

# Management: Human Resources Management: A Study on Existing Correlation ship Between Organizational Justice and work Commitment for Sustenance of Police Personnel in Department

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## ABSTRACT

An organizational activity plays a vital role for all employees to maintain their standard of living by performing regular service on daily basis. Further, flow of work done by employees was observed and need of organizational justice has been considered at initial level in order make it more efficient during working hours for maximum profit in organization (Adams, 1963). To maintain the level of interest among employees for work commitment more focus is still required in order to sustain their existence by maintaining proper correlation ship within each will encourage them to remain in same organization till their completion of service tenure (Adams, 1965). Employee's interest depends on the procedural steps and work commitment given by employer for completing it daily basis with implementing proper steps in acquiring organizational justice at regular interval in organization. Employers focusing on effective implementation of proper procedural steps in getting equal justice to employees enable them to feel satisfied in performing and continuing their future work commitment in same organization (Leventhal, 1976). Employer at initial stage should explain the principles of working behaviour which enables employees to understand basic concepts of to fulfill given work commitment in organization. Employees show proper relationship among each other whenever they understand exact rules and regulation to be implemented for effective commitment in order to achieve target oriented result in organization (Cropanzano and Greenberg, 1997). Maintaining proper correlation ship within each other by employer at specific intervals by providing exact training programmes to employees will enable them to work smoothly and think positive towards any work commitment in organization (Meyer and Allen, 1991). The current research study is focusing on introduction, reviewed literature, objectives along with hypotheses and data analysis which is explained through proper interpretation with providing appropriate findings and conclusion. Employees working in police department require more attention towards improving their existence of relationship among each by Gazetted police officers in order to sustain till their allotted service tenure (Sholihin and Pike, 2010). Thus, current research study tries to understand the appropriate method for existence of effective correlation ship between organizational justice and work commitment for proper sustenance in police department situated in the state of Jammu and Kashmir.

**Keywords:** Police Personnel, Organizational Justice, Sustenance, Work Commitment, Department.

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## 1. INTRODUCTION

An organizational activity plays a vital role for all employees to maintain their standard of living by performing regular service on daily basis. Further, flow of work done by employees was observed and need of organizational justice has been considered at initial level in order make it more efficient during working hours for maximum profit in organization (Adams, 1963). To maintain the level of interest among employees for work commitment more focus is still required in order to sustain their existence by maintaining proper correlation ship within each will encourage them to remain in same organization till their completion of service tenure (Adams, 1965). Employee's interest depends on the procedural steps and work commitment given by employer for completing it daily basis with implementing proper steps in acquiring organizational justice at regular interval in organization. Employers focusing on effective implementation of proper

procedural steps in getting equal justice to employees enable them to feel satisfied in performing and continuing their future work commitment in same organization (Leventhal, 1976). Employer at initial stage should explain the principles of working behaviour which enables employees to understand basic concepts of to fulfill given work commitment in organization.

Employees show proper correlationship among each other whenever they understand exact rules and regulation to be implemented for effective commitment in order to achieve target oriented result in organization (Cropanzano and Greenberg, 1997). Maintaining proper correlation ship within each other by employer at specific intervals by providing exact training programmes to employees will enable them to work smoothly and think positive towards any work commitment in organization (Meyer and Allen, 1991). The current research study is focusing on introduction, reviewed literature, objectives along with hypotheses and data analysis which is explained through proper interpretation with providing appropriate findings and conclusion. Employees working in police department require more attention towards improving their existence of correlationship among each by Gazetted police officers in order to sustain till their allotted service tenure (Sholihin and Pike, 2010). Thus, current research study tries to understand the appropriate method for existence of effective correlation ship between organizational justice and work commitment for proper sustenance in police department situated in the state of Jammu and Kashmir.

## **2. REVIEWED LITERATURE**

Greenberg (1983) concluded in their research study that employee's self- analyzation towards the working behaviour; sustenance of organization in competitive market and expectation of estimated results of organization maintained by employer at current working place indicates the implementation of equal fairness in organizational justice. Baron and Kenny (1986) were first to develop the relationship model by conduction test through using appropriates statistical tools and techniques during research study in order to know the method in understanding the existence of correlationship within each other which can enable employee and employer to sustain in organization for fulfilling the work commitment in organization. Geyskens and Steenkamp (1995) concluded in their research study that there exists significant positive strong relationship among employee's aspects of thinking to do work assigned by employer between trust, organizational justice and commitment for longer period in organization.

