

Organizational Justice and its Influence on Job Satisfaction With the Mediation of Organizational Commitment

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Abstract

*The research tries to identify the Organizational Justice and its influence on Job Satisfaction with the mediation of Organizational Commitment. The result demonstrated that the Organizational Justice significantly influences Organizational Commitment (OC) among NLCIL employees. It is found that the organizational justice significantly influences job satisfaction among NLCIL employees. The result also demonstrated that the OC significantly influences job satisfaction among NLCIL employees. It is ascertained that there is mediating effect of job satisfaction between organizational justice and OC. Through organizational commitment acting as a mediator, organizational justice significantly improves work satisfaction. This implies that there is a direct effect of organizational justice. Suggestions for the business are areas where the business is supposed to keep offering guidance and inspiration that can boost the spirit of achieving organizational goals. Additionally, recommendations for additional researchers are anticipated to broaden the scope of studies in a broader sector, increasing the population and bolstering study findings. **Keywords:** Organizational Justice, Organizational Commitment and Job Satisfaction.*

INTRODUCTION

Organizational Commitment acts as a mediator, fairness in treatment and processes raises employee commitment, which in turn raises work satisfaction. This is how organizational justice has a beneficial impact on job satisfaction. Theories such as the Organizational Support Theory and the Social Exchange Theory support this link, which holds that workers respond to perceived fairness by becoming more dedicated and having more favourable opinions about their jobs.

Human resources are necessary for an organization to control and guide its operational operations to accomplish its objectives. According to Dessler (2018), human resource management (HRM) is the process of hiring, educating, assessing, and rewarding staff members while taking equality, health and safety, and industrial relations concerns into account.

Job satisfaction is necessary to meet corporate objectives. Employee happiness may help people do their work more effectively, and research suggests that happy emotions can improve memory and recall of specific types of knowledge, increase problem solving and decision making, and more (Colquitt, et al. 2018).

Work happiness may be influenced by a variety of factors, however according to research by Shimamura et al. (2021), procedural and organizational fairness had little impact on raising work satisfaction. As a result, the crucial topic of what can improve job happiness emerges. This study uses the organizational commitment theory, which explains the existence of a commitment, to fill this research vacuum. Sareshkeh, et al. (2012) discuss the "impact of organizational justice perceptions on job satisfaction and organizational commitment." According to the reasoning, an employee's degree of organizational commitment will be impacted by organizational justice, which will subsequently have an impact on their degree of job satisfaction.

Developing a hypothesis on how to improve to promote work satisfaction is the aim of this study. The organizational commitment variable was included as a mediating variable in the development of this model.

ORGANIZATIONAL JUSTICE AND EMPLOYEE JOB SATISFACTION

Job satisfaction is one of the consequences that result from employees' perceptions of fairness. Existing research has consistently shown a connection between employee work satisfaction and views of justice

(Pan, et al. 2018). Due to their fair treatment inside the company, employees' job satisfaction increased because of organizational justice (Garcia-Izquierdo et al. 2012). Additionally, justice fosters good attitudes of dedication, trust, and work satisfaction, which in turn fosters positive and healthy interpersonal and professional behaviour (Baldwin, 2006). Research by Rauf (2014) sought to determine how work happiness was affected by the impression of organizational justice. The study's findings showed that employee work satisfaction is strongly predicted by the impression of justice. Like this, research carried out in Pakistan compared public and private universities to examine how organizational justice affected work satisfaction. The findings demonstrated a favourable correlation between employee job satisfaction and organizational justice (Afrid & Baloch, 2018). Considering the debate and the previously mentioned material, the following hypothesis is therefore put up.

H_{A1}: Organizational Justice (distributive justice, procedural justice and interactive justice) has a significant influence on Job Satisfaction.

ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL COMMITMENT

The paper "effects of organizational justice on organizational commitment" by Rahman et al. (2015) indicated that distributive justice has a significant impact on organizational commitment. "The effect of organizational justice delivery on organizational commitment: controlling for key confounding variables" by Mensah et al. (2016) claimed that the link between OJ and OC was unaffected by the length of time the worker worked or their educational attainment.

