



Pakistan Journal of Economic Studies

ISSN (E) 2708-1486 (P) 2708-1478

Volume 7: Issue 4 December 2024

Journal homepage: <https://journals.iub.edu.pk/index.php/pjes/index>

The Association of Organizational Justice and Organizational Commitment with Organizational Trust as a mediating factor; Employees Perceptions in Universities

^a Ayesha Ali

^a Higher Education Commission, University of the Punjab, Lahore. Email: 22ayeshal1@gmail.com

ARTICLE DETAILS

History:

Accepted: 29 November 2024

Available Online: 31 December 2024

Keywords:

Organizational trust

Organizational commitment

Organizational justice

Employee's perception

Fairness

Employee's productivity

JEL Codes:

G18

I15

Q56

F65

Q01

ABSTRACT

Objective: This quantitative study aims to investigate the employees' perceptions with respect to the organizational justice, organizational trust and organizational commitment.

Research Gap: The research on organizational justice, organizational trust and organizational commitment is scarce particularly in higher education sector.

Design/Methodology/Approach: The article administered a survey questionnaire on 201 faculty members to study the relationship among variables in the higher education sector particularly universities in Lahore, Pakistan. The questionnaire consisted of 72 questions primarily using 7-point and 5-point Likert scale.

The Main Findings: One way ANOVA explained the variation among the age, academic positions, and job tenure. Significant relationship among the variables was found using Pearson's Product Moment Correlation and path coefficients. The research shows differences in employees' perception with regard to organizational justice, trust, and commitment.

Theoretical / Practical Implications of the Findings: This study offers valuable insights into the literature of and the relationships between organizational justice, trust, and commitment. Also, it unfolds dimensions to improve the organizational performance and employee productivity. Actionable strategies may set in place addressing gender disparities through mentorship, transitioning temporary roles to permanent ones, standardizing processes for evaluations, and fostering authentic leadership.

Originality/Value: The study research also presents insights for the academic sector for improvement of organizational values and behavior. The research is limited to faculty and doesn't include administrative staff. The research can be conducted in manufacturing and other service sectors to better understand the phenomenon of interest.

© 2024 The authors. Published by PJES, IUB. This is an open-access research paper under the Creative Commons Attribution-Non-Commercial 4.0



Recommended Citation:

Ali, A. (2024). The Association of Organizational Justice and Organizational Commitment with Organizational Trust as a mediating factor; Employees Perceptions in Universities. *Pakistan Journal of Economic Studies*, 7(4), 330-344. Available at: <https://journals.iub.edu.pk/index.php/pjes/article/view/3292>

Corresponding Author's email address: 22ayeshal1@gmail.com

1. Introduction

In the age of information and technological advancement, employees have begun to be treated as human capital with the transformation of modern organizations into social systems. Organic organizations struggle to keep their workforce motivated in order to extract maximum productivity from them. These attempts have led to the development of the human resource management across the globe. Various component disciplines have given rise to numerous benchmark practices that target towards the betterment of the organizational performance as well as gaining the competitive edge in the era of cut-throat competition. Every employment has an assortment of aspects eliciting sundry employees' attitudes and behaviors. These factors engender either positive or negative perspectives in the workforce with respect to their professional work. Among them are numerous

factors such as the organizational justice which accounts for the fairness in treatment of employees. Organizational trust relates to the fulfilment of expectations in social interactions.

The concept of organizational justice relates to the employee's perceptions of fair treatment in the organization. Scholars state that the justice process plays a vital role in the organization and affects how people deal in organization with each other. This perception influences employees' beliefs, attitudes, feelings, and behavior. It includes i) distributive justice which refers to the fairness in rewards and outcomes given to employees, ii) procedural justice means the fairness of the procedures and processes which are used to determine such rewards and outcomes, iii) interactional justice means the manner through which an organization conducts communication between supervisor to his followers (Abrrow, 2013).

George et. al. (2021) state that social exchange theory explains the development of trust in an organization and its factors. These scholars describe organizational trust as a result of the processes involved in human resource activities which further affects organizational outcomes. It refers to the employees' reliance on the organization including their perception in organization's fair treatment towards all and safeguarding their interests. Alomran et. al. (2024) explains organizational commitment as the sense of belongingness prevailing in the organization and the engagement and the willingness of the employees to contribute towards its social structure and positivity. It includes affective (feeling of association with organization and its objectives), normative (being responsible towards organization and goal achievement) and continuance commitment (willingness to stay with the organization).

1.1 Statement of the Problem

Organizational performance depends upon the employees' productivity, which in turn is dependent upon the feelings and perceptions they have about the organization. In this regard, the organizational justice, trust and commitment render a significant role in motivating the employees. Often the absence of these ideals is expected to breed lack of motivation and performance. So, there is a need to study the impact of the presence of organizational justice, and organizational commitment with organizational trust to improve the condition of human resource and organizational outcomes. Thus, the study aims to determine the association of perceived organizational justice, commitment and trust among the employees in the academic sector.

1.2 Significance of the study

The study is significant for the following reasons;

1. The present inquiry would help to explain the organizational trust with reference to its definition, its antecedents and outcomes, and its relationship with the organizational justice.
2. The research would facilitate the local understanding of the phenomenon by probing into concepts as prevalent in the academic sector.
3. The research would also guide policy makers and practitioners to focus on capitalizing on organizational justice, trust and commitment level to improve the organizational outcomes.
4. This study would open new avenues for scholarly research and academic researchers.

1.3 Objectives of the Study

Following are the research objectives of the study;

1. To know the perception of employees with regard to the organizational justice.
2. To study the perception of employees with regard to the organizational trust.
3. To study the perception of employees with regard to the organizational commitment.
4. To assess if there is a significant relationship between the employees' fairness perceptions of organizational justice and organizational trust in determining employees' organizational commitment.
5. To examine the role of organizational trust in mediating between organizational justice and the organizational commitment.

