et al.* (2022), "continuance commitment" described commitment as concentrated on the expected financial and emotional consequences of quitting the company, such as losing one's job, facing reputation issue, or the issue regarding the relationship with coworkers. It shows that whenever, someone works at a job, because employees have to perform rather than sitting lazily because they wanted to be respected. However, it ignores the psychological factors that influence such decisions. It can be the consequence of actions or legal proceedings that increase the cost of leaving the company.

### ***Psychological Contract Fulfilment (PCF)***

Rousseau (1990) provided a generally recognized description of PC, refers as "the beliefs about common obligations, in the context of the connotation concerns with employer and employee." Psychological contract required to understand and fulfill obligations, maintain secure and, productive work environment. However, there are several approaches to study psychological contracts, such as how these contracts are fulfilled, violated, and breached. Evaluations are made on the psychological contract, along with its fulfillment, and potential outcomes (Bandyopadhyay & Srivastava, 2022). Behavioral sciences on which researchers do work, however, partially satisfy psychological contract responsibilities, particularly in relation to motivation, employment flexibility,

compensation, and job satisfaction (Karani et al., 2021).

Ahmad & Afzal's cross-sectional study during 2019 has shown that extra-role conduct arose, when psychological contracts are fulfilled. The fulfillment of an employee's responsibilities leads to increased dedication, motivation, and favorable employee perceptions, according to additional research (Audrin & Audrin, 2022). Therefore, the fulfillment of psychological contracts is also a key predictor of the improvement of the employment relationships. Employee performance, in-role performance, and organizational citizenship behavior are all related each other (Ahmad & Afzal, 2019). Thus, even it is observed that, some studies have an impact of psychological contracts' self-actualization (Dominic Suta, 2023), empirical study on the subject of psychological contract fulfillment is still in its infancy age. This study looks into how psychological contracts based on supervisor's trust are fulfilled in order to address this weakness.

### ***Supervisor Trust (ST)***

Higher trust increased employee commitment and organizational justice, while lower trust produces opposite effect (Ha & Lee, 2022). The trust-in-supervisor described as proactive attitude employees' adopt in risky situations characterized by positive expectations about organizational commitment and justice (Dominic Suta, 2023). Organizational commitment, organizational justice, and psychological contract fulfillment are directly influenced by trust in supervisors' responses (Ha & Lee, 2022). Hussain et al. (2021), orated about lubrication that, it allows organization to function, & emphasized that its presence is significant for an efficient organization. Trust is the foundation of successful relationships, and is essential in ensuring the collaboration between organizational commitments, justice and PCF. Without it, organizations may experience a lack of OJ, OC and high performance from the employees side. Trust also makes people feel safe and sound along with likeness for the organization they belonged, which can boost job satisfaction and morale. Furthermore, trust is essential for fostering commitment and justice within workplace, as it helps to create an atmosphere of risk-taking and collaboration.

## **Hypothesis development**

### ***Organizational justice and commitment***

Organizational justice primarily examined different organizational consequences, including trust, motivation, decision-making, and numerous others (Malokani D.k.A.k, et al., 2023; Uen et al., 2022). Furthermore, it is only in recent times that researchers have started to examine the repercussions of different aspects of employee commitment and their associated effects (Elisabeth et al., 2021). More over the complete understanding of justice within an organization, recent trends required the use of a new approach that analyse the commitment. However, already evidence based on empirical phenomenon suggesting the study examined influence of OJ and commitment (Uen et al., 2022). Uen et al. (2022) also, discovered individuals' perception of OJ has impact on commitment.

Therefore, OJ considered and regarded as more powerful indicator of commitment's as compared to other important factors. Relationship between justice and commitment is often of great importance. High levels of justice enhanced the impact of individual's commitment, which aligns with previous frameworks, such as suggested under SET (Ahmad & Zafar, 2019). Similarly, the SET posited that human actions and behaviors can also utilize, and anticipate the reactions of other people to specific occurrences of different events (Uen et al., 2022). The probability of recipients exhibiting a negative reaction (such as low dedication) is higher, whenever an unjust inference is preceded by unfavorable managerial actions (such as an inequitable process). Academic's related scholars have both conceptually and practically established the link between various forms of justice and organizational commitment (Chou et al., 2021). Multiple studies have demonstrated that organizational commitment is a valuable concept when investigating the relationship between supervisor's justice and employees' dedication. Consistent with research conducted by Baillien et al. (2022), expected that views on commitment will be primarily shaped by their beliefs of fairness. Consequently, recommended:

**H1:** OC significantly have positive relationship with commitment.

### ***Psychological Contract Fulfilment (PCF) & Organizational Commitment (OC)***

PCF is a concept within SET (Ahmad & Zafar, 2019). This theory, which suggests that people's social context, is shaped by the expectations, norms and values (Gardner, Pierce & Peng, 2021). Social exchange theories suggested that people's behavior evaluate the PCF as costs and benefits of organizational relationships. Therefore, Ahmad & Zafar (2019) defined social exchange theory as perception of individual towards organization's fairness towards its employees. PCF, or Psychological Connection Framework, is a framework used to understand and analyse the interaction between individuals (Freiha & Sassine, 2023). It can be confidently stated that PCF is safe assertion in this regard.

Hussain et al. (2021) conducted a meta-analysis that revealed a correlation between PCF and a range of work-related outcomes. For example, positive association among PCF and performance (Bano, Ahmad & Ullah, 2022), OCB (Ahmad & Zafar, 2019), and OC (Yu, 2022) relationship found in researchers studies. PCF is a significant predictive variable for employee OC (Lim et al., 2023). Employees' organizational citizenship (OC) is crucial factor that organizations should prioritise, since it directly impacts performance efficiency. This, in turn, brings significant benefits to employers (Khan et al., 2022). Whenever, an individual has high satisfaction with organization's PCF (Psychological Contract Fulfilment), than the employees' align themselves with the organization's perspective and prioritise its interests (Bano et al., 2022). Therefore, individuals expressing a high level of satisfaction with their perceived corporate fairness (PCF) inside the phenomenon of the organisation, also exhibit high level of OC (Lim et al., 2023). Recent empirical research has highlighted the substantial impact of PCF in enhancing the employee's OC (Topa, Aranda-Carmena & De-Maria, 2022). According to the existing research, it is reasonable to



anticipate that employees' having content with their psychological contract will perceive themselves as integral part to the organisation and adapt their personal objectives to coincide with the organization's aims. This, in turn, leads to high OC. Level. Thus, the second hypothesis is:

**H2:** Psychological contract fulfillment is positively and significantly related with organizational commitment

### ***Mediation role of Psychological Contract Fulfillment***

Karani et al. (2021) used the term "fulfilment of contract" to describe a positive predictive exchange connection. In accordance of study of Audrin & Audrin (2022) expanded upon the notion that the alignment between an individual and the employer affects the extent to which the organization fulfills its contractual obligations. Psychological contract fulfillment typically refers to the mutual acceptance of agreements made between individuals and the firms. PCF is undoubtedly a fundamental contractual instrument that promotes good employer-employee interactions. Stated differently, PCF classifies encouraging relationships and considering the advantages of excellent workplace conduct (Ahmad & Zafar, 2019). Nonetheless, certain traits, such reciprocal trade and emotive related events, are shared by the function of psychological contract fulfillments and other attitudes (De Clercq et al., 2020). In a similar vein, PCF is receiving extensive attention when it comes to comprehending professional interactions among employees, according to Rousseau (1989). Rai and Maheshwari, (2020) emphasized the significance of certain beliefs in the bilateral economic ties between the employees and the organization. An individual's priorities inside the business may shift to emphasize particular benefits whenever the employees felt, that they have reached PCF (Personal Career Fulfillment). For instance, employee reconsiderations referred to the positive behavioural responses of employees towards their supervisors' attitude. There is an evidence that employees are aligning their contributions with what they received under the shadow of current organization. Additionally, this contract is linked to a robust environment of fairness and dedication. Uen et al. (2022) have suggested that there is an indirect relationship between justice and commitment through the psychological contract.

The factors that are most beneficial in promoting a long-term positive workplace environment and enhancing employee interactions are as follows. Organizational justice's pursuit of commitment determines the current status of PCF. This suggests fulfillment of psychological-contract will establish a conducive environment, where commitment becomes advantageous. Several studies (e.g., Uen et al., 2022; Ahmad & Zafar, 2019) have examined capacity of PCF to facilitate resolution of conflicts among justice and commitment. Consequently, it's recommended that:

**H3:** PCF mediated relationship concerning organizational justice and organizational commitment.

### ***Moderating role of supervisor trust***

Researchers and practitioners have focused a great deal of attention on the relationship between employees' motivation, outcomes, and behaviors and supervisor trust. A person's belief or

confidence on supervisor is transparent, dependable, and helpful in uncertain or risky situation basis & produce outcome (e.g., organizational justice, organizational commitment) (Zientara et al., 2023). As a result, supervisors can be thought of as an in-person representative of their company, as workers are immediately impacted by their decisions, actions, and guidance. Reciprocal qualities characterize the growth of trust: people are more likely to trust someone who presents opportunities for growth, lowers uncertainty, offers helpful resources, and provides performance information (Griep et al., 2023; Mumtaz et al., 2023). Furthermore, the reciprocity norm postulates that workers such that believed about supervisors helped them fairly have a greater duty to return in the favor (Mazumdar et al., 2023). Building trust between subordinates and superiors can be facilitated by organizational fairness (Roberts & David, 2020). Supervisor trust is positively associated with respect to OC & organizational justice among employees. Employees such that perceived fair and just treatment from their supervisors feel that they deserve the same in return. This sense of fairness and trust helps to create work climate and leads high commitment. This positive relationship between organizational justice and trust is important because it helps to create an atmosphere of mutual respect and collaboration within the organizations. Higher productivity and job satisfaction are the results of employees' feeling that their bosses are fair and just. This feeling encourages the employees to work harder and strive for success. According to Yu (2022), organizational justice can foster confidence between bosses and employees. The development of organizational commitment and organizational justice is more likely in workers who perceive their superiors to be trustworthy. Hence, propose that:

**Hypothesis 4:** Supervisor trust moderates relationship between organizational justice & organizational commitment.

**Hypothesis 5:** If supervisor's trust is high then relationship between independent Dependant variable exist.

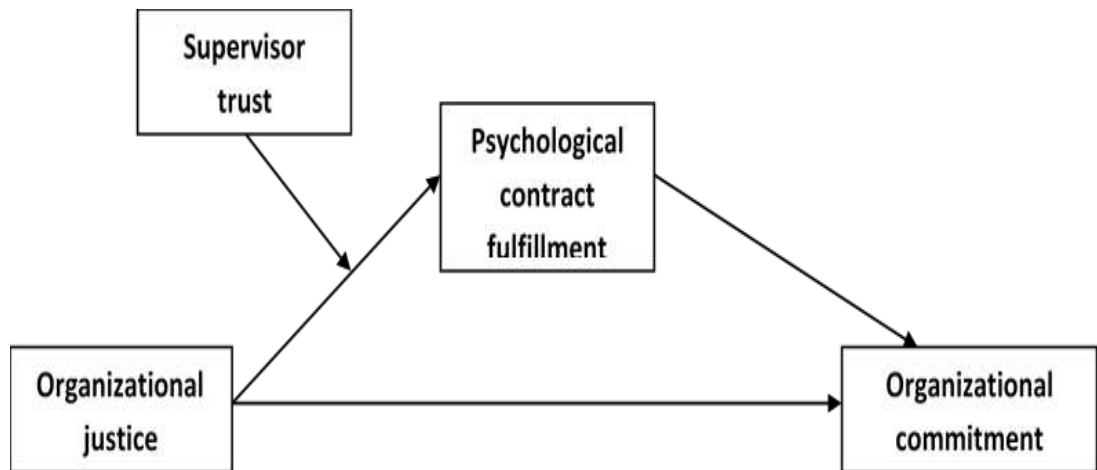


Figure 1: Conceptual framework



## Research Methodology

A cross-sectional questionnaire design assisted reserachers in evaluating the research hypotheses. In designing questionnaires and drawing study conclusions, Sekaran and Bougie (2016) consider sample size. The sample size was calculated by gathering data from all nursing staff of Sindh’s Public hospitals situated at Hyderabad, Sukkur, and Shaheed Benazirabad. Krejcie and Morgan (1970) calculated sample size of desired population; such as, n=254. Participants were randomly selected inaccordance of the list of nursing employees working in above described areas of Sindh, Pakistan. To ensure confidentiality, the HR department assisted in filling out of the forms. In the initial part, researchers discussed demographic information regarding the randomly selected nursing staff. A questionnaire was inquired about concepts related to O.J, OC & PCF. Only 212 of 254 distributed surveys were returned, 83.46%. All survey participants' demographic percentages (shown in Table 1). Female respondents comprised 80.19%, & mean age was 37.1 years (S.D=6.9). Also, 18.40% has intermediate level education, 39.42% were graduates. While 37.26% were holders of Master degrees.

