



Mian Faizan Mohsin

# **Organizational Justice and Employee Commitment**

**The Practice and Case of Banking Sector**



**L A M B E R T**  
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# Organizational Justice Employee Commitment Practice

**Jaehoon Rhee**

## **Organizational Justice Employee Commitment Practice:**

*HRM Practices and Employee Commitment* Gilles Simard, Olivier Doucet, Sarah Bernard, 2010 This study clarifies the role of organizational justice in the relationship between human resources management practices and commitment. Specifically we develop and test a model in which the principal forms of justice distributive procedural and interactional represent mediating variables in relationships between affective commitment and the four types of HRM practices information sharing knowledge development non monetary recognition and power sharing included in the model developed by Lawler 1986 Meyer and Smith 2000 underscore that because few empirical studies have explored the relationship between HRM practices and commitment it is important to determine how such practices influence employee commitment to organizations. Their results have shed light on the role of perception of organizational support and procedural justice as a mediating factor between certain HRM practices and organizational commitment. Consistent with the recommendation of these authors our model rests on the theory of social exchange Blau 1964 and posits the three forms of organizational justice as mediating variables. Social exchange unlike economic exchange implies a relationship of exchange through unspecified obligations between the parties. Through the reciprocity norm individuals in a climate of mutual trust maintain an exchange relationship with others to whom they feel obliged because they have received something from them. In a company this pattern may correspond to organizations expectation that employees will develop favorable attitudes such as commitment in return for the introduction of HRM practices. Nonetheless the specialized literature also clearly highlights theoretical links between social exchange and perceptions of organizational justice Greenberg 1987 Moorman 1991. In this perspective organizational justice encourages the development of effective commitment by enhancing employees feeling of reciprocity toward the organization a sentiment created by the introduction of HRM practices. As part of this research project a questionnaire was distributed in September 2001 to 232 managers of financial services of a private company operating in the Canadian banking sector. Of these questionnaires 134 were returned corresponding to a respectable response rate of 58%. To test our research hypothesis we carried out hierarchical regression analyses according to the steps described by Kenny Kashy and Bolger 1998. These analyses confirmed our hypothesis by demonstrating that each of the forms of justice indeed represents a mediating variable between the practices specified by Lawler 1986 and affective commitment. More specifically we conclude that 1 non monetary recognition has an indirect effect on commitment through the three forms of justice 2 interactional justice is a mediating variable between knowledge development and commitment 3 procedural justice is a mediating variable between the practices of autonomy initiative and commitment and 4 consulting has both a direct and indirect effect on affective commitment through procedural justice. Our observations corroborate the results of previous studies Meyer and Smith 2000 Schappe 1996 that had affirmed a mediating effect of procedural justice between certain practices and organizational commitment. This study also makes a significant contribution with important theoretical and practical implications. First our

research supplements the literature on this topic by proposing an integrating model that measures the simultaneous effect of a larger number of practices than previous studies and that integrates the three principal forms of justice as a mediating variable. Moreover our results demonstrate that organizations should pay attention to their employees' perception of justice if they want to significantly increase the employees' affective commitment by putting HRM practices in place. Moreover, regarding the individual effects of practices our results suggest that organizations should first target non-monetary recognition practices followed by power sharing practices, consultation, autonomy initiative and knowledge development practices. Lastly our results confirm that the competitive advantage of successful firms mainly arises from their capacity to increase the added value of their human resources. Becker and Huselid 1999. To attain organizational success they must innovate in HRM notably by applying practices that favor the adoption of positive attitudes and behaviors toward the organization. Companies should thus encourage managers to act in compliance with equity, impartiality and respect to stimulate the affective commitment of their employees and maximize the investment required by the introduction of HRM practices.

### **Handbook of Research on Organizational Justice and Culture in Higher Education Institutions**

Ololube, Nwachukwu Prince, 2016-04-20. Fairness in the workplace is a key element to the successful management and development of an organization. By evaluating the treatment of employees within educational settings as well as examining their reaction to fair and effective leadership practices an institution gains a competitive edge within the global academic landscape. The Handbook of Research on Organizational Justice and Culture in Higher Education Institutions examines employee perspectives and behavior within educational settings. Highlighting the application of organizational integrity practices being used to meet the demands of institutional employees within developing and developed economies this publication is a vital reference source for academicians, professionals, researchers and students interested in higher education, business management and development.