2. Literature Review

Moorman (1991) explain organizational justice as the perception of employees about the treatment they receive as fair or not. Folger & Cropanzano (1998) state that it comprises the methods of making decisions that concern the distribution of organizational sources and application of the social rules and norms that regulate the social relationships.

Equity theory by Adams (1965) initiated the research investigations on organizational justice and its various dimensions. The distributive justice explaining the employees' perceived fairness of organizational outcomes received major focus. Further to this, the procedural justice was deemed vital component in the discussion on organizational justice to elaborate the response of employees to perceived injustices. The new dimension illustrated the fairness perception of the process leading to the outcomes. Dearth was still felt that called for the addition of the interactional justice that focused upon the management's communication with and treatment of employees. According to Malik & Naeem (2011), the presence of organizational justice influences the employees' commitment and the development of their behaviors.

Organizational justice, which includes distributive, procedural, and interactional dimensions, plays a central role in influencing employee perceptions of fairness. Studies highlight that distributive justice, focusing on the fair allocation of resources, directly impacts trust by reinforcing employees' belief in organizational fairness, while procedural justice ensures transparency in decision-making processes, further strengthening employee satisfaction and loyalty. Interactional justice, emphasizing respectful and transparent communication, significantly enhances trust and employee commitment, particularly in sensitive situations like organizational layoffs or restructuring (Qi et al., 2023; Kurian, & Nafukho, 2022; Abasilim et al., 2019).

Researchers have inquired the concept of organizational trust and thrown light on its significance (Aulakh, et.al., 1996). The phenomenon has been profoundly explored and expanded with the ability to determine not only the intra-organizational but also the inter-organizational social interactions. In continuation to the establishment of trust, the organizations empower workforce and build teams to increase employees' motivation, organizational performance, productivity and competitive edge. In these objectives of the organizations, the trust renders essential role of binding among and supervision over the employees (Bigley & Pearce, 1998). The presence of organizational trust is substantial to minimize the other legal modes of maintaining control (Davis, 1991).

Organizational trust is a key mediator between organizational justice and commitment, fostering positive work attitudes and reducing turnover intentions. Authentic leadership, characterized by integrity and fairness, strengthens trust, thereby enhancing affective commitment, which reflects an emotional attachment to the organization. Studies also reveal that employees' perception of justice shapes their trust in leaders and institutions, which in turn influences their willingness to invest in the organization emotionally and professionally (González-Cánovas, 2024).

The phenomenon of organizational trust has been defined in numerous ways and from individual to institutional level. The researchers have often capitalized upon the theory of trust to inquire the subject. It is defined as given the inability of the employees to influence the decision makers, the employees still believe in the organization's sincerity towards their benefit along with the removal of any harm to them (Cetinel, 2008). Moreover, it is perceived to be including mutual honesty and truth which spreads and develop over with time (Koc & Yazıcıoğlu, 2011). Trust would be studied for its two dimensions here; trust in supervisors and trust in the organization.

The academic scholars have investigated the association between the organizational justice and trust. Organizational justice comprising three dimensions i.e. distributive, procedural and interactional justice has association with the organizational trust (Alexander & Ruderman, 1987). Also, the justice and trust promotes the moral and fair behaviors and the concern for the rights of others (Ozer & et.al., 2006).

Organizations also, in the competitive age, have to enhance the employees' commitment to retain them and

obtain competitive advantage. Mowday & et al. (1979) state that organizational commitment is employees' bond or loyalty to the organization, which has three components i.e. commitment to the organization's objectives and values, feelings of belongingness towards organization and working for the benefits of the organization.

Allen & Meyer (1990) developed the organizational commitment model comprising three dimensions i.e. affective, continuance and normative commitment. Affective component relates to the employees' adherence to, and contentment and integration with the organizational identity. Continuance commitment pertains to the occurrence of gains or penalty upon employees' continuation or discontinuation of working for the organization respectively. Normative commitment includes the individual's responsibility for and faith in the organization.

Organizational commitment, particularly affective commitment, is shaped by fair treatment and trust within organizations. Employees who perceive justice in processes and resource distribution are more likely to feel a sense of belonging and loyalty, reducing turnover intentions and promoting higher levels of performance. Procedural and interactional justice are especially influential in fostering emotional bonds with the organization, making them critical factors for retaining talent and maintaining a motivated workforce (Bai et al., 2023; Jiatong et al., 2022; Hadian & Afshari, 2019).

Also, scholars have studied organizational justice, trust and commitment in relation to various factors. These factors are related to individual aspects/ characteristics (gender, age, marital status) and differences, and the work related organizational factors (employment status, tenure, position)/ differences (Uygun & Kilic, 2009). Therefore, these variables would be studied for organizational justice, trust and commitment.

2.1 Research Gap

Though the concepts of the organizational justice, commitment and trust have been adequately investigated in developed nations, there is a dearth of studies in the local context. Therefore, the present study would inquire the subject in Pakistan's perspective especially education sector and higher education institutes. Regarding this gap, the research on the association between organizational justice, trust and commitment in the higher education sector can provide several valuable insights with respect to Pakistan; The study focuses on employee perceptions specific to Pakistan's socio-cultural and organizational context, which differ significantly from developed nations due to varying workplace norms, management practices, and employee expectations. The focus on universities in Lahore provides findings and actionable insights to enhance fairness, trust, and commitment within Pakistan's higher education sector, leading to better faculty retention, satisfaction, and performance. The study serves as a guide for policymakers in formulating strategies to improve organizational outcomes in academic institutions. It emphasizes creating fair and transparent systems, enhancing trust, and fostering stronger organizational commitment. While the study centers on the academic sector, its methodology and findings can be adapted to other sectors in Pakistan, such as manufacturing and services, enriching understanding across diverse organizational contexts. It bridges the gap in literature by exploring organizational dynamics in a collectivist culture like Pakistan's, where interpersonal trust and group cohesion are integral to organizational success.