**Table 1.** Demographics items

	Items	Freq.	Perc.
Gender	Female	170	80.19%
	Male	42	19.81%
Age(Years)	20-29	46	21.70%
	30-39	122	57.55%
	40and above	44	20.75%
Education	Intermediate	39.0	18.40%
	Graduate.	94.0	39.42%
	Master	79.0	37.26%

## Measurement-model

### *Organizational Justice (OJ)*

Six items for OJ was adopted from (Madera et al., 2013). Examples include “in general, I get treated fairly around here; the organization doesn't usually handle things fairly. The Cronbach’s *a* of this scale was 0.88.

### *Organizational Commitment (OC)*

OC, 4-items scale was utilize from Jang et al. (2021). Sample includes "The principles our organization upholds are much in accord with mine, & " I truly feel like I'm a member of our company. The scale cronbach’s was .86.

### *Psychological Contract Fulfillment (PCF)*

PCF measured with 3-items scale developed by (Rousseau, 1995). Sample items include "Equitable compensation in relation to workers performing comparable tasks in other companies," "The

training I need to perform my job well" and "Long-term employment security." The scale cronbach's comes out to be (.88).

### ***Supervisor trust (ST)***

4-item Treadway et al. (2004) scale was used to measure supervisor trust. Example items are, "I can discuss problems with my supervisor without it being used against me", and "I have complete trust that my supervisor will treat me fairly" The scale cronbach's was .92.

## **Results**

### ***Validity and reliability***

Before we put hypotheses to the test, we carried out a number of CFA to determine neither or not all variables' were distinguished from one another (Table-I). Whole measurement-model, which encompasses 4 components called ST, PCF, OJ, and OC and produced satisfactory psychometric qualities ( $\chi^2/df = 3.62$ ;  $p < 0.001$ ; RMSEA = 0.08; CFI = 0.95; IFI = 0.95; TLI = 0.93; SRMR = 0.05). In order to control the influence of common method variance, a single factor test developed by Harman (Podsakoff & Organ, 1986) was carried out. This test incorporates a component factor analysis (CFA) in which all variables integrated into a single factor. A single factor model was found to be inadequate in terms of its fit ( $\chi^2/df = 19.53$ ; significant; CFI = 0.60; RMSEA = 0.234; SRMR = 0.21 TLI = 0.50), and it failed to account for total variance discovered. Therefore, diversity in common procedure did not constitute a significant issue. The  $\chi^2/Df$  tests, which are presented in Table I, it can be observed measurement-model, which consists of 4 factors, that found superior to other models (with all of them being statistically significant at  $p < 0.001$ ).

Table II, demonstrates AVE and CR of 4 factor-loadings were more cut-off values of .50 and .70, respectively (Hair et al., 2006). This was the case for all of the factor loadings. Furthermore, the convergent validity of the concept was demonstrated by the fact that the CR scores of all four constructs were greater than their AVE scores ( $CR > AVE$ ). There was a significant difference between AVE scores, which ranged from 0.66 to 0.80, and correlations, which ranged from 0.29 to 0.72 (see Table III). It was determined that the discriminant validity of the test was confirmed (Hair et al., 2016). According to Nunnally (1978), the Cronbach's varied from .85 to .94, and were greater than .70, which indicates that the reliability was satisfactory.

Table III presents results of the study, including means, S.D squares of AVE scores were investigated. Correlation between OC and OJ ( $r = 0.29$ ,  $p < 0.01$ ), PCF ( $r = 0.72^{**}$ ), and OI ( $r = 0.45^{**}$ ) was shown to be statistically significant. The correlation between OC and PCF was found to be substantial and favorable ( $r = 0.40^{**}$ ), as well as with ST ( $r = 0.54^{**}$ ). It was also observed that there was a positive and statistically indicative of association between PCF and, ST ( $r = 0.44^{**}$ ). Each of primary variables exhibited a substantial degree of inter-correlation.

**Table 1:** Measurement mode

	<b>TLI</b>	<b>RMSEA</b>	<b>X2/Df</b>	<b>CFI</b>	<b>SRMR</b>
Three-Factor model (OJ &ST)	0.81	0.14	7.84	0.85	0.10
Three-factor model (OJ &PCF)	0.72	0.17	11.25	0.78	0.18
Two-factor model (OJ,ST & PCF)	0.54	0.22	17.93	0.64	0.20
One-factor model (Harman's single factor model)	0.50	0.23	19.53	0.60	0.21
Full measurement-model	0.95	.08	3.63	0.93	0.05

