

# Human Resource Management: An Empirical Analysis on Organizational Justice and Work Commitment through Trust from Perspective of Police Organization

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## ABSTRACT

Employees benefit to work continuously in organization depends on equal organizational justice to be given by employer during working hours was primarily focused to understand actual success in completion of assigned work (Adams, 1965). Natural justice given by employer to working employee at appropriate time period enables to solve conflict situation within organization in order to maintain estimated results within organization (Mowday et al. 1982). Code of conduct should be explained and maintained properly by the employer for achieving peaceful environment among employees, will allow them to perform their duty without any problem during working period. Proper correlation between employee and employer at work place on daily basis will enhance positive impact of trust for fulfilling the assigned project towards organizational benefit (Whitener et al., (1998). The ongoing research study mainly focuses on introduction, objectives, developed hypotheses, empirical analysis of data and further followed by findings with proper suggestive conclusions. Irregularity in distribution of work profile among employees by employer will hamper the interest of continuity towards given work inside organization (Beck and Wilson, 1997). The study of reviewed literature highlights on importance of pursuing research on organizational justice which can enhance positiveness in creating trust within employees to work in same organization for longer duration (DeConinck, 2010). Those employees doing their service in police organization need more focus by their senior police officers who should promote the improvement through encouraging research in concerned field of working with their respective area (Sholihin and Pike, 2010). According to Peshan (2015) published report on the behalf of BPR&D, Data on Police Organizations in India, Police employees within state during working hours require continuous equal effort in order to improve their regular performance level with understanding the latest new technology for future sustenance in police department. Proper statistical tools and technique are applied by using different instruments for getting appropriate results. Thus, present study focuses on finding the exact correlation ship by performing an empirical analysis on organizational justice and work commitment through trust for maximum benefit of police organization situated in the state of Jammu and Kashmir.

**Keywords:** Police Personnel; Organizational Justice; Mediating Trust; Work Commitment; Police Organization.

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## I. INTRODUCTION

Employees benefit to work continuously in organization depends on equal organizational justice to be given by employer during working hours was primarily focused to understand actual success in completion of assigned work (Adams, 1965). Following appropriate procedural justice to every employee while conducting effective steps in getting solution in order to maintain peaceful nature will enable to achieve maximum satisfaction among each other. Natural justice given by employer to working employee at appropriate time period enables to solve conflict situation within organization in order to maintain estimated results within organization (Mowday et al. 1982). Implementation of effective training modules as per specification of specific post at regular intervals will improve performance level of employees by trusting each other while working continuously inside organization. Code of conduct should be explained and maintained properly by the employer for achieving peaceful environment among employees, will allow them to perform their duty without any problem during working period. Proper correlation between employee and employer at work place on daily basis will enhance positive impact of trust for fulfilling the assigned project towards organizational benefit (Whitener et al., (1998). The ongoing research study mainly focuses on introduction, objectives, developed hypotheses, empirical analysis of data and further followed by findings with proper suggestive conclusions. Irregularity

in distribution of work profile among employees by employer will hamper the interest of continuity towards given work inside organization (Beck and Wilson, 1997). The study of reviewed literature highlights on importance of pursuing research on organizational justice which can enhance positiveness in creating trust within employees to work in same organization for longer duration (DeConinck, 2010). Police employees put their entire effort while doing their service in order to fulfill the requirements given in their current assigned project by senior police officers. Those employees doing their service in police organization need more focus by their senior police officers who should promote the improvement through encouraging research in concerned field of working with their respective area (Sholihin and Pike, 2010). According to Peshan (2015) published report on the behalf of BPR&D, Data on Police Organizations in India, Police employees within state during working hours require continuous equal effort in order to improve their regular performance level with understanding the need of latest new technology for future sustenance in police department. Proper statistical tools and technique are applied by using different instruments for getting appropriate results. Thus, present study focuses on finding the exact correlation ship by performing an empirical analysis on organizational justice and work commitment through trust for maximum benefit of police organization situated in the state of Jammu and Kashmir.