2.2 Research Questions

The present inquiry shall find answers to the following research questions;

1. What are the employees' perceptions with regard to organizational justice?
2. What are the employees' perceptions with regard to organizational trust?
3. What are the employees' perceptions with regard to organizational commitment?
4. Does there exist a significant association/ relationship among the employees' fairness perceptions of organizational justice and organizational trust in determining employees' organizational commitment?
5. Does the organizational trust play a mediating role between organizational commitment and organizational justice?

2.3 Research Paradigm

Ontologically, the study takes the reality as existing out there and objective and entails a positivist epistemology which implies that the facts derived from the scientific methods make legitimate claims of knowledge.

3. Research Design and Methodology

The research employed the cross-sectional/ co-relational research design. The investigation was conducted in the selected University (including main and sub-campus, Lahore) by administering a survey questionnaire.

3.1 Population & Sampling

The population chosen for the study comprised of all the faculty teaching at the sample University. Sampling was done in two stages. In the first phase, the population was divided into fifteen distinct faculties of selected University. In the second stage, the questionnaires were distributed to all the faculty members employed in the sample University to obtain maximum responses.

3.2 Sample Size

The sample University (Lahore Campus) had 105 faculty members whereas University, Main Campus had 518 faculty members to whom the questionnaires were distributed. So, the questionnaires were distributed to a total of 623 faculty members. After rigorous follow up, the number of responses received were 210. Among these, nine questionnaires were incomplete, so they were disposed off. The issue of missing values was solved by plugging in the mid-point in the SPSS. Therefore, a total of 201 questionnaires reaching a response rate of 33.7 percent was achieved and later utilized for analysis.

3.3 Measurements

3.3.1 Organizational Trust

The survey consisted of 72 questions. The questions to study the role played by organizational trust (trust in supervisor and trust in organization) among the organizational justice (distributive, procedural and interactional or informational justice) and organizational commitment (continuance, normative and affective commitment) were based on existing measures.

The items borrowed from existing measures primarily used 7-point Likert scales comprising of the anchors “strongly disagree”, “moderately disagree”, “slightly disagree”, “neither disagree nor agree”, “slightly agree”, “moderately agree” and “strongly agree”. Since there was no clear difference between “moderately disagree/agree” and “slightly disagree/agree” so a 5-point Likert Scale instead of existing 7-point Likert Scale was used. The anchors on the 5-point scale were “strongly disagree”, “disagree”, “neither disagree nor agree”, “agree” and “strongly agree” except for demographic variables. Similarly for some responses five point Likert scale was also used having response categories of “very frequently,” frequently,” “occasionally,” “rarely” and “very rarely” were used. For some items the coding of “always”, “often”, “sometimes”, “rarely” and “never” were used. The codes were reversed for negatively worded responses.

3.3.2 Organizational Justice

Questions related to organizational justice were divided into four separate constructs: distributive justice, procedural justice and interactional justice. A 5-point scale developed by Thibaut & Walker (1975) and Leventhal (1980) was used.

3.3.3 Distributive Justice

The scale used for this dimension included items indicating judgments about degree to which rewards received by employees are perceived to be related to performance inputs. Each item referred to the extent to which employees are rewarded fairly in terms of their performance, education and so on. These were measured by four items ranging.

3.3.4 Procedural Justice

Procedural justice was measured using the 5-point scale from Thibaut & Walker (1975) and Leventhal (1980). The items included in this scale indicate general decisions made by the supervisor regarding employee’s job. In

this questionnaire, the dimension of importance of fair procedures in an organization were measured by three items and the dimension of fair use of those procedures by employees were represented by four items.

3.3.5 Interactional Justice

The scale used for this dimension included items indicating perceived fairness regarding perceived fairness of how employees are treated in the organization. These dimensions were measured by four items.

3.3.6 Organizational Commitment

The scales used to measure organizational commitment were adapted from Allen & Meyer (1990). A 5-point likert scale was used for this purpose. A total of 24 items were included in this study to measure all three components of organizational commitment with eight items included for each component.

3.3.7 Affective Commitment

The Affective Commitment Scale (ACS) measured the identification with organization, emotional attachment and involvement with organization. Employee’s emotional attachment to the organization was measured by three items. Involvement in the organization was measured by 02 items. Identification with the organization was measured by three items.

3.3.8 Continuance Commitment

The Continuance Commitment Scale (CCS) focused on the reasons employee had to continue with an organization. It also focused upon the cost associated with an employee leaving the organization. The element of cost associated with employee leaving the organization was measured by four items. The elements why an employee had to continue with an organization was measured by three items.

3.3.9 Normative Commitment

The Normative Commitment Scale measured feelings of obligation and loyalty to remain with the organization. The dimensions of feelings of loyalty and obligation to remain with the organization were measured through four items each.