Doney and Cannon (1997) concluded in their research study that trust is whole and sole variable which can explain wholly about its major importance in understanding self-ability to work with employer by relying on positive working conditions mentioned in ordinances of organization for getting highest performance by achieving successful results within short span of period throughout year, helps in maintaining significant positive relationship between each other, helps in understanding exact solutions to different problems occurred within organization, enables to maintain peaceful environment during working hours in order to conduct smooth flow of work throughout year, helps employee to think positive regarding making exact decisions for continuing their service in same organization and also helps employer to develop positive feeling among employees for their sustenance in doing work till their complete allotted service in organization. Brenkert (1998) concluded in the research study about different ways of concept in understanding trust related aspects used by employer in making important strategic decision process for sustenance of employees in order to continue their service in same organization can enable to create positive attitude in development of trust among each other in future continuously towards committed work within organization.

Atwater (1988) conducted research study on the importance of trust in employer as a leader of organization who deals with vision, mission, objectives, working conditions, goals, employee's well-being and standard of living, welfare and medical facilities given to all working employees, sustenance of employee and organization in long run, etc. will lead to achieve further successful results in organization. Whitener (2001) suggested in their research study on the aspect of employers new strategy of implementing best Human Resources practices which can help employees to accept change in work for sustenance criteria in current competitive environment required for maintaining peaceful nature in organization. Chen and Francesco (2003) focused on the importance on employees main three aspects such as close relation towards work, retention strategy for sustenance of employees and maintenance of employee relationship after completion of service explains the actual thinking behaviour required at work place within organization in their research study. Payne and Huffman (2005) concluded in their research study that employee's sustenance in organization for working on daily basis throughout year till completion of allotted service tenure is most important which should be taken care by employer after joining the service for future development throughout year in organization.

Robbins and Judge (2007) concluded in their research study that employees when join their service in the organization try to put their entire effort, maintain their existence to work in same organization, maintain standard of living and achieve estimated results predicted by employer in organization on daily basis till their retirement from service in organization.

Hartog and Belschak (2007) concluded in their research study that effective successful commitment towards any work during working hours in organization depends on infrastructure, self-involvement and sustenance of organization for future growth and development in organization in order to maintain the status and image in present highly surrounding competitive environment throughout year for longer period. Yang & Mossholder (2010) concluded in their research study that working employees who are having close positive affection towards their given assigned work by employer show their fully developed trust in their committed work which further enables them to build significant positive correlation ship with their employer for longer duration throughout year in organization. Caillier (2013) highlighted in the research study on importance of employees sustenance for continuation of service by showing trust in committed work given employer on day to day basis throughout year till their complete service tenure in organization.

### 3. RESEARCH METHODOLOGY

The main aim of police service is to maintain peaceful environment which can minimize the conflicts in surrounding area for achieving proper correlation ship among each other in order to sustain in police department situated in the state. Police department being a public civil service requires a strong work commitment from all working police personnel working in their respective interested area. In the present competitive world there is a challenging task for police personnel to get proper justice as well as stick to their work commitment. Proper work commitment towards given assignment by Gazetted police officers will enable them to conduct various activities such as solving conflicts, motivation, transfers, recruitment, gaining experience, increase in salary, promotions, guidance and support can be only done with proper help and support given by civil administration and judiciary system. Hence, Organizational justice is effectively handled through proper code of conduct in order to full fill the work commitment within the local jurisdictions by providing accurate information to Magistracy for getting equal justice and peace for police personnel working in police department present in the state of Jammu and Kashmir. Patrick et al. (2014) in their research study concluded that research should be conducted by taking any two factors which can explain the requirement of understanding the actual reason for maintaining proper correlation among each other at work place which is governed by government rules and regulations respectively.

The basic objectives of the research study are to understand the variables of organizational justice and work commitment among police personnel, to understand the variables of trust among employees with respect to police personnel, to analyze the impact of organizational justice on work commitment among police personnel, to study the mediating role of employees trust between organizational justice and work commitment among police personnel, to develop and validate a model for organizational justice and work commitment with trust as a mediating variable among police personnel. Further Hypotheses formulated are developed accordingly. H1: There exists significant relationship between organizational justice and work commitment among police personnel. H2: Trust mediates organizational justice and work commitment among police personnel in Jammu & Kashmir. Total 700 sample size has been collected among the police personnel who are doing their service in police department located in the state of Jammu and Kashmir. As the sample size collected among police personnel from the overall population of 69,215 is large, the sample size was limited to 390 by considering possibility error using appropriate statistical formula during calculation in the research study. The 5 points Likert's scale is used in the developed self-structured questionnaire for total 55 items in order to get the proper response from respondent. Factor analysis for checking KMO standard minimum value should be  $\leq 0.50$  and maximum value should be  $\leq 0.80$  and its significance P-value should be  $\geq 0.005$  required further to conduct data analysis in order to get appropriate results in research study (Kaiser, 1960). Thus, the test results obtained by conducting test on factor analysis for checking KMO value to be 0.902 and significance P-value is 0.000 that is Statistical Significant were as per required standard value. Further, graphical representation for Scree plot is given accordingly which explains the total variance regarding the appropriateness of the data.

