A STUDY ON RELATIONSHIP BETWEEN THE ORGANIZATIONAL COMMITMENT, ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL BEHAVIOUR

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Abstract

This study investigates the relationships among organizational justice, organizational commitment, and organizational citizenship behavior, emphasizing their significance in enhancing workplace harmony and effectiveness. The research was conducted in the modern mill industry, with 60 employees selected using simple random sampling. Data was collected through a structured questionnaire comprising demographic variables, organizational justice (28 items), organizational commitment (25 items), and organizational citizenship behavior (25 items), all measured on a five-point scale. Descriptive research design and statistical tools like mean, standard deviation, t-test, and ANOVA were employed for analysis.

The findings reveal that a majority of the respondents are young, married, female employees with permanent jobs and moderate educational qualifications. Organizational justice was found to be at a moderate level among 41.7% of respondents, while organizational commitment and citizenship behavior were also predominantly moderate, observed in 46.7% and 35% of the employees, respectively. Organizational justice was significantly influenced by job type, while organizational commitment was significantly related to educational qualification. However, organizational citizenship behavior showed no significant relationship with any demographic variable. The study underscores the importance of fair policies and procedures in fostering justice, which positively impacts commitment and voluntary behaviors in the workplace. Organizational commitment serves as a critical mediator between justice and citizenship behavior, highlighting its role in bridging fairness and effective organizational functioning. The findings advocate for prioritizing fairness, nurturing commitment, and encouraging genuine citizenship behaviors to foster a cohesive and productive work environment.

Key words: Organizational Justice, Organizational Commitment, Organizational Citizenship Behaviour, Workplace Harmony, Demographic Variables, Employee Engagement.

Introduction

Organizational justice focuses on fairness in workplace behaviors, including treatment, pay, opportunities, and equality, rooted in equity theory's input-output fairness assessments. Organizational commitment is the desire to stay with an organization, the willingness to exert high effort for it, and the belief in and acceptance of its values and goals. Organizational Citizenship Behavior refers to voluntary, beneficial workplace actions not formally rewarded by the organization. According to Greenberg procedural justice refers to perceived fairness of

policies and procedures used to make decisions in the workplace. Procedural justice is a perception that can be based on such aspects as whether the person is given a voice in the procedure and the decisions related to out-U.R.Srivastava 669 comes. Bies and Moag referred to this notion as interactional justice, which is the perception of the quality of treatment an employee receives when policies and procedures are implemented in the workplace. According to R.T. Mowday "a strong desire to remain as a member of a particular organization, a willingness to exert high-levels of effort on behalf of the organization, and a definite belief in, and acceptance of the values and goals of the organization means organizational commitment. Robbin, Judge and Sanghi says organizational commitment refers to the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. Cohen (2003) states that 'organizations whose members have higher levels of commitment show higher performance and productivity and lower level of absenteeism and tardiness'. Meyer and Allen (1997) suggests that when implementing human resource policies and practices as a strategy to manage organizational commitment. Employees with a low level of organizational commitment tend to be unproductive and some become loafers a work (Morrow, 1993). Lowman (1993) states that the organizational commitment can be regards as a "work dysfunction when it is characterized by under-commitment and over-commitment". Organizational citizenship behaviour has been defined by organ (1988) as : individual behaviour that is discretionary , not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".

Review of Literature

Bateman (1983) Managers and executives value employees who display "Citizenship Behaviour" perhaps because they make their job easier. The extra time obtained by management allows the manager to improve the organizational effectiveness by having more time for managerial issues. **Biljana Dordevic (2004)** stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors. **Bolino (1999)** argues that some Organizational Citizenship Behaviour may be due to impress the management and therefore may be it is to be observed by superiors. Consistent with this line of thought, some researchers pose that performing tasks in a manner that exceeds expectations can be perceived as an ingratiatory ploy designed to portray oneself as more devoted and trustworthy than one's colleagues and to obtain favour with an abusive supervisor. **Cardona and Espejo, 2002** While generally, people who engage in citizenship are likely to be perceived favourably by their supervisors, peers and others in their organization; often it is difficult to distinguish sincere helping behaviour from self- serving acts of impressing the management. **Cohen (2003)** argued that declining level of absenteeism and tardiness is possible only through the highly committed employees in the organization; it leads to higher productivity and worthy performance**. Meyer and Allen** defined employee commitment as it is a psychological state that characterizes the employee's relationship with the organization and has association for the decision to continue as a member in the organization. **Cropanzano et.al, (2007)** describe organizational justice as the "glue" enabling effective collaboration, while injustice acts as a corrosive force, harming individuals and organizations. Inequity arises in three ways: own inequity – an unbalanced input-outcome ratio; comparative inequity – a balanced ratio that

becomes unbalanced compared to others; and own-comparison inequity – an unbalanced ratio both individually and relative to others (Weik & Nesset, 1968).

Objectives of the Study
- To study the demographic profile of the respondents.
- To measure the level of organizational commitment, organizational justice and organizational citizenship behaviour of the respondent.
- To study the relationship between demographic profile and organizational commitment, organizational justice and organizational citizenship behaviour of the respondent.
- To study the mediating role organizational commitment on the relationship between organizational justice and organizational citizenship behaviour of the respondent.

Hypothesis
H01: There is no significance difference in organizational justice based on demographic variables.

H02: There is no significance difference in organizational commitment based on demographic variables.