4. Results and Discussions

The data was analyzed statistically using PASW (formerly SPSS) statistical software. The findings are;

4.1 Perception of Employees by their Gender

In order to explain the difference among employees regarding organizational trust, commitment, and organizational justice by their gender, an independent sample t-test was conducted. The findings show that there was a significant difference between males (M= 94.453, SD= 8.628) and females (M= 91.617, SD= 4.693) regarding their perceptions about organizational trust (t= 4.704, df=122.316, p= .000, n=201). Similarly difference existed significantly between males (M= 80.209, SD= 15.759) and females (M= 66.322, SD= 10.081) regarding their perceptions about organizational commitment (t= 7.151, df=135.522, p= .000, n=201). The difference was also statistically significant between males (M= 69.058, SD= 14.380) and females (M= 56.556, SD= 8.259) regarding their perceptions about organizational justice (t= 7.221, df=126.376, p= .000, n=201). Summarily, males perceived greater trust, commitment and justice towards the organizations than females.

Table 1: Gender wise Difference in Employees’ Perceptions Regarding Organizational trust, Commitment and Justice (N= 201)

Organizational Variable	Gender	N	M	SD	t	df	p
Organizational Trust	Male	86	96.453	8.628	4.704	122.316	0.000
	Female	115	91.617	4.693			
Organizational Commitment	Male	86	80.209	15.759	7.151	135.522	0.000
	Female	115	66.322	10.081			
Organizational Justice	Male	86	69.058	14.380	7.221	126.376	0.000
	Female	115	56.556	8.259			

Source: Authors’ Own Work

4.2 Perception of Employees by their Marital Status

In order to explain the difference among employees regarding organizational trust, commitment, and organizational justice by their marital status, an independent sample t-test was conducted. The findings show that there was a significant difference between married (M=95.047, SD=8.786) and unmarried (M=92.138, SD=3.856) regarding their perceptions about organizational trust (t=3.101, df=149.402, p=0.002, n=201). Similarly difference existed significantly between married (M=76.001, SD=15.598) and unmarried (M=68.000, SD=11.906) regarding their perceptions about organizational commitment (t=4.119, df=195.312, p=0.000, n=201). The difference was also statistically significant between married (M=65.374, SD=14.178) and unmarried (M=57.957, SD=9.827) regarding their perceptions about organizational justice (t=4.350, df=189.158, p=0.000, n=201).

Table 2: Marital Status wise Difference in Employees’ Perceptions Regarding Organizational trust, Commitment and Justice (N= 201)

Organizational Variable		N	M	SD	t	df	p
Organizational Trust	Married	107	95.047	8.786	3.101	149.402	0.002
	Unmarried	94	92.138	3.856			
Organizational Commitment	Married	107	76.001	15.598	4.119	195.312	0.000
	Unmarried	94	68.000	11.906			
Organizational Justice	Married	107	65.374	14.178	4.350	189.158	0.000
	Unmarried	94	57.957	9.827			

Source: Authors’ Own Work

4.3 Perception of Employees by their Employment Status

In order to explain the difference among employees regarding organizational trust, commitment, and organizational justice by their employment status, an independent sample t-test was conducted. The findings show that there was a significant difference between temporary (M= 90.114, SD= 4.853) and permanent (M= 95.595, SD= 7.334) regarding their perceptions about organizational trust (t= 5.626, df=199, p= .000, n=201). Similarly difference existed significantly between temporary (M= 80.514, SD= 12.374) and permanent (M= 67.855, SD= 13.673) regarding their perceptions about organizational commitment (t= 6.459, df=199, p= .000, n=201). The difference was also statistically significant between temporary (M= 69.614, SD= 9.135) and permanent (M= 57.786, SD= 12.680) regarding their perceptions about organizational justice (t= 6.902, df=199, p= .000, n=201).

Table 3: Employment Status wise Difference in Employees’ Perceptions Regarding Organizational trust, Commitment and Justice (N= 201)

Organizational Variable		N	M	SD	t	df	p
Organizational Trust	Temporary	70	90.114	4.853	5.626	199	.000
	Permanent	131	95.595	7.334			
Organizational Commitment	Temporary	70	80.514	12.374	6.459	199	.000
	Permanent	131	67.855	13.673			
Organizational Justice	Temporary	70	69.614	9.135	6.902	199	.000
	Permanent	131	57.786	12.680			

Source: Authors’ Own Work

4.4 Perception of Employees by their Age:

In order to explain the difference among employees regarding organizational trust, commitment, and organizational justice by their age, a one-way Analysis of Variance (ANOVA) was conducted. Age was split into five categories (viz. >21-30, >31-40, >41-50, >51-60, and 60+) The findings show that there was no significant difference between among different age categories by level of organizational trust (F= 1.778, df= 4, 196, p=.135), organizational commitment (F= .538,, df= 4, 196, p=.708), and organizational justice (F= .741, df= 4, 196, p=.565).

Table 4: Age wise Difference in Employees’ Perceptions Regarding Organizational trust, Commitment and Justice (N= 201)

Variables		N	M	SD
Organizational Trust	>21-30>	104	93.8269	7.43443
	>31-40>	23	91.0870	5.02641
	>41-50>	24	92.5000	5.81602

	>51-60>	25	94.1600	6.51716
	60+	25	96.1600	8.14801
Organizational Commitment	>21-30>	104	71.3846	13.82435
	>31-40>	23	70.5217	14.61590
	>41-50>	24	73.7917	15.45535
	>51-60>	25	72.9600	15.74135
	60+	25	75.3600	15.67875
Organizational Justice	>21-30>	104	61.4038	12.77780
	>31-40>	23	59.5652	12.46386
	>41-50>	24	62.4167	12.27906
	>51-60>	25	62.0000	12.81601
	60+	25	65.5600	14.29767

Source: Authors' Own Work

Analysis of Variance

Variables		SS	df	MS	F	p
Organizational Trust	Between Groups	349.823	4	87.456	1.778	.135
	Within Groups	9639.431	196	49.181		
Organizational Commitment	Between Groups	457.992	4	114.498	.538	.708
	Within Groups	41725.033	196	212.883		
Organizational Justice	Between Groups	492.520	4	123.130	.741	.565
	Within Groups	32550.684	196	166.075		

