

The Effect of Organizational Justice and Leadership Style on Employee Commitment

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ABSTRACT: Organizational justice and leadership styles are important factors that affect employee attitudes and organizational behavior. Among the various factors that shape employee's commitment, the organizational justice and leadership style have received considerable attention in organizational behavior research. This research explores the impact of organizational justice and leadership style on employee commitment. This study adopted a cross-sectional quantitative approach, a purposive sample of 350 employees working in banking sector was used. Organizational justice, leadership style and employee commitment were assessed using a 15-item adopted questionnaire with a 5-point Likert scale. Cronbach's alpha of .948 indicated excellent internal consistency. Pearson's correlation test showed significant positive associations between organizational justice, leadership style and employee commitment ($r = .863$, $p < .01$) and between leadership style and employee commitment ($r = .881$, $p < .01$). The variance explained by the two independent variables was 83.2% ($R^2 = .832$, adjusted $R^2 = .831$) when using multiple regression analysis. Leadership style ($\beta = .527$, $p < .001$) had a slightly stronger impact than organizational justice ($\beta = .425$, $p < .001$). The both hypotheses were supported, with organizational justice and leadership style having a positive significant impact on employee commitment. The results highlight the role of justice and leadership in promoting commitment in the banking industry and provides practical implications for managers seeking to enhance organizational commitment.

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Introduction

Organizations today are in a very competitive and modern world where they need to create and maintain a committed workforce to sustain their performance. Employee commitment is a state of psychological commitment, loyalty and willingness of employees to stay and contribute to the success of their organizations. There is a positive

relationship between employee commitment and job performance, low turnover intentions, and organizational effectiveness (Meyer & Allen, 1991; Meyer & Allen, 1997).

Of the organizational factors that significantly affect employees' commitment, organizational justice and leadership style have been much discussed in organizational behavior research. Organizational justice is the perception within the organization about the fairness of the organization's decisions, processes, interpersonal interactions, and information delivery from the management. Staff who feel fair in the organisation's treatment are more likely to have positive work attitudes, high organizational identification and high commitment (Colquitt, 2001, Cohen-Charash & Spector, 2001).

There are four dimensions of organizational justice: distributive, procedural, interpersonal and informational justice. Past studies have consistently shown that trust in management, perceived organizational support, and organizational commitment will improve when organizational procedures are fair and treatment is equitable to employees. Higher perceived justice is also correlated with a greater willingness to respond with positive attitudes and behaviors in the workplace, as predicted by Social Exchange Theory (Blau, 1964; Cropanzano, 2002; Rhoades & Eisenberger, 2002).

Likewise, leadership styles are very important in influencing employees' commitment to the organization. Good leadership establishes a climate of trust, support, ethics, and employee participation, which increases organizational commitment. The findings from the research have indicated that transformational, ethical, authentic, servant and inclusive leadership styles have positive effects on employee attitudes and organizational commitment through employee engagement, perceptions of fairness and leader–member relations (Judge & Piccolo, 2004; Hoch, 2018; Jackson, 2013; Wang, 2005).

Additionally, recent research suggests that organizational justice and leadership style should not be considered separately as leadership behaviors tend to affect employees' experiences of justice, and employees' experiences of justice tend to increase the effectiveness of leadership behaviors. For instance, inclusive and ethical leadership fosters procedural justice, employee voice, and organizational trust, which in turn leads to an increase in employee commitment (Cenkci., 2020; Shah, 2022; He, 2014).

Although considerable studies have been conducted, there is limited empirical evidence that can explore and analyze organizational justice and leadership style at the same time in a developing country such as Pakistan in banking sector. Furthermore, few studies have explored these relationships in a rural organizational context where cultural values and organizational processes can vary from the urban context. Thus, the above study has focused on the influence of organizational justice and leadership style on employee commitment of employees working in the commercial banking sector of rural Sindh Pakistan. Social Exchange Theory (Blau, 1964) and Leader–Member Exchange (LMX) Theory (Graen & Uhl-Bien, 1995) are appropriate theories to explain the relationship between fairness perceptions and leadership behaviors affecting employee commitment.