H03: There is no significance difference in organizational citizenship behaviour based on demographic variables

H04: There is no relationship between organizational commitment and organizational justice.

H05: There is no relationship between organizational commitment and organizational citizenship behaviour.

H06: There is no relationship between organizational justice and organizational citizenship behaviour.

Methodology
The descriptive research design used in this study. The employees of the modern mill industry is taken as the universe of this study. A sample of 60 employees was included in the study by using simple random sampling technique. Questionnaire method was adopted for data collection. The Questionnaire consists of demographic variables namely age, gender, educational qualification, nature of job, years of experience, designation, monthly income, marital status, family type and place of living .Organizational justice which consists of 28 questions measured on 5 point scale. Organizational citizenship behaviour consists of 25 questions measured on 5 point scale. The data was analysed using mean, SD, t-test, and ANOVA to analyse the data.

Analysis and Interpretation
Demographic Variables
The demographic profile of the respondents shows that majority 58.3 percent belong to 25-30 years, female respondents constitute 78.3 percent, Higher secondary education constitutes 60.0 percent, the majority 90.0 percent of their jobs are permanent, 85.0 percent of them within 5-10 years of experience,88.3 percent of their salary is between 10000-20000, 83.3 percent are married,70.0 percent belongs to joint family,68.3 percent are living in urban area.

Table 1: Difference in Organizational Justice Based on Demographic Variables

Variables	Test	Value	Result
Age & organizational justice	ANOVA	F=2.340 (P=0.005)	NS
Gender & organizational justice	T-test	P= 0.150 (P=0.005)	NS
Education & organizational justice	ANOVA	F=0.031 (P=0.005)	NS
Job & organizational justice	T-test	P=0.675 (P=0.005)	S
Experience & organizational justice	ANOVA	F=1.033 (P=0.005)	NS
Income & organizational justice	ANOVA	F=1.048 (P=0.005)	NS
Marital Status & organizational justice	ANOVA	F=0.943 (P=0.005)	NS
Family Type & organizational justice	T-test	P= 0.098 (P=0.005)	NS
Place of living & organizational justice	ANOVA	F=2.421(P=0.005)	NS

NS- Not Significant   S-Significant at 0.005 level

Table 1 reveals that Organizational Justice is significant with Job among the employees.

Table 2: Difference in Organizational Commitment Based on Demographic Variables

Variables	Test	Value	Result
Age & organizational commitment	ANOVA	F=0.396 (P=0.005)	NS
Gender & organizational commitment	T-test	P= 1.389 (P=0.005)	NS
Education & organizational commitment	ANOVA	F=5.921 (P=0.005)	S
Job & organizational commitment	T-test	P=1.732 (P=0.005)	NS
Experience & organizational commitment	ANOVA	F=0.796 (P=0.005)	NS
Income & organizational commitment	ANOVA	F=1.720 (P=0.005)	NS
Marital Status & organizational commitment	ANOVA	F=1.061 (P=0.005)	NS
Family Type & organizational commitment	T-test	P= 0.219 (P=0.005)	NS
Place of living & organizational commitment	ANOVA	F=3.168(P=0.005)	NS

NS-Not Significant   S-Significant at 0.005 level

Table 2 reveals that Organizational Commitment is significant with Education among the employees.

Table 3: Difference in Organizational Citizenship Behaviour (OCB) Based on Demographic Variables

Variables	Test	Value	Result
Age & OCB	ANOVA	F=0.871(P=0.005)	NS
Gender & OCB	T-test	P=0.747 (P=0.005)	NS
Education & OCB	ANOVA	F=2.916 (P=0.005)	NS
Job & OCB	T-test	P=0.300 (P=0.005)	NS
Experience & OCB	ANOVA	F=1.149 (P=0.005)	NS
Income & OCB	ANOVA	F=1.272 (P=0.005)	NS
Marital Status & OCB	ANOVA	F=0.012 (P=0.005)	NS
Family Type & OCB	T-test	P=1.171 (P=0.005)	NS
Place of Living & OCB	ANOVA	F=4.932 (P=0.005)	NS

NS-Not Significant   S-Significant at 0.005 level

Table 3 reveals that none of the demographic variables is significant with organizational behaviour among the employees.

Discussion

This research explores the interconnectedness of organizational justice, commitment, and citizenship behavior and their impact on workplace harmony and effectiveness. The demographic analysis highlights a predominantly young, married, female workforce with permanent jobs and moderate educational qualifications, influencing their perceptions of justice and commitment. Fair policies and positive interpersonal treatment were found crucial for fostering organizational justice.

Organizational commitment significantly drives productivity and reduces turnover, with higher levels observed among married employees and those in joint families. Citizenship behaviors, though voluntary and beneficial, may sometimes stem from self-serving motives.

The study emphasizes the mediating role of commitment in linking justice and citizenship behaviors. Overall, it highlights the need for organizations to prioritize fairness, nurture employee commitment, and promote authentic citizenship behaviors for a cohesive and effective workplace.

Conclusion

The organizational justice was significance with the experience of employees; the organizational commitment was significance with the education of employees and the organizational citizenship behaviour was significance with the place of living of employees. The study gives the result that the organizational commitment does the mediating role between the relationship of organizational justice and organizational citizenship behaviour. It means organizational justice leads the path to organizational commitment and the organizational commitment leads to organizational citizenship behaviour.

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