Source: Authors' Own Work

4.5 Perception of Employees by their Academic Position

In order to explain the difference among employees regarding organizational trust, commitment, and organizational justice by their academic positions, a one-way Analysis of Variance (ANOVA) was conducted. Academic position was split into four categories (viz. Lecturer, Assistant Professor, Associate Professor, Professor). The findings showed that there was a significant difference among employers position-wise regarding their level of organizational trust (F= 13.838, df=3, 197 , p=.000), organizational commitment (F= 5.582, df=3, 197 , p=.001), and organizational justice (F=13.832 , df=3, 197, p=.000). However, digging deep into the difference, the Tukey HSD showed that regarding organizational trust the real difference exists between Lecturer and Assistant Professor, Lecturer and Professor, Assistant Professor and Professor, and Associate Professor and Professor. The Tukey HSD also showed that regarding organizational commitment the real difference exists between Lecturer and Associate Professor, Lecturer and Professor. Regarding organizational justice the real difference exists between Lecturer and Professor, Assistant Professor and Professor, and Associate Professor and Professor.

Table 5: Descriptives Position wise Difference in Employees' Perceptions Regarding Organizational trust, Commitment and Justice (N= 201)

Variables		N	Mean	Std. Deviation
Organizational Trust	Lecturer	97	93.7010	1.39317
	Assistant Professor	23	89.4348	8.43060
	Associate Professor	45	91.4222	9.52864
	Professor	36	99.1944	8.46107
Organizational Commitment	Lecturer	97	68.9381	13.24120
	Assistant Professor	23	69.1739	10.24984
	Associate Professor	45	76.1333	18.75876
	Professor	36	78.3611	11.02245
Organizational Justice	Lecturer	97	58.1237	11.01160
	Assistant Professor	23	59.8696	7.88730
	Associate Professor	45	62.4000	14.55772
	Professor	36	72.7778	11.90465

Source: Authors' Own Work

Analysis Of Variance

Variables		Sum of Squares	df	Mean Square	F	Sig.
Organizational Trust	Between Groups	1738.655	3	579.552	13.838	.000
	Within Groups	8250.599	197	41.881		
Organizational Commitment	Between Groups	3304.586	3	1101.529	5.582	.001
	Within Groups	38878.439	197	197.352		
Organizational Justice	Between Groups	5749.058	3	1916.353	13.832	.000
	Within Groups	27294.146	197	138.549		

Source: Authors' Own Work

Pairwise Comparison using Tukey HSD

Organizational Variable			<i>p</i>
Organizational Trust	Lecture	Assistant Prof.	.025
	Lecture	Professor	.000
	Assistant Prof.	Professor	.000
	Associate Prof.	Professor	.000
Organizational Commitment	Lecture	Associate Prof.	.026
	Lecture	Professor	.004
Organizational Justice	Lecturer	Professor	.000
	Assistant Prof.	Professor	.000
	Associate Prof.	Professor	.001

Source: Authors' Own Work

4.6 Perception of Employees by their Job Tenures

In order to explain the difference among employees regarding organizational trust, commitment, and organizational justice by their job tenure, a one-way Analysis of Variance (ANOVA) was conducted. Job tenure was split into three categories (viz. >1, <1-2<, <3-5<). The findings showed that there was a significant difference among employers job tenure-wise regarding their level of organizational trust (F= 58.551, df=2, 198, p=.000), organizational commitment (F= 24.797, df=2, 198 , p=.000), and organizational justice (F=36.236 , df=2, 198, p=.000). However digging deep into the difference, the Tukey HSD showed that regarding organizational trust the real difference exists between job tenures of >1 and <1-2<, >1 and <3-5<, <1-2< and <3-5<. For organizational commitment the real difference exists between job tenures of >1 and <1-2<, >1 and <3-5<. For organizational justice the real difference exists between job tenures of >1 and <1-2<, >1 and <3-5<, <1-2< and <3-5<.

Table 6: Tenure wise Difference in Employees' Perceptions Regarding Organizational trust, Commitment and Justice (N=201). Descriptives

Variables		N	Mean	Std. Deviation
Organizational Trust	>1	137	91.9416	4.30418
	<1-2<	50	94.1800	8.75678
	<3-5<	14	109.0000	.00000
Organizational Commitment	>1	137	67.8832	11.66131
	<1-2<	50	82.5600	17.62206
	<3-5<	14	78.3571	1.33631
Organizational Justice	>1	137	57.9124	9.58896
	<1-2<	50	67.5000	15.44212
	<3-5<	14	81.0000	.00000

Source: Authors' Own Work

Analysis of Variance

Variables		Sum of Squares	df	Mean Square	F	Sig.
Organizational Trust	Between Groups	3712.341	2	1856.170	58.551	.000
	Within Groups	6276.913	198	31.702		

Organizational Commitment	Between Groups	8449.359	2	4224.680	24.797	.000
	Within Groups	33733.666	198	170.372		
Organizational Justice	Between Groups	8853.755	2	4426.878	36.236	.000
	Within Groups	24189.449	198	122.169		

Source: Authors' Own Work

Pairwise Comparison using Tukey HSD

Organizational Variable			P
Organizational Trust	>1	<1-2<	.045
	>1	<3-5<	.000
	<1-2<	<3-5<	.000
Organizational Commitment	>1	<1-2<	.000
	>1	<3-5<	.013
Organizational Justice	>1	<1-2<	.000
	>1	<3-5<	.000
	<1-2<	<3-5<	.000

Source: Authors' Own Work

4.7 Relationship among organization trust, organizational commitment, and organization justice

In order to find out the relationship between organization trust (M= 93.687, SD= 7.067), organizational commitment (M= 72.264, SD=14.523), and organization justice (M=61.906, SD=12.854), Pearson's Product Moment Correlation test was conducted. The finding showed that OT was statistically correlated with OC (r= .486, p=.000, n=201) and OJ (r= .583, p= .000, n= 201). Also OC was significantly correlated with OJ (r= .929, p=.000, n=201).