H_{A2}: Organizational Justice (distributive justice, procedural justice and interactive justice) has a significant influence on Organizational Commitment.

ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION

In the essay "The Impact of Organizational Commitment on Job Satisfaction" Adekola (2012) concluded that work happiness rises or falls in proportion to organizational commitment. There are notable distinctions between state and private universities in terms of organizational commitment. According to Renyut, et al. (2017), in their paper "The effect of organizational commitment, competence on job satisfaction and employees' performance," organizational commitment has a positive and substantial impact on work satisfaction.

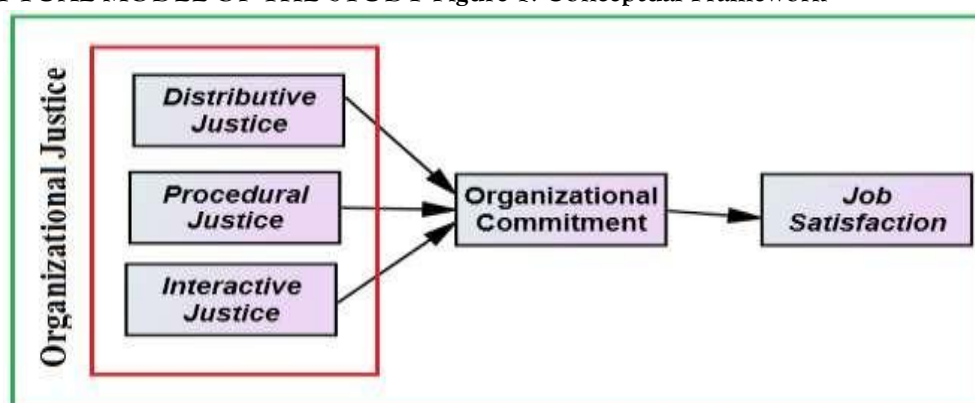
H_{A3}: organizational commitment has a significant influence on job satisfaction.

ORGANIZATIONAL COMMITMENT MEDIATE THE RELATIONSHIP ORGANIZATIONAL JUSTICE AND JOB SATISFACTION

In their paper "The Mediating Role of Organizational Commitment in the Effect of Organizational Justice on Job Satisfaction and Turnover Intention," Mete & Sokmen (2018) concluded that, through significant organizational behaviours, organizational justice has a direct impact on the retention rate of academic staff. like work satisfaction and organizational dedication. The work "The Study of Mediating Role of Organizational Commitment Between Organizational Justice and Job Satisfaction" by Harandi, et al. (2019) concluded that bad behaviour has a negative correlation with job satisfaction and pay satisfaction.

H_{A4}: Organizational commitment mediate the relationship between Organizational Justice and Job Satisfaction.

CONCEPTUAL MODEL OF THE STUDY Figure 1. Conceptual Framework



To precisely characterize the relationship between the research variables, a conceptual model was created. It is based on a theoretical framework and pertains to research issues, enabling the fusion of various concepts from various theories and connecting them to research questions (Adams, 2007). As such, it serves as a road map to help a researcher achieve the goals of the study. As a result, the conceptual model that follows is formulated.

NEED FOR THE STUDY

The study's conclusions will support NLCIL administration. The impact of Organizational Justice on Job Satisfaction and Organizational Commitment will also be helpful to the policy makers of the study organization. The results of this study can assist NLCIL management in raising the positive JS and OC of their workforce.

OBJECTIVES

- To discover the influence of organizational justice on job satisfaction among NLCIL employees.
- To identify the influence of organizational justice on OC among NLCIL employees.
- To analyse the influence of Organizational Commitment on Job Satisfaction among NLCIL employees.
- To identify the mediation effect of Organizational Commitment between Organizational Justice and Job Satisfaction among NLCIL employees.