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Companies Financial Management Effect of Crumb Rubber on Properties of High Calcium Fly Ash Geopolymer Mortar Evaluation of Stochastic and ANN Model for Karachi Stock Exchange Prices Prediction Impacts of Leadership Change Management on Employees Performance Evidence from Pakistan Mineral Geochemical Studies Determination of Tectonomagmatic Environment of Triassic Basalt Rocks in Sartangeh Region in North Semnaan of Iran Solution based Model of Sharing of Knowledge Issues within E Government Agencies from Users Prospective within the Gulf Region Strategies of Knowledge Management Techniques in Saudi Higher Education Institutions Lung Cancer Nodule Detection by Using Selective Search Feature Extraction and Segmentation Approach of Deep Neural Network Determinants of the Interior Design of Mock Up Houses in Housing Projects With the Use of Modified Analytic Hierarchy Process Financial Opportunities Management of Ensuring Enterprise Investment Costs A Contemporary Look at Organizational Justice Joel Brockner,2011-01-19 This book is for scholars with an interest in the burgeoning area of theory and research on organizational justice The ideas it describes forge connections between the justice literature and other prominent bodies of knowledge in organizational and social psychology including those pertaining to trust social identity attribution theory regulatory focus theory and cross cultural differences in people's beliefs and behaviors Though intended primarily for researchers this book is written in a very accessible way so that informed practitioners will gain considerable value from it

*Weathering the Storm: Innovation-Driven Human Resource Management Practices* Regina Lenart-Gansiniec, Barbara A. Sypniewska, Jin Chen, 2023-01-01 Innovation driven human resource management practices A systematic review integrative framework and future research directions Abstract PURPOSE It is increasingly emphasized that human resource management practices HRMP which refer to recruiting and selection training and development compensation and performance appraisal are of great importance for creating innovation However the COVID 19 pandemic has shown that traditional HRMPs are already insufficient which entails the need to rethink and reformulate them in the direction of more effective innovation while also allowing organizations to survive COVID 19 like crises While there is an extensive literature on human resources management and innovation there is still no consensus on innovation driven HRMP This study aims to identify and synthesize most significant and trustworthy research contributions of innovation driven HRMP In addition to facilitate theory building in the field of HRMP this article consolidates the existing knowledge into an integrative framework This framework can be used by future researchers to identify gaps and ambiguities in the meaning of innovation driven HRMP METHODOLOGY The article presents the results of a systematic literature review of 71 empirical research articles referring to innovation driven HRMP from the Web of Science and Scopus databases FINDINGS The systematic literature review allowed us to identify innovation driven HRMP taking into account three levels of analysis individual group and organizational with the latter level of analysis being dominant in previous publications Recognition of innovation driven HRMP taking into account the levels in question is included in an integrative framework which is the theoretical basis for