**Table 2:** FL, CR & AVE

	<b>F.L</b>	<b>CR</b>	<b>AVE</b>	<b>Cronbach's</b>
OC	0.68-0.94	0.87	0.70	0.86
OJ	0.81-0.91	0.94	0.78	0.94
PCF	0.79-0.85	0.85	0.66	0.85
ST	0.79-0.94	0.94	0.73	0.94

**Table 3:** Mean, Standard Deviations (SD) and correlations

	<b>Mean</b>	<b>SD</b>	<b>OJ</b>	<b>OC</b>	<b>PCF</b>	<b>PCF</b>
OJ	3.17	1.09	(0.86)			
OC	3.54	1.13	.29**	(0.83)		
PCF	3.64	1.07	.72**	.40**	(0.81)	
ST	3.34	1.21	.45**	.54**	.44**	(0.80)

**Note:** Organizational Justice-OJ, Organizational commitment-OC, Psychological contract fulfillment-PCF, ST-Supervisor trust

### Hypotheses tests

An evaluation of the mediating effect that PCF plays its role as a mediator among independent variable of OJ and OC was carried out using the approach that was proposed by Preacher and Hayes (2008). In order to execute the analysis, the SPSS macro PROCESS was utilised. Utilising 5,000 bootstrap samples, this programme was utilized to compute bootstrap confidence intervals of the mediation that were corrected for bias by 95 percent. It was observed that there was a substantial and positive relationship between OJ and PCF, as evidenced by the data (B = 0.32, 95 percent CI = [0.17, 0.42]). There was a significant and positive relationship between PCF and OC even after OJ was adjusted for (B = 0.26, p < 0.001, 95 percent confidence interval = [0.34, 0.17]). Indirect influence of OJ on OC was shown to be substantial and positive when PCF was incorporated into the equation (B =0.07, p < 0.001, Ninety-five percent confidence interval = [0.12, 0.03]). There was a substantial and unfavourable direct effect of OJ on OC, as indicated by the statistical analysis (B = 0.23, p < 0.001, 95 % CI = [0.33, 0.13]). In addition, it is worth noting that the overall impact of OJ on O was not only significant but also positive (B = 0.30\*\*, 95 percent confidence interval = [0.40, 0.21]). OC was found to be partially responsible for mediating the connection between OJ and OC, as demonstrated by these findings. For this reason, Hypotheses 1 & 2 was satisfied, but Hypothesis3 was partially satisfied.

As a result of the fact that ST moderates the effect of PCF on OC, supposed indirect effect of OJ & OC would be controlled by ST. Model 14 was chosen for the moderated mediation test, which was carried out with help of SPSS-macro-process (Preacher et al., 2007).

In Table IV, the results are presented for each category. Out of 5,000 bootstrap samples, the interaction variable (PCF x ST) significant impact on OC (B = 0.15, p < 0.05, 95 percent confidence interval = [0.27, 0.03]). Because of this, H4 was supported. Simple slope analyses were performed, further explore statistically significant interaction among OI and PCF after adhering to protocols (Aiken and West, 1991). As can be seen in Figure 2, ST contributes to the strengthening of the negative association that exists between PCF and OC. Therefore, when ST is high, rather than when it is low, the relationship between PCF and OC is more significantly correlated.

There was no zero included in the confidence interval of the moderated mediation index, according to the findings of further analyses. The indirect association between OJ and OC through PCF was shown to be considerably influenced by ST, as seen by this index. Indirect impact of OJ on OC was found to vary at different levels of the ST, which the statement indicates. Therefore, the findings suggested that ST played moderating role in indirect effect that OJ had on OC through PCF. Additionally, when PCF is high, OJ has indirect impact on OC through the use of this mechanism. The availability of moderated mediation is demonstrated by these data, which provide substantial evidence. In light of this, moderated/mediation model (H5) was shown to exhibit support.

**Table 4.** Regression results for the moderated mediation model

Items	$\beta$	S.E	t-value	P	LL	UL	R2	F
<b>Mediator Variable Model; Outcome Variable = PCF</b>								
OJ	.32	.06	4.64	.00	0.17	0.42	.09	7.01
Qualification	-.26	.10	-2.43	.02	-0.47	-0.05		
Age	-.02	.02	-0.91	.36	-0.06	.02		
Gender	-.22	.14	-1.51	.06	-0.51	.06		
<b>Dependent Variable Model; Outcome Variable = OC</b>								
O.J	.21	.05	4.33	.00	.31	.11	.22	11.62
P.C.F	.28	.04	6.51	.00	.36	.19		
ST	.06	.06	0.92	.34	.19	.07		
PCF x ST	.15	.06	2.56	.02	.27	.03		
Qualification	.02	.08	0.25	.80	.14	.18		
Age	.001	.01	0.10	.92	.03	.03		
Gender	.06	.11	0.58	.56	.15	.29		
<b>Conditional Indirect Effects of OJ on OC</b>								
PCF		Effect		Boot SE		Boot LLCI		Boot ULCI
.74		.04		.03		.0967		.0188
.00		.08		.02		.1286		.0407
.74		.11		.03		.1713		.0570