MATERIALS AND METHODS

The researcher uses a descriptive study approach to investigate how organizational justice and work satisfaction are mediated by organizational commitment. A carefully crafted questionnaire is used to gather information from personnel in NLCIL, Neyveli, Tamilnadu. To investigate the connection between organizational commitment, job satisfaction, and organizational justice, a descriptive study approach is used.

QUESTIONNAIRE DESIGN Table 1: Questionnaire Construction

S.No.	Variable	Items	Author
1	Demographic Profile	8	---
2	Organizational Justice	20	Niehoff & Moorman, 1993
3	Organizational Commitment	24	Allen & Meyer (1990)
4	Job Satisfaction	5	Judge, et al. 1998

A carefully crafted questionnaire is used to gather information from NLCIL employees in Neyveli, Tamilnadu. This study's questionnaire is broken up into four sections. A demographic profile of NLCIL personnel is presented in the first section of the questionnaire, followed by sections on organizational justice, OC, and job satisfaction. Three parts are built up as a measuring scaling approach, while the first portion is set up as a category.

RELIABILITY

To ensure the reliability of the research questionnaire's results, a study was conducted. 150 NLCIL staff participate in the questionnaire verification process. The questionnaire has been modified considering the opinions of the NLCIL staff. Utilizing Cronbach's alpha, the dependability is tested. Every variable on this survey is more than 0.70. The outcomes demonstrate its dependability. This indicates that the reliability value of the questionnaire is excellent.

Table 2: Reliability of the research

S.No.	Variable	Items	Cronbach's Alpha
1	Organizational Justice	20	0.82

2	Organizational Commitment	24	0.94
3	Job Satisfaction	5	0.90

Source: Primary data

SAMPLING TECHNIQUE

Purposive sampling was used in this study to gather primary data from NLCIL employees in Neyveli. To gather the primary data, 150 NLCIL employees are contacted in this manner.

STATISTICAL TOOLS

By examining the link between the independent variable (organizational justice) and the dependent variables (job satisfaction and organizational commitment), path analysis is utilized to estimate the model. With organizational commitment acting as a mediator, the researcher used route analysis to examine how organizational justice affects work satisfaction.

RESULTS AND DISCUSSION

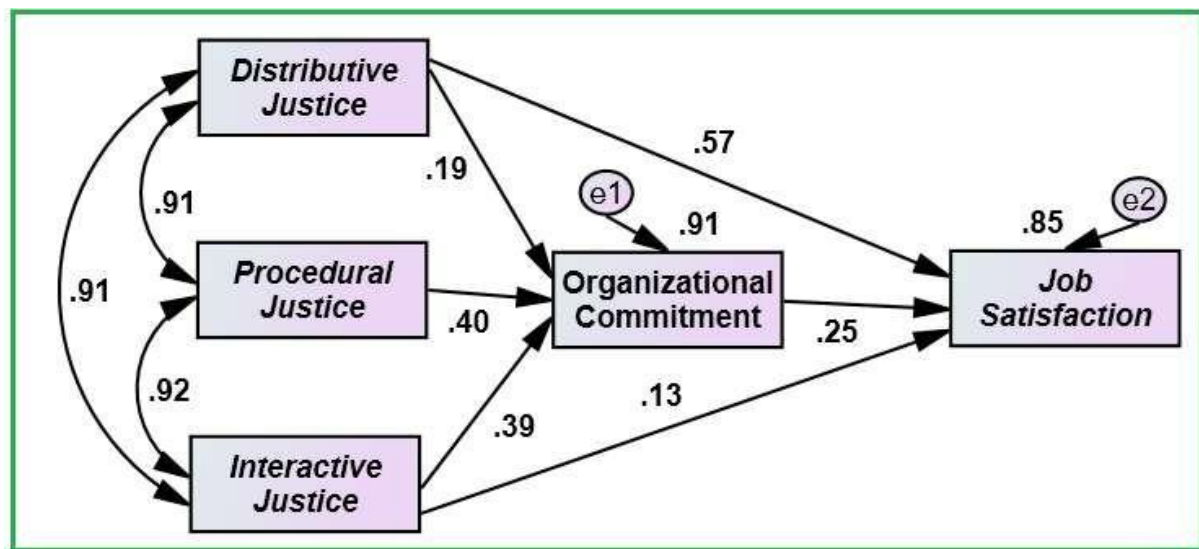


Figure 1.2: Influence of organizational justice on job satisfaction with mediating effect of Organizational Commitment