Research Objectives

1. To determine the effect of organizational Justice on employee commitment.
2. To determine the effect of Leadership Style on employee commitment.

Research Questions

1. Is there any effect of organizational Justice on employee commitment?
2. Is there any effect of Leadership Style on employee commitment?

Literature Review

Employee commitment is a psychological attachment, identification and loyalty that employees have towards their organization, which affects their desire to stay with the organization and contribute to its success. Committed employees are more likely to perform well, be positive organizational citizens and have lower turnover intentions. Employee commitment is one of the most researched outcomes of organizational research, with organizational justice and leadership style being two significant antecedents (Meyer & Allen, 1991, 1997; Jackson et al., 2013).

Organizational Justice and Employees Commitment

Organizational justice is the perception of fairness of the outcomes or results of the organization, decision-making processes, interpersonal treatment, and communication. The construct consists of four components: distributive justice, procedural justice, interpersonal justice, and informational justice, which affect employees' attitudes and behaviors at work (Colquitt et al., 2001). Organizational justice has been shown again and again to positively affect employee commitment as employees who perceive justice gain greater trust in management, greater organizational identification and desire to contribute toward organizational goals. The perceptions of justice are also positively correlated with employee commitment, job satisfaction, organizational citizenship behavior and work performance (Colquitt, 2001; Cohen-Charash & Spector, 2001; Viswesvaran & Ones, 2002), as evidenced by meta-analytic evidence. Organizational justice is one of the dimensions of organizational justice, which has been widely studied by researchers because fair procedures lead to greater trust, organizational identification and perceived organizational support among employees. When people feel that they have transparency and fairness in decision-making, they will be more committed to the organization, and have positive attitudes toward work (Konovsky, 2000; Aryee, 2004; He et al., 2014). Likewise, distributive justice helps to increase employee commitment through the processing of rewards, promotions, and workload distribution fairly. Perceived fairness is associated with reciprocation in the form of loyalty and commitment, as suggested by Social Exchange Theory (Blau, 1964; Cropanzano, 2002; Rhoades & Eisenberger, 2002). In general, the empirical evidence presented in this article supports the premise that organizational justice is an important determinant of employee commitment in a variety of organizational and cultural environments (Colquitt, 2001; Viswesvaran & Ones, 2002).

Employee Commitment and Leadership Style

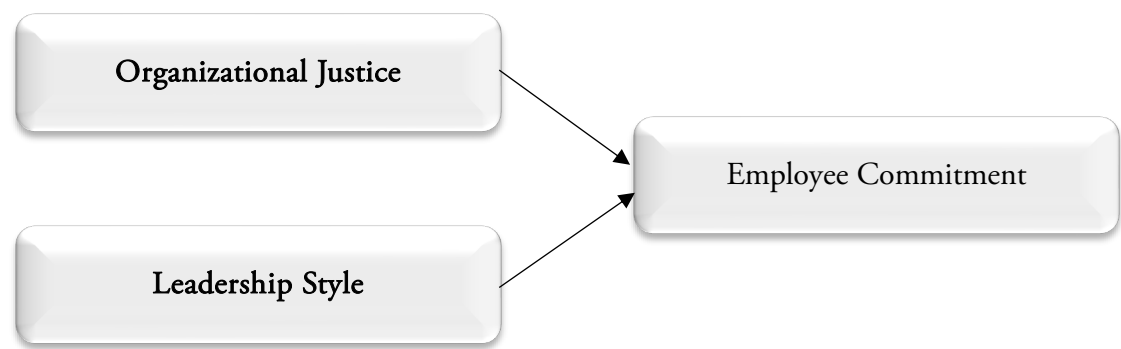
Leadership style is the behavioral patterns of leaders that they use to influence the employees and organizational outcomes. Leadership behaviors have a strong impact on how employees perceive support, fairness, trust and motivation towards the job, and therefore, one of the best predictors of employee commitment (Jackson, 2013). Transformational leadership has always been shown to have a positive correlation with employee commitment through the use of vision, intellectual stimulation, individualized consideration and idealized influence. Transformational leadership is associated with increased organizational commitment, work performance and organizational citizenship behavior (OCB) (Judge & Piccolo, 2004; Wang, 2005) as evidenced by the meta-analytical findings.