Table 7: Relationship among in Employees' Perceptions Regarding Organizational trust, Commitment and Justice (N= 201)

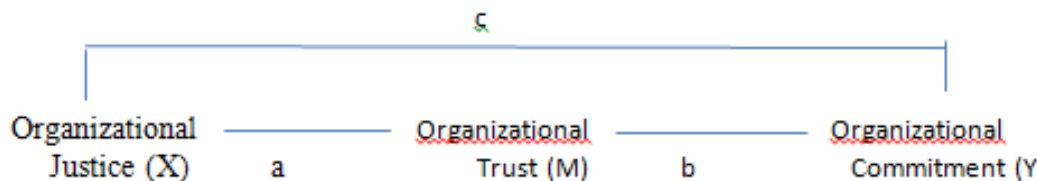
Variables	M	SD	1	2	3
1. Organizational Trust	93.687	7.067	-		
2. Organizational Commitment	72.264	14.523	.486**	-	
3. Organizational Justice	61.906	12.854	.583**	.929**	-

** . Correlation is significant at the 0.00 level (2-tailed).

Source: Authors' Own Work

4.8 Testing the mediation effect of OT

In order to test whether OT had a significant mediator of relation between OJ and OC, a path analysis was used. Below model was used to test the direct and indirect effect of the mediator:



Direct Effect : Path c: $Y = B_0 + B_1X + e$

Indirect Effect: Path a: $M = B_0 + B_1X + e$

Path b: $Y = B_0 + B_2M + e$

Source: Authors' Own Work

In order to establish a mediation effect, there must not be a direct relation i.e zero relation between X & Y. Since there is a non-zero relationship between X & Y, the condition for Mediation does not fulfill; therefore Organizational Trust, though a significant predictor, is not a mediating variable for Organizational Justice and

Organization Commitment.

Table 8: Direct and Indirect relation between organizational Justice (X), Organizational Trust (M) Organizational Commitment (Y)

Path	Source	B	SE B	β	t	p
Path c	Organizational Justice	1.050	0.030	.929	35.399	.000
Path a	Organizational Justice	0.321	0.032	.583	19.133	.000
Path b	Organizational Trust	0.999	0.127	.486	7.851	.000

Source: Authors' Own Work

5. Discussion

The research questions # 1, “What are the employees’ perceptions with regard to organizational justice?” has been satisfactorily answered. There are significant differences among the employees regarding the organizational justice in respect of gender, marital status, employment status, position wise, and tenure wise except age-wise. This is in line with the literature that the different variables contribute differently to employees perceptions about the organizational justice. Uygur & Kilic’s (2009) individual aspects/ characteristics (gender, age, marital status) and differences, and the work related organizational factors (employment status, tenure, position)/ differences stand valid through the findings except age.

The research questions # 2, “What are the employees’ perceptions with regard to organizational trust?” has been sufficiently answered. There are significant differences among the employees regarding the organizational trust in respect of gender, marital status, employment status, position wise, and tenure wise except age-wise. This supports the literature that the employees’ perceptions differ for the organizational trust in respect of specific variables. Uygur & Kilic’s (2009) individual aspects/ characteristics and differences, and the work related organizational factors / differences are verified through the findings except age.

The research questions # 3, “What are the employees’ perceptions with regard to organizational commitment?” has been adequately answered. There are significant differences among the employees regarding the organizational commitment in respect of gender, marital status, employment status, position wise, and tenure wise except age-wise. The findings are in line with literature that the employees perception for organizational commitment vary with respect to different variables. Uygur & Kilic’s (2009) individual characteristics (gender, age, marital status), and the work related factors (employment status, tenure, position) are correlate with the findings except age.

There is a significant relation between the employees’ perception of the organizational justice and commitment with trust. This is in consonance with the literature about organizational justice, trust and commitment as was explained by Ozer (2006) in terms of improvement organizational justice, trust and commitment are associated in terms of fairness and concern for rights of all. This answers the fourth research question;

“Does there exist a significant association/ relationship among the employees’ fairness perceptions of organizational justice and organizational trust in determining employees’ organizational commitment?”

However, a non-zero association exists between organizational justice and commitment, the condition for Mediation does not fulfill. Organizational trust, though a significant predictor, is not a mediating variable for Organizational Justice and Organization Commitment. This study does not support the mediating role of organizational trust which supports Malik & Naeem (2011) view about the organizational justice and its association with employees’ commitment. This helps to answer the fifth research question;

“Does the organizational trust play a mediating role between organizational commitment and organizational justice?”

The findings of this study reveal significant differences in perceptions of organizational justice, trust, and commitment across variables such as gender, marital status, employment status, and academic positions. These outcomes highlight the ways in which social interactions and roles within the organizational hierarchy influence employee relations. While the study focuses on quantitative differences, a closer examination of the social

interactions underlying these findings offers valuable insights into the relational dynamics in the workplace.

Moreover, the results indicate that male employees perceive higher levels of organizational justice, trust, and commitment compared to their female counterparts. This disparity may stem from differences in social interactions and access to networks within the workplace. Men, in many organizational cultures, often have greater opportunities to engage in informal networks and mentor-mentee relationships that enhance trust and commitment. Conversely, women may face challenges in workplace social interactions, such as exclusion from key decision-making discussions, which could lead to perceptions of lower justice and trust.