guiding future research Our results confirmed the growing trend in the number of publications on the subject since 2010 Most researchers used a quantitative approach Based on the first author's affiliation authors from Great Britain contributed the largest number of publications Articles are published in various journals but mainly in those on human resources management The research took into account a variety of organizational contexts predominantly in dynamic and complex industries Our findings show that the current state of research on innovation driven HRMP confirms the need for further research in this area Based on this we provided thematic gaps and potential questions for future research divided into three levels of innovation driven HRMP IMPLICATIONS Our systematic literature review allowed us to propose implications for future researchers planning to conduct research in the field of innovation driven HRMP ORIGINALITY AND VALUE Our systematic literature review focuses on identifying innovation driven HRMP along with determining the current state of knowledge and future research directions in this area In addition we developed an integrative framework that aims at organizing existing literature but also at identifying promising future research directions into innovation driven HRMP Keywords human resources management human resources management practices innovation innovation driven integrative framework systematic literature review thematic gaps emerging research directions Sustainable human resource management practices in organizational performance The mediating impacts of knowledge management and work engagement Abstract PURPOSE Modern business and global organizations are regularly presented with challenges caused by unpredictable competitive environments Human resource management HRM practices give sustainable opportunities for employees to use their abilities and express their enthusiasm to obtain skills and knowledge and to apply them at the workplace with a view to achieving engaged individuals and increasing organizational performance This article presents a recent study outcome to examine i the mediating role of knowledge management and work engagement and ii the effect of sustainable HRM practices on organizational performance METHODOLOGY 500 self reported questionnaires were distributed to Jordanian university lecturers research population for data collection The study data were assessed with structural equation modeling SEM using IBM SPSS AMOS 25 0 FINDINGS Two pivotal outcomes were identified i sustainable HRM practices knowledge management and work engagement were positively associated with organizational performance ii knowledge management and work engagement played a mediating role in the sustainable HRM practice organizational performance correlation IMPLICATIONS Overall employee cooperation proved essential to optimize organizational performance specifically during their engagement in sustainable HRM practices and knowledge management Finally the research proposed several practical recommendations and interventions on sustainable HRM for future research ORIGINALITY AND VALUE The research has provided proof of five variable relationships contained in the model Firstly organizational performance increased with sustainable HRM practices through knowledge management Secondly organizational performance increased with sustainable HRM practices through work engagement Thirdly work engagement

increased with sustainable HRM through knowledge management Fourthly organizational performance increased with knowledge management through work engagement Fifthly organizational performance increased with sustainable HRM through knowledge management and work engagement Keywords sustainable HRM practices organizational performance knowledge management work engagement Ability Motivation Opportunity AMO theory Predictors of fairness assessment for social media screening in employee selection Abstract PURPOSE The purpose of this paper is to analyze the factors that determine the response of potential candidates to the screening of private represented by Facebook and professional LinkedIn social networking sites SNS for personnel selection purposes and in particular to examine how SNS screening in the personnel selection process is perceived by innovative candidates METHODOLOGY The empirical data were obtained through an e questionnaire survey among c 150 young Polish Internet users in 2021 Multiple linear regression with backward elimination was used to determine the predictors of perceived justice of Facebook and LinkedIn screening in the selection process FINDINGS The results confirmed previous scientific findings that the perceived justice of Facebook cybervetting is significantly lower than for LinkedIn and the privacy invasiveness of Facebook screening was rated significantly higher than for LinkedIn The results of linear regression with backward elimination indicated that among the assumed factors influencing the perceived justice of Facebook and LinkedIn screening in the selection process i e privacy invasiveness personal innovativeness self image management risk aversion ability to control a social networking site s information above average performance self assessment a general concern for internet privacy and in the case of LinkedIn having an account on LinkedIn the perceived privacy invasiveness is the best predictor of perceived justice of both private Facebook and professional LinkedIn social networking site screening for personnel selection purposes Also the candidate s self image management affects the perceived justice of both types of social media used as selection tools whereas personal innovativeness increases the acceptance of private social media Facebook scanning for this purpose IMPLICATIONS This study contributes to the body of knowledge regarding the perceived justice of ICT based selection tools and of social networking site screening for personnel selection purposes in particular It expands the knowledge about the applicability of social networking site content analysis of Polish users especially of innovative candidates The paper also provides some practical recommendations to help organizations apply social media content analysis in a way that minimizes potential candidates perception of privacy invasiveness and increases their fairness perception ORIGINALITY AND VALUE It is the first application of a cybervetting scale on a Polish sample that is advantageous in terms of comparability of data from different countries We found that activities focused on creating one s online image foster a higher acceptance of cybervetting that can diminish predictive validity of this type of selection practices Keywords social networking sites ICT based selection tools employee selection fairness assessment cybervetting Overcoming the pitfalls in employee performance evaluation An application of ratings mode of the Analytic Hierarchy Process Abstract PURPOSE Employee performance evaluation is a