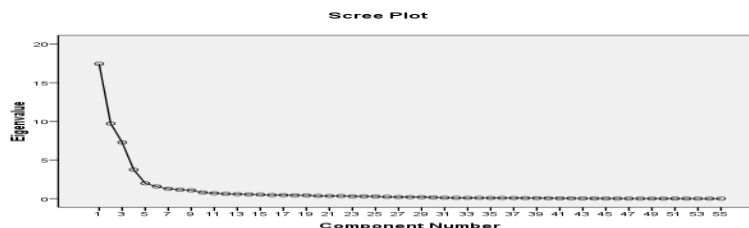


Fig. 1 Scree Plot Graph calculated by using SPSS software

Results obtained in Fig. 1 indicated that Scree plot graph explains 09 components with having Eigenvalue  $\leq 1$  from the listed 55 items respectively. George and Mallery, (2003) suggested different ranges of Cronbach's alpha Coefficient value ( $\alpha$ )

should be more than or equal to ( $\leq$ )0.70 is Acceptable, (ii) Cronbach's alpha Coefficient value ( $\alpha$ ) more than or equal to ( $\leq$ )0.80 is Good and (iii) Cronbach's alpha Coefficient value ( $\alpha$ ) more than or equal to ( $\leq$ ) 0.90 is Excellent. Thus, results obtained for Cronbach's alpha coefficient ( $\alpha$ ) showed the value to be 0.84 tested with 20 items on Organizational Justice has relevant internal consistency, results obtained for Cronbach's alpha coefficient ( $\alpha$ ) showed the value to be 0.83 tested with 16 Items on Trust and also results obtained for Cronbach's alpha coefficient value ( $\alpha$ ) showed the value to be 0.84 tested with 19 items on Work Commitment has also relevant internal consistency which indicated that the self-structured questionnaire data formulated is relevant and appropriate. Thus, the test conducted on reliability in order for knowing Cronbach's alpha Coefficient value ( $\alpha$ ) indicated that results obtained are more than or equal to ( $\leq$ ) 0.80 which is Good are in line with previous author (George and Mallery, 2003).

#### 4. DATA ANALYSIS

The results for Pearson Correlation Coefficient (r) analysis between Organizational Justice and Work Commitment is 0.795\* which showed the positive result. Further, it also showed the result that there is a significant relationship between Organizational Justice and Work Commitment among police personnel.

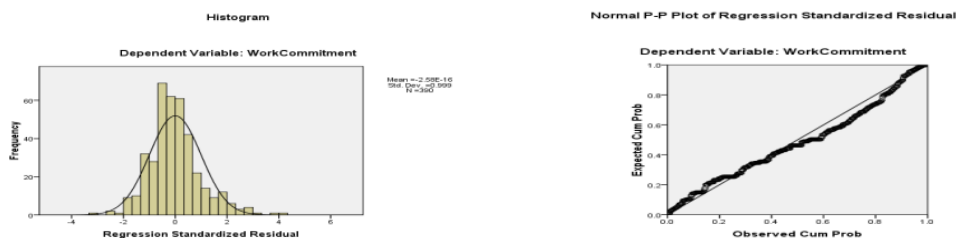
**TABLE 1: Simple Linear Regression Analysis**

Hypothesis	R	R <sup>2</sup>	ANOVA		Coefficients		Hypothesis
			F	$\beta$	S. E.	p	
OJ and WC	0.795 <sup>a</sup>	0.631	664.489	0.795	0.030	0.000	H1: Accepted

a. Predictors: (Constant), Organizational Justice

**Source:** Data calculated for Simple Linear Regression Analysis using SPSS technique.

Now, from above table 1, we can observe that test results for Simple Regression Analysis showed the value of the R<sup>2</sup> to be 0.631 that is 63.1 percent. It means that Organizational Justice plays a 63.1% role for getting high work commitment among police personnel which enables them to sustain in police department for longer period. The F-ratio is 666.489 which indicated high value in order to explain that the model is fit for formation of the regression equation accordingly. Therefore, the Organizational Justice is important factor for work Commitment which can help in maintaining the existence of correlation with each other during working hours in order to sustain till completion of service period in police department. Further, the test results obtained for graphic representation is shown in figure 1 and figure 2 respectively.