Transactional leadership also helps to promote employee commitment by providing contingent rewards, clarifying roles, and monitoring performance. While transactional leadership is less powerful than transformational leadership, it is effective in organizations with a high degree of structure (Judge & Piccolo, 2004).

Recently there has been a focus on authentic, ethical, servant and inclusive leadership styles that promote transparency, integrity, trust, employee engagement and psychological safety. Such leadership styles foster employees'

commitment through greater feelings of fairness and organizational support (Hoch, 2018; Ling, 2017; Cenkci, 2020; Shah, 2022).

Research Model



Research Hypothesis

- H1:** There is positive and significant effect of Organizational justice on Employee Commitment.
- H2:** There is positive and significant effect of Leadership Style on Employee Commitment.

Research Methodology

In this study, the research design used was a cross-sectional quantitative research design in an attempt to investigate the influence of organizational justice and style of leadership on employee commitment in commercial Banking sector of sindh. A validated set of scales was utilized in the development of a structured questionnaire with each of the three variables; organizational justice, leadership style and employee commitment, being measured using five items each, and this resulted in a total of 15 items. The rating was done using a 5-point Likert scale where 1 (Strongly Disagree) to 5 (Strongly Agree). The samples were the collected form the banking sector of sindh. A total of 350 respondents was targeted to prevent robustness and allowance of non-responses or imprecisely recorded data. Since the target population is defined by the professional context and population (the respondents with the appropriate experience) and the study is a quantitative study, purposive sampling (non-probability sampling method) was used. The collection of the data was conducted within three months of time through the use of both printed questionnaires that were distributed among the employees working in the banking sector of rural Sindh. Informed consent was taken and anonymity was ensured beforehand in order to get the true responses. Out of completeness screen, 350 of the valid responses were maintained to be finally analyzed. Analysis of data was done using SPSS. To measure the internal consistency of each scale, first, reliability analysis (Cronbach alpha) was performed. Secondly, we conducted a Pearson correlation analysis of the bivariate relationship between the independent and dependent variables. Lastly, a multiple regression analysis was conducted to determine the predictive effects of organizational justice and leadership style on employee commitment with demographic variables where necessary. All statistical tests were to have a level of significance of $p < 0.05$.

Data Analysis

Table 1

Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.948	15

The Alpha of Cronbach is 15 items =.948, which results in a high level of internal consistency. This implies that the questionnaire is a reliable measure of underlying constructs (organizational justice, leadership style, and employee commitment).

Table 2

Correlation

Correlations		Organizational justice	Leadership Style	Employee commitment
Organizational justice	Pearson Correlation	1	.831**	.863**
	Sig. (2-tailed)		.000	.000
	N	350	350	350
Leadership Style	Pearson Correlation	.831**	1	.881**
	Sig. (2-tailed)	.000		.000
	N	350	350	350
Employee commitment	Pearson Correlation	.863**	.881**	1
	Sig. (2-tailed)	.000	.000	
	N	350	350	350

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

There are strong positive, and statistically significant correlations between the three variables ($p < .01$). Employee commitment is strongly correlated with organizational justice ($r = .863$) and leadership style ($r = .881$) indicating that increment in level of fairness and leadership is related to increment in employee commitment.

Regression

Table 3

Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912 ^a	.832	.831	.41379522

a. Predictors: (Constant), Leadership Style, Organizational justice

The value of R square is.832 and it implies that the two independent variables (organizational justice and leadership style) can explain 83.2 percent of employee commitment variance. Adjusted R Square (.831) indicates the good fit by the model.