common exercise conducted in many organizations Employees need to know the feedback on their performance from the management Often the results of performance evaluation exercises are used for promotion confirmation in service and awarding of bonuses for employees However the performance evaluation exercise often meets with criticism due to the presence of subjective factors and specifically the way in which these factors are handled The purpose of the present paper is to show how the Ratings mode of the Analytic Hierarchy Process AHP can be applied to evaluate employee performance using objective as well as subjective criteria METHODOLOGY The whole AHP exercise for the present employee performance evaluation has been shown through a case study on CLSB a company in Kuala Lumpur Malaysia Four senior managers and the Managing Director of the company were involved in all phases of the present evaluation exercise including elicitation of the criteria sub criteria and assigning weights to them The AHP data were analyzed using software called AHP Calc version 24 12 13 developed by Klaus D Goepel and available online In particular the Ratings mode of AHP was used to evaluate employees performance at CLSB FINDINGS Five criteria namely Services Quality Financial Timing and Teamwork are found to be important for the evaluation of employee performance at CLSB Each of these criteria has sub criteria Harmonious work Skills and Punctuality are found to be the three most important sub criteria for the present evaluation exercise The outcome of the evaluation exercise provides an ordered set of ranks of 20 employees working in the company Apart from the application of AHP for performance evaluation an ordered set of detailed rubrics for all the criteria have been developed The rubrics provide precise guidelines to the evaluators at the time of evaluating employees performance IMPLICATIONS An evaluation scheme that is scientific and systematic such as the present one will minimize criticism levied against the performance evaluation exercise Once the employees are aware of the criteria and sub criteria set along with the associated weighting scheme and the evaluation process itself they will be motivated to perform their tasks and discharge their duties accordingly Hence employee job satisfaction and productivity are expected to increase This will bolster not only the employees morale but also the organization's overall performance ORIGINALITY AND VALUE In the literature many schemes are available to evaluate employees performance But often these methods are criticized as they either take all the criteria of evaluation as equally important or they lack the capability to strike a balance between objective and subjective factors The main contribution of the present work is to show how AHP can alleviate the above drawbacks of the existing methods The present research work has developed a performance evaluation method which is simple and straightforward and the detailed steps have been elaborated on how the method can actually be applied to measure the performance of employees The method can be applied to measure employees performance of other companies with the necessary modification of the criteria set and assigning appropriate weights to them Keywords employee performance employee performance evaluation reward training need AHP Ratings The influence of e trust on a job performance model based on employees dynamic capabilities during a crisis caused by a Black Swan event Abstract PURPOSE In a crisis such as the COVID 19 pandemic employees play a

key role in the ability to survive and achieve both sufficient and outstanding performance in the organization. Therefore both the characteristics of people in the organization and the possibility of influencing the improvement of their performance at work have become the focus of attention of scientists and practitioners. In this context the purpose of this article is to analyze the role of e-trust in strengthening the influence of employees' dynamic capabilities on the job performance of employees among organizations operating under the conditions of the COVID 19 pandemic. **METHODOLOGY** An empirical study was performed based on the Employees' Dynamic Capabilities model. In order to verify the potential relations empirical studies were conducted in 1200 organizations located in Poland, Italy, and USA. The companies were selected on the basis of the purposive manner. The structured questionnaire was prepared and the CAWI Computer Assisted Web Interview method was used in this research. The reliability of the scales used in the survey was tested and afterwards a multigroup path analysis was performed using IBM SPSS AMOS. The model was verified confirming the presumed relationships between the variables. **FINDINGS** It has been proven that the higher the level of e-trust is the stronger the influence of EDC is on job performance of organizations operating under a crisis caused by a Black Swan event mediated by P-J fit, work motivation, job satisfaction, and work engagement. **IMPLICATIONS** This study contributes to the current knowledge of management in particular human resource management. In the theoretical area the relationships between the factors influencing job performance in the difficult conditions of the crisis caused by the Black Swan event were described. On the other hand from a practical point of view indications on how to shape leadership behavior during remote work with particular emphasis on the e-trust aspect seem to be important. **ORIGINALITY AND VALUE** This research enriches the considerations regarding the existing Employees' Dynamic Capabilities model. The role of the e-trust factor which is an important part of e-leadership in the context of the impact on this model was indicated and discussed. The conclusions are a solid step in the development of knowledge about managing employees during remote work which not only became a solution for the time of the crisis but was also permanently introduced to the current work organization. **Keywords** management, e-trust, employee dynamic capabilities, person job fit, motivation, satisfaction, work engagement, job performance