**Fig. 2 Graph for Regression Standardized Residual using SPSS technique**  
**Fig. 3 Graph for Model fit Indices obtained using SPSS technique**

A result obtained for graphic representation, showed that the data is normally distributed and appropriate. It also further indicated that model is fit for forming regression equation respectively.

Further, the test results obtained using AMOS graphics software technique is shown accordingly.

**TABLE 2: Summary of estimates of direct effects between Organizational Justice and Work Commitment**

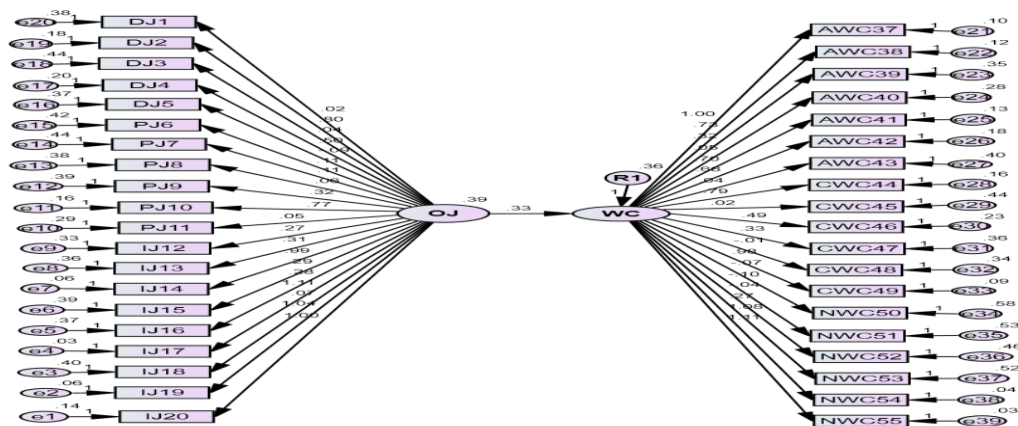
Variables	$\beta$	S.E.	C.R.	p	Result
Work Commitment $\leftarrow$ Organizational Justice	0.333	0.52	6.449	0.000	Significant

Source: Data calculated using AMOS graphics software.

Now, we observe from the above table 2, that results for Beta value ( $\beta$ ) showed the value to 0.333 and p-value to be 0.000 that is statistically significant which further indicated that there also exists positive significant correlation between



organizational justice and work commitment which can encourage police personnel to do work together in order to continue their service for future sustenance in police department. Further, results obtained for relationship model developed for Step I between organizational justice and work commitment was successfully achieved are in line with previous author (Baron and Kenny, 1986).



**Fig. 4: Relationship model is finally developed for Step-I by using AMOS Graphic Software**

Thus, results obtained for Hypotheses 1 which was tested using SPSS and AMOS graphics software showed that there exists positive significant correlation ship between organizational justice and work commitment which can help working police personnel to sustain till their completion of allotted service tenure in police department situated in the state of Jammu & Kashmir.

## FINDINGS AND CONCLUSIONS

Results obtained for test conducted on reliability test for finding Cronbach's alpha coefficient ( $\alpha$ ) were as per standard values that is more than or equal to ( $\geq$ ) 0.80 which good (George and Mallery, 2003). Results obtained for test conducted factor analysis showed the KMO value to 0.902 and its p-value to be 0.000 means it is statistical significant which were as per standard value given by previous author (Kaiser, 1960). Also the results obtained for graphical representation that Scree plot graph successfully explained 09 components with having Eigenvalue  $\leq 1$  from the listed 55 items effectively. Further, results obtained for the test conducted on correlation analysis showed the value to be 0.795 which indicated that there exists significant positive correlation ship between organizational justice and work commitment. Also the results obtained for the test conducted on Simple regression analysis showed the  $R^2$  value to be 0.631 that is 63.1% indicated that Organizational Justice plays a 63.1% important role for achieving highest work commitment positively by among police personnel which further helps them to sustain in police department for longer period. Further, also the results obtained for the test conducted using AMOS graphics software showed the Beta value to be 0.333 which also indicated that there exists positive correlation ship between organizational justice among police personnel. Hence, maintaining the existence of positive correlation ship among each other during working hours can enable police personnel to sustain within department while doing their assigned project efficiently till retirement period of their service tenure in police department. Hence, results obtained regarding existence of correlation ship positively for sustenance of employee within department are in line with previous author (Magner and Campbell, 1995). Thus results obtained for Hypotheses 1 showed that there exists significant relationship between organizational justice and work commitment among police personnel located in the state of Jammu and Kashmir.

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