Table 3: Model Fit Indication

S.No.	Model Fit Indicators	Calculated Values in the Analysis	Recommended Values
1	Chi-Square	0.309	---
2	p	0.578	> 0.050
3	GFI	1.000	> 0.90
4	AGFI	0.995	
5	CFI	1.000	
6	NFI	0.999	
7	RMR	0.049	< 0.080
8	RMSEA	0.001	

Source: Primary data

Table 3 shows the modal summary of how organizational justice job work satisfaction with OC acting as a mediator. To confirm the model fitness, the route model was given together with a mode summary. With $p > 0.05$, the chi-squared value is 0.309. The model fit statistics, including RMSEA, RMR, NFI, CFI, AGFI, and GFI, are displayed in the table. The suggested limit, which is greater than 0.90 (Indra, Balaji,

and Velaudham, 2020; Velaudham and Baskar, 2016), is exceeded by RMR and RMSEA. According to Kantah Alias Deepak and Velaudham (2019), Vethirajan (2020), and Velaudham and Baskar (2015), NFI, CFI, AGFI, and GFI are all below the suggested level, that is, greater than 0.90. A reasonable fit is implied by all model fit statistics (Premapriya et al., 2016; Victor and Velaudham, 2020). **H_{A1}**: Distributive justice has a significant influence on organizational commitment.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 4.774; β value is 0.195 and p value is significant. The value of β is 0.195 that distributive justice explains 19.5% of the organizational commitment. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the distributive justice significantly influences organizational commitment among NLCIL employees. Rahman, et al. (2015); Mensah, et al. (2016) stated that the relationship between OJ and OC.

H_{A2}: Procedural justice has a significant influence on organizational commitment.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 8.801; β value is 0.398 and p value is significant. The value of β is 0.398 that procedural justice explains 39.8% of the organizational commitment. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the procedural justice significantly influences organizational commitment among NLCIL employees. Rahman, et al. (2015); Mensah, et al. (2016) stated that the relationship between OJ and OC.

Table 4: Regression Weights

DV		IV	Estimate	S.E.	C.R.	Beta	p
Organizational Commitment	↔	Distributive Justice	0.134	0.028	4.774	0.195	0.001
Organizational Commitment	↔	Procedural Justice	0.446	0.051	8.801	0.398	0.001
Organizational Commitment	↔	Interactive Justice	0.426	0.048	8.890	0.386	0.001
Job Satisfaction	↔	Organizational Commitment	0.107	0.025	4.316	0.250	0.001
Job Satisfaction	↔	Distributive Justice	0.167	0.015	11.279	0.566	0.001
Job Satisfaction	↔	Interactive Justice	0.061	0.027	2.257	0.129	0.024

Source: Primary data

H_{A3}: Interactive justice has a significant influence on organizational commitment.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 8.890; β value is 0.386 and p value is significant. The value of β is 0.386 that interactive justice explains 35.6% of the organizational commitment. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the interactive justice significantly influences organizational commitment among NLCIL employees. Rahman, et al. (2015); Mensah, et al. (2016) stated that the relationship between OJ and OC.

H_{A4}: Distributive justice has a significant influence on job satisfaction.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 11.279; β value is 0.566 and p value is significant. The value of β is 0.566 that distributive justice explains 56.6% of the job satisfaction. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the distributive justice significantly influences job satisfaction among NLCIL employees. Baldwin (2006); Garcia-Izquierdo, et al. (2012); Rauf (2014); Pan, et al. (2018); Afrid & Baloch (2018) demonstrated a favourable correlation between employee job satisfaction and organizational justice.