### **Articles in ITJEMAST 13(5) 2022**

TuEngr.com, Articles in ITJEMAST 13(5) 2022 *Organizational Justice in an Employee Participation Program* Jaehoon Rhee, 1996

*Organizational Justice and Employee Commitment* Mohsan Mian Faizan, 2015-11-30 Banking sector of Pakistan is a major and very competitive sector of Pakistan's economy. It plays a significant role in the economic development of the country. Over the past few decades due to privatization of banking sector in Pakistan employees are demanding more fairness in performance evaluation processes from the financial institutions which boosts the competition among the banks and compels them to practice organizational justice effectively so that competitive edge can be attained in the form of satisfied and loyal employee base. This book aims at investigating the phenomenon of organizational justice in association with organizational commitment with reference to the banking sector of Pakistan. The survey methodology was used in this study and data were

collected through questionnaire from 225 respondents The collected data then analyzed using the Microsoft excel and SPSS 19 This study found significant and positive association of organizational justice with employee commitment It is suggested that higher turnover problem of the banking sector in Pakistan could be solved by provoking justice within the organization Recommendations for future research are also made Organizational Identification, Job Involvement, Perceived

Organizational Justice as Predictors of Organizational Citizenship Behavior in the Secretariat of Ethiopia's Parliament Yakob Tilahun,2019-03-11 Master s Thesis from the year 2019 in the subject Psychology Social Psychology grade Very Good Addis Ababa University School of Psychology course Thesis language English abstract Organizations are paramount places to observe human behavior Principally when it comes to organizational citizenship behavior the ultimate understanding is residing inside work establishments The present study was dedicated to discerning the interconnections between employees extra role behaviors and factors behind the realization of these actions Based on that the due emphasis was given to see the prediction capability of socio demographic characteristics of employees Organizational identification Job involvement Organizational justice dimensions on employees OCB Job involvement was also significantly correlated with OCB from Organizational justice dimensions distributive justice was not significantly correlated with overall OCB of employees but with Altruism Conscientiousness dimensions Procedural Interactional justice were significantly associated with overall OCB Altruism Conscientiousness Courtesy and Civic Virtue Overall the proportion of variance explained by independent variables was found to be significantly fit to predict OCB at a different level From the case in point organizations are expected to be considerate of their employees psychological cohesion involvement and fairness insights to enhance extra role behaviors and succeed

The Relationship Between Transformational Leadership and Employee Loyalty, Employee Commitment, and Employee Perceptions of Organizational Justice Carol A. Otto,1993 **Employee Relations International** ,1998 **21st Century Management: A Reference Handbook** Charles Wankel,2008 Ordered as part of a set on ID 7574134 **Assessment and Selection in Organizations, International Handbook of Selection and Assessment** Neil Anderson,Peter

Herriot,1997-07-07 This is a book for human resource professionals academics researchers and independent consultants who are engaged in assessing other people at work It places assessment in its political economic social and organizational context and provides a critical guide to emergent issues in both research and practice The contributors to the book originate from countries in Europe North America and Asia and provide a vital perspective for the rapid international developments in selection and assessment in the 1990s and beyond **Justice in the Workplace** Russell Cropanzano,1993 This work aims to act as a central reference point for the application of organizational justice helping human resource managers relate the importance of organizational justice within the workplace The Impact of Organizational Justice and Leader-member Exchange Quality on Motivation to Participate in Training Dae-seok Kang,2004 **The Personnel Administrator** ,1988-12

**The SAGE Handbook of Organizational Behavior** Julian Barling,Stewart Clegg,Cary L Cooper,2008-08-11 This

handbook focuses on core micro organizational behaviour issues providing students and scholars with an insightful and wide reaching survey of the state of the field     **Journal of Management** Southern Management Association,2003     **Dhaka University Journal of Business Studies** ,2006-06     *Research Quarterly for Exercise and Sport* ,2008

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