Married employees report higher levels of trust, justice, and commitment than their unmarried peers. This finding suggests that marital status may influence the quality of social interactions within the organization. Married employees might have more stable personal lives, which could contribute to their ability to form and sustain positive workplace relationships. Additionally, married employees may be perceived as more dependable and committed, potentially fostering more favorable interactions with supervisors and peers.

The findings show that permanent employees report significantly higher levels of organizational justice, trust, and commitment compared to temporary staff. Permanent employees often have greater access to formal and informal social structures within the organization, including mentorship, training opportunities, and stronger ties with supervisors and colleagues. These interactions may reinforce their sense of belonging and trust, leading to higher perceptions of fairness and commitment. Temporary employees, on the other hand, may face social marginalization, limiting their ability to form meaningful connections that foster trust and justice.

Academic rank also plays a pivotal role in shaping social interactions. Professors report the highest levels of trust, justice, and commitment, likely due to their position of influence and established networks within the organization. Junior faculty, such as lecturers, may face barriers to social integration and limited access to collaborative opportunities, resulting in lower perceptions of justice and trust. This highlights the need for institutions to create inclusive platforms for interaction and mentorship across all hierarchical levels.

The findings suggest that social interactions are central to shaping employees' perceptions of justice, trust, and commitment. These interactions occur not only in formal settings, such as team meetings or evaluations, but also in informal contexts, such as peer discussions and mentorship. The disparities observed across demographic and organizational variables point to the need for fostering equitable and inclusive social environments.

To enhance positive social interactions and improve perceptions of justice, trust, and commitment: establish structured mentorship opportunities that connect employees across hierarchical levels to promote inclusion and knowledge sharing; train leaders and employees to recognize and mitigate biases in social interactions, particularly concerning gender and employment status; encourage open and transparent communication to reduce perceived inequities and build trust; create platforms for temporary employees to engage in organizational life and form connections that enhance their sense of belonging.

While the findings from this research provide valuable insights into organizational justice, trust, and commitment in one academic institution, generalizing these results to other educational settings requires caution. Different universities may exhibit distinct organizational cultures, structural dynamics, and management practices, which can influence employee perceptions and behaviors. Therefore, while the findings are significant within the context of the selected university in Lahore, they may not directly apply to other institutions without further investigation.

To enhance the credibility and applicability of these findings across different educational setups, it would be beneficial to incorporate secondary data from similar studies conducted in various universities, particularly those within similar socio-cultural contexts. Research such as that by Uygur & Kilic (2009) on organizational commitment in Turkish universities, and Gonzalez-Canovas et al. (2024) on trust in leadership in academic institutions, supports the idea that while organizational justice, trust, and commitment are universally important,

their expression may vary significantly depending on the specific organizational practices, employee demographics, and institutional culture.

By adding secondary data from such studies, a more comprehensive understanding of how organizational justice, trust, and commitment are interrelated in diverse educational settings can be adopted. This comparison would enhance the robustness of the study’s findings and suggest the extent to which the results can be applied to other educational contexts.

Table 9. Secondary Data Comparison

Study & Source	Organizational Justice Focus	Trust Focus	Commitment Focus
Uygun & Kilic (2009)	Procedural and distributive justice in Turkish universities	Trust in supervisors and organizational systems	Affective commitment linked to job involvement and values
Gonzalez-Cánovas et al. (2024)	Procedural and distributive justice in academic institutions	Trust in leadership and its impact on faculty satisfaction	Affective commitment and its correlation with trust
Malik & Naeem (2011)	Distributive justice in Pakistani higher education	Trust in leadership and organizational fairness	Normative and affective commitment within universities
Al-Abrow (2013)	Interactional justice and its role in job involvement	Trust in supervisors and its relationship to motivation	Commitment through job satisfaction and emotional attachment
Author’s Own Study (2025)	Distributive, procedural, and interactional justice	Trust in supervisors and organizational processes	Affective and normative commitment, with emphasis on trust

Source: Authors’ Own Work

6. Recommendations

The research explains employee behavior with reference to their perception of organizational justice, trust and commitment. The research should be conducted on the administrative staff of the universities. It can offer valuable insights in manufacturing and service sector such as banking. Also, qualitative research can highlight important themes underlying the variables of interest.

7. Conclusion

Thus, the research shows differences in employees’ perception with regard to organizational justice, trust, and commitment. It further supports the relation of organizational justice with organizational trust, and organizational trust with commitment. Though, the organizational justice and organizational trust are associated with each other, however; the organizational trust does not mediate the relationship between organizational justice and organization commitment as the association between the two does not establish.

This study examined the relationships between organizational justice, trust, and commitment among higher education employees in Lahore, Pakistan, revealing several key insights. Significant differences in perceptions of organizational justice were observed across demographics, with male, married, and permanent employees, as well as senior staff, reporting higher fairness perceptions. Statistical analyses, such as t-tests, confirmed these disparities (e.g., males had higher distributive justice scores than females, $t=7.22, p<0.001$).

Organizational trust also varied by gender, marital status, and employment type, with permanent employees showing higher trust scores ($M=95.59$) compared to temporary staff ($M=90.11$). Trust was closely linked to job security and stability. Similarly, commitment levels were higher among permanent and senior staff, with a strong correlation between trust and commitment ($r=0.48, p<0.001$). Professors had the highest commitment scores ($M=78.36$) compared to lecturers ($M=68.93$). The study confirmed a positive relationship between justice and trust ($r=0.58, p<0.001$), with procedural justice as a key factor. However, trust did not fully mediate the justice-commitment link, indicating other influencing factors.