H_{A5}: Interactive justice has a significant influence on job satisfaction.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 2.257; β value is 0.129 and p value is significant. The value of β is 0.129 that interactive justice explains 12.9% of the job satisfaction. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the interactive justice significantly influences job satisfaction among NLCIL employees. Baldwin (2006);

Garcia-Izquierdo, et al. (2012); Rauf (2014); Pan, et al. (2018); Afrid & Baloch (2018) demonstrated a favourable correlation between employee job satisfaction and organizational justice.

H_{A6}: Organizational commitment has a significant influence on job satisfaction.

The hypothesis was tested in path model. The finding of the analysis demonstrated that the C.R. value is 4.316; β value is 0.250 and p value is significant. The value of β is 0.250 that organizational commitment explains 25% of the job satisfaction. Therefore, the hypothesis is accepted. Hence, the result demonstrated that the organizational commitment significantly influences job satisfaction among NLCIL employees. Adekola (2012); Renyut, et al. (2017) stated that job satisfaction is positively and significantly affected by organizational commitment.

Table 5: Mediation Effects

DV		Interactive Justice	Procedural Justice	Distributive Justice	Organizational Commitment
Organizational Commitment	DE	0.386	0.398	0.195	0.000
	IDE	0.000	0.000	0.000	0.000
	TE	0.386	0.398	0.195	0.000
Job Satisfaction	DE	0.129	0.000	0.566	0.250
	IDE	0.097	0.100	0.049	0.000
DV		Interactive Justice	Procedural Justice	Distributive Justice	Organizational Commitment
Organizational Commitment	DE	0.386	0.398	0.195	0.000
	IDE	0.000	0.000	0.000	0.000
	TE	0.386	0.398	0.195	0.000
	TE	0.226	0.100	0.615	0.250

Source: Primary data

H_{A7}: Organizational commitment mediates the relationship between interactive justice and job satisfaction.

The direct effect of job satisfaction between interactive justice and job satisfaction is 0.129, the indirect effect is 0.097 and the total effect is 0.226. The outcomes of the research indicate that the t-value is significant level ($p=0.001$). Consequently, statistical outcomes ascertain that there is mediating effect of job satisfaction between interactive justice and job satisfaction. Mete & Sokmen (2018); Harandi, et al. (2019) found that organizational commitment mediates the relationship between organizational justice and job satisfaction.

H_{A8}: Organizational Commitment mediates the relationship between interactive justice and job satisfaction.

The direct effect of job satisfaction between distributive justice and job satisfaction is 0.566, the indirect effect is 0.049 and the total effect is 0.615. The outcomes of the research indicate that the t-value is significant level ($p=0.001$). Consequently, statistical outcomes ascertain that there is mediating effect of job satisfaction between distributive justice and job satisfaction. Mete & Sokmen (2018); Harandi, et al. (2019) found that organizational commitment mediates the relationship between organizational justice and job satisfaction.

CONCLUSION

This study concludes that work satisfaction is impacted by organizational justice based on the findings of the analysis. This might imply that work happiness has an impact on organizational equity. A mediator variable must be included to improve the correlation between job satisfaction and organizational justice. Organizational commitment is significantly and favourably impacted by organizational justice. This implies that employee organizational involvement rises with a high degree of organizational justice. Job satisfaction is significantly improved by organizational commitment.

According to this, a high level of organizational commitment raises worker job satisfaction. Through organizational commitment acting as a mediator, organizational justice significantly improves work satisfaction. This implies that there is a direct effect of organizational justice. Suggestions for the business are areas where the business is supposed to keep offering guidance and inspiration that can boost the spirit of achieving organizational goals. Additionally, recommendations for additional researchers are anticipated to broaden the scope of studies in a broader sector, increasing the population and bolstering study findings.

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