Table 4

ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	293.642	2	146.821	857.466	.000 ^b
	Residual	59.416	347	.171		
	Total	353.058	349			
a. Dependent Variable: Employee commitment						
b. Predictors: (Constant), Leadership Style, Organizational justice						

a. Dependent Variable: Employee commitment

b. Predictors: (Constant), Leadership Style, Organizational justice

The regression model is statistically significant ($F(2, 347) = 857.466, p < .001$). This means that organizational justice combined with leadership style are both significant in predicting commitment by the staff and the model is much superior to an intercept only model.

Table 5

Coefficients

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-.002	.022		-.095	.924
	Organizational justice	.426	.040	.425	10.741	.000
	Leadership Style	.529	.040	.527	13.323	.000

a. Dependent Variable: Employee commitment

Independent variables are both important predictors of employee commitment ($p < 0.001$). The impact of leadership style is a bit stronger (Beta = .527) than the impact of organizational justice (Beta = .425). The constant is not significant ($p = .924$), so there is no systematic bias to the model.

Conclusion

Understanding the relationship between organizational justice, leadership style, and employee commitment can help organizations create a supportive work environment that enhances employee satisfaction and organizational performance. This research discussed how the organizational justice and leadership style influence the commitment of employees serving in the service sector. The results, which are gathered on the base of the cross-sectional quantitative research design and 350 respondents, are empirically good in both hypotheses of the research. The reliability analysis showed that there was good internal consistency (Cronbachs $\alpha = .948$) and this indicated that the measurement scales were reliable. The correlation analysis showed that the independent variables have significant positive relationships with the employee commitment and the leadership style had the highest bivariate correlation ($r = .881$) then organizational justice ($r = .863$). The regression model was highly significant ($F(2, 347) = 857.466, p < .001$), explaining 83.2% of the variance in employee commitment ($R^2 = .832$). Both of the predictors contributed specifically, with organization justice (Beta = .425, $p < .001$) and with the approach of leadership (= .527, $p = .001$). Therefore, there is a positive impact of organization justice and employee commitment on leadership style, which is accepted in both hypothesis H1 (positive impact of the effects of organizational justice) and hypothesis H2 (positive impact of the effects of leadership style). These findings are consistent with previous studies (Judge & Piccolo, 2004; Jackson, 2013; Hoch, 2018; Wang, 2005). and prove that fair treatment and good leadership are key motivating factors of commitment in the professional legal environment. The purposive sampling and cross-sectional design however, restrict the study to causal inference and generalizability outside of the sampled population of advocates. A fair organizational environment combined with effective leadership practices can strengthen employees' loyalty, motivation, and dedication toward organizational goals. Therefore, organizations should focus on promoting fairness and adopting suitable leadership approaches to enhance employee commitment and improve overall organizational success.

Recommendations

- Banking sector organizations should develop transparent and uniform ways of assigning responsibilities, examining performance and professional development.

- ▶ To create a behavioral change in managers Transformational and inclusive leadership behaviors as an intellectual stimulation, individual contribution recognition, and encouraging open communication should be cultivated among the senior managers.
- ▶ On human resource policies: Formal grievance systems, just allocation of work burden, and mentoring should be enshrined to strengthen the feelings of interpersonal and informational injustices. Feedback sessions and open communication regarding decisions to be made in the organization can also enhance commitment.

Limitations

The current research has limitations which one must take into account when deciphering the results. First, the cross-sectional research design is a research design that captures the data at one point in time, and it precludes any causal relationship between the variables of organizational justice and leadership style, and employee commitment. A purposive sampling did not allow the extrapolation of the results beyond the sampled population. Although the composite measures of organizational justice and leadership style were very reliable, the study did not disaggregate the specific dimensions of justice- distributive, procedural, interpersonal, and informational- or leadership styles- transformational, transactional, inclusive, and passive-avoidant to establish which facet exerts the strongest or the most unique impact on employee commitment in this legal context

Future Directions

Longitudinal research should be conducted to ascertain the causality between organizing justice, leadership-style, and commitment among employees. Generalizability would be improved by comparing the results of various groups of professionals and geographic regions. Furthermore, qualitative research (e.g., semi-structured interviews) would help to reveal context-specific fairness/or leadership issues that might be peculiar to the profession.

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