Nevertheless, the research has significant insights for the education sector and there are possibilities of further insights in other sectors. So, the research endeavors must be carried on to investigate new dimensions and additional knowledge pertaining to the organizational justice, trust, commitment and other factors to improve the organizational performance and employee productivity. Actionable strategies include addressing gender disparities through mentorship, transitioning temporary roles to permanent ones, standardizing processes for

evaluations, and fostering authentic leadership. Initiatives like employee recognition programs and anonymous feedback mechanisms were also proposed to improve organizational equity, trust, and loyalty.

References

- Adams, J.S. (1965), Inequity in social exchange. *Advances in Experimental Social Psychology*. Vol. 2. New York: Academic Press. p267-299.
- Abasilim, U. D., Gberebie, D. E., and Osibanjo, O. A. (2019). Leadership styles and employees' commitment: empirical evidence from Nigeria. *SAGE Open* 9:215824401986628. doi: 10.1177/2158244019866287
- Al-Abrow Hadi. (2013). The Relationship between Organizational Trust and Organizational Justice Components and Their Role in Job Involvement in Education." *International Journal of Management Academy, 1* (January 2013).
- Alexander, S. & Ruderman, M. 1987. The role of procedural and distributive justice in organization behavior. *Social Justice Research*, 1(2): 177-198.
- Allen NJ, Meyer JP (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *J. Occ. Psychol.* (63):1-18.
- Alomran, M. Ahmed, A. Kassem, M. (2024). Impact of organizational trust on organizational commitment: the moderating effect of national identity. *Cogent Social Sciences*, 10(1). <https://doi.org/10.1080/23311886.2024.2309712>
- Aulakh, P. S., Kotabe, M., & Sahay, A. (1996). Trust and performance in cross- border marketing partnerships: A behavioral approach. *International Business Studies*, 27(5). 1005–1032.
- Bai, M., Zheng, X., Huang, X., Jing, T., Yu, C., Li, S., et al. (2023). How serving helps leading: mediators between servant leadership and affective commitment. *Front. Psychol.* 14:1170490. doi: 10.3389/fpsyg.2023.1170490
- Bigley, G. A., & Pearce, J. L. (1998). Straining for shared meaning in organizational science: Problems of trust and distrust. *Academy of Management Review*, 23, 405–421.
- Çetinel E (2008). Word and thought: An anecdote about the relation between organizational trust and organizational commitment.(Unpublished master's thesis). Sakarya University Institute of Social Sciences, Sakarya, Turkey.
- Davis, J., Helms, L., & Henkin, A. B. (1989). Strategic conventions in organizational decision making: Applications from game theory. *International Review of Modern Sociology*. 19: 71-85.
- Malik, E.M. Naeem, B. (2011) Impact of perceived organizational justice on organizational commitment of faculty: Empirical evidence from Pakistan. *Interdiscip J Res Bus*. 1:92-8.
- Folger, R. Cropanzano, R. (1998) *Organizational Justice and Human Resource Management*, Thousand Oaks: Sage Publications.
- George, A. Aboobaker, N. Edward, M. (2020). Corporate social responsibility, organizational trust and commitment: a moderated mediation model. *Personnel Review*, 50(4), 1093–1111. <https://doi.org/10.1108/PR-03-2020-0144>
- Gonzalez-Canovas, A. Trillo, A. Bretones, F. Fernandez-Millan, J. (2024). Trust in leadership and perceptions of justice in fostering employee commitment. *Front. Psychol.* 15:1359581. doi: 10.3389/fpsyg.2024.1359581
- Hadian Nasab, A., and Afshari, L. (2019). Authentic leadership and employee performance: mediating role of organizational commitment. *Leadersh. Organ. Dev. J.* 40, 548–560. doi: 10.1108/LODJ- 01-2019-0026
- Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., and Gill, S. A. (2022). The impact of transformational leadership on affective organizational commitment and job performance: the mediating role of employee engagement. *Front. Psychol.* 13:831060. doi: 10.3389/fpsyg.2022.831060
- Koc, H. Y. (2011). Word and thought: The relation between the trust in manager and work satisfaction: Comparison between the public and private sectors. *Doğuş Üniversitesi Dergisi*. 12(1):46-57.
- Kurian, D., and Nafukho, F. M. (2022). Can authentic leadership influence the employees' organizational justice perceptions? A study in the hotel context. *Int. Hospitality R.* 36, 45–64. doi: 10.1108/IHR-08-2020-0047
- Ozer N, Demirtaş H, Ustuner M, Cömert M (2006). Word and thought: The organizational trust perceptions of secondary school teachers.. *Ege Eğitim Dergisi*. 7(1):103-124.

- Moorman, R.H. (1991). Relationship Between Organizational Justice and Organizational Citizenship Behaviors: Do Fairness Perceptions Influence Employee Citizenship, *Journal of Applied Psychology*, Vol.76, No.6, 845-855.
- Mowday RT, Steers RM, Porter LW (1979). The measurement of organizational commitment. *J. Vocational Behav.* 14:224-247.
- Qi, L., Xu, Y., and Liu, B. (2023). Does justice matter in voice? Inclusive leadership and employee voice: the moderating role of organizational justice perception. *Front. Psychol.* 14:1313922. doi: 10.3389/fpsyg.2023.1313922
- Uygur, A. Kilic, G. (2009). "A Study into Organizational Commitment and Job Involvement: An Application towards the Personnel in the Central Organization for Ministry of Health in Turkey". *Ozean Journal of Applied Sciences*, 2(1):113-125.

Acknowledgments

The author would like to acknowledge the support of her family in pursuing research work.

Disclosure statement

The authors declare no financial or non-financial conflict of interest.

Disclaimer

The views and opinions expressed in this paper are those of the authors alone and do not necessarily reflect the views of any institution.