n = 212

## **Discussion and Conclusion**

By creating and evaluating moderated/mediation model of ST, the research aimed to add new literature while determining the link between OJ and OC. The study specifically looked at ST moderating impact in the link between OJ and OC as well as PCF's mediating effect on it. First, in line with previous research (Ahmad et al., 2016), our study discovered that OJ significantly and positively predicts OC. The positive correlation between PCF and OC was also demonstrated by the data. This result validates that OJ can positively predict OC and parallel with other research (Liu et al., 2020). Furthermore, prove that PCF plays a somewhat mediating role in this connection. This result demonstrates that PCF functions as a crucial variable in the link between OJ and OC. This agrees with what Freiha & Sassine (2023) found in their study.

Second, this study showed that OJ attitudes among employees directly lead to influence PCF. Result consistent to research conducted by Chou et al. (2021). Fair treatment perception and respectful engagement defend organization values. They can also respond positively to the organization by internalizing it as their own through PCF.

Thirdly, study discovered indirect influence of ST, the moderating variable, on OC through PCF varies. The positive association between PCF and OC is strengthened by ST, as seen by slope-analysis and regression lines. Furthermore, by designating PCF as the mediator and ST as the moderator, the data suggest the existence of a novel mechanism connecting OJ to ST. Put otherwise, the link among OJ and, ST mediated by PCF, substantial with high ST but not for an individual with low ST. The model's observation indirect effect, which illustrates how employees' OJ influences PCF, which in turn influences ST, offers a strong argument for enhancing ST despite the significant positive ST impact.

Moreover, OJ is significant predictor of ST in non-Western cultural institutions. Additionally, this study demonstrates that strong evidence to support reduction in employees' ST in Pakistan through conditional impact mechanism between OJ and ST. The study's limitations and recommendations for additional research are examined, along with practical consequences based on these findings.

## **Practical Implications**

This Research holds substantial practical ramifications for leaders. Leaders have ability to augment their commitment, justice, and PCF by applying the knowledge gained from research. This encompasses fostering culture of trust and transparency, establishing leadership practices that promote equitable treatment of personnel, and facilitating avenues for employee input and participation in decision-making. Organizations could increase employee commitment, retention, and satisfaction by doing so. Consequently, fulfillment of psychological contract, OC, and OJ are critical components of employee retention and satisfaction.

By placing emphasis on principles, organizations can enhance their ability to retain high-performing personnel and optimize overall organizational effectiveness. Organizations can increase employee

retention and satisfaction by cultivating a culture that prioritizes fairness, trust, and transparency; facilitating avenues for employee input and feedback; and providing competitive compensation and benefits. These actions contribute to the fulfillment of psychological contracts and ultimately foster greater organizational commitment and justice.

### **Limitation and Future RESEARCH**

Every study has its own set of limitations. Identification of cross-sectional data, which consequently restricted our capacity to deduce causal relationships from our results, constitutes substantial limitation.

Consequently, future research may investigate the effect of organizational commitment on behavior of justice over an extended period of time. An additional noteworthy limitation was its narrow focus on a single cultural context, namely Pakistan, neglecting to account for potential cultural influences.

Our Pakistani sample provides insights into ethical leadership that extend beyond scope of conventional research. To comprehend the intricate interplay among psychological contract fulfilment, organisational commitment, and justice at the organizational level, additional research is required. Possible domains of investigation encompass examining impact of leadership, culture, and employee engagement on the improvement of organisational commitment and justice. Thirdly, no moderators were incorporated into our study. Possible moderators that could affect intensity of the relationships between the research variables include, but are not limited to, the prominence of completed PCF, cultural influence, and power distance. Hence, further investigation could potentially explore moderating influence of factors mentioned above. Furthermore, an overemphasis on organisational justice as the sole criterion may impede a comprehensive understanding of the ways in which other justice constructs, including procedural and affective commitment, fairness, and fairness, influence the outcomes of justice. Idealistically, future research could build upon the present issue by undertaking empirical investigations into additional dimensions of organizational related justice.

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