## **II. LITERATURE REVIEW**

Gambetta (1988) conducted research study on employee's behaviour of trust through their intention of self-willingness ability to work with their own interest to some extent by showing their cooperative relationship with employer at work place to maintain their image and standard of living in society and organization. Morgan and Hunt (1994) concluded in their research study that trust acts as a successful mediating variable between two variables which can be used in conducting future research studies. Magner and Campbell (1995) in their study concluded that employers who strictly follow systematic procedure to solve conflicts situations between each other during the process of providing equal organizational justice to employees indicates the presence of maintaining positive behaviour and existence of strong significant correlation ship among each other in scheduled work which is to be completed at specific time within organization on daily basis throughout year. Mayer et al. (1995) were first to conduct the research study on development of trust among employees by employer for effectiveness which can maintain good significant correlation ship and smooth flow of work to achieve estimated successful results in organization.

Hosmer (1995) concluded in the research study on employees who are promoted for their outstanding performance achieved beyond expectations of employer, give more positive inputs in showing more trust in future by maintaining good correlation ship among each other and doing their service in same organization till completion of their service period. Costigan et al. (1998) concluded in their study on employee's perception of positive thinking towards showing their feeling of trust in employer will enable them to maintain positive impact in maintaining significant correlation ship between each other in order to perform effective work by maintaining peaceful environment within organization. Nyhan (1999) conclude in their research study about employee's self-interest of accepting the terms and conditions and doing work accordingly will help them to achieve success full results till completion of their service which improves their brand image of working on specific position and strong correlation ship positively by developing the feel of trust with employer within organization.

Holbrook (1999) suggested in their research study about the presence of different concepts used in achieving equal natural organizational justice by employer in organization to retain employees performance related to their work profile plays important role in getting success as per policies of organization. Becker and Kernan (2003) concluded in their research study on employer's development of close affection of employees towards assigned projected work shows strong positive correlation ship in maintaining their honesty in doing work in their interested area on daily basis throughout year till completion of their service period for longer period in organization. DenHartog et al. (2004) suggested in their research study that employer should continuously make necessary transparent provisions at regular intervals for employee to understand the rules and regulations in detail in order to upgrade their knowledge in achieving high work performance in organization for longer period. Boxall and Macky (2009) concluded in their research study that employers who promote their employees regularly according to their outstanding performance at specific intervals and provide assurance of job security towards any given assigned work shows the presence of building strong correlation ship positively in organization on daily basis in order to work for longer period in same organization. Sholihin & Pike (2010) further highlighted on the topic of organizational commitment in the police service who studied by exploring the effects of performance measures, procedural justice and interpersonal trust.

They suggested that senior officers who are Inspectors and Chief Inspectors enable to understand specific performance measures while getting solution through proper fair performance management process and also a culture of trust between subordinates and superiors is expected to give rise to enhanced organizational commitment. This rise shows positive impact on getting the committed work done by police employees. Future studies could usefully adopt a more in-depth qualitative research approach to explore the same issues. Bakiev (2011) conducted research study on those employees who actual think on their own working behaviour regarding daily performance such as self-analyzing technique, so as to know the actual basic concept of doing outstanding work in organization to get proper result within estimated time from employer on daily basis throughout year. Coetzee (2013) further conducted in their research study

suggested that employer should concentrate on employee’s current work based activity positively by explaining them one day in advance to avoid mistake during actual performance in organization.

### III. RESEARCH METHODOLOGY

The prime focus of police department is to achieve peace and also to solve the problems arising during service in organization. The smooth functioning of the police department is exercised and effectively managed with various police ranks and formations. This enables the functioning of various activities like transfers, posting, recruitment, etc. in peace with the help of civil administration and proper judiciary system. Further, research should be carried in any organization so as to focus on different variables directly or indirectly for finding the role mediation which will enable the employer to provide equal organizational justice by fulfilling the work commitment during working hours in order to maintain proper peaceful environment (Patrick et al., 2014). This enhances the importance of police employees which requires high commitment continuously during the service period from time to time.

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. Overall 700 sample size was collected among the working police personnel in the police department situated in the state of Jammu and Kashmir. Considering the large amount of sample size among the police personnel from the total population of 69,215 working police personnel in the state, the sample size was reduced to 390 with considering possibility error by using appropriate statistical formula in the calculation.

The 5 points Likert’s scale is used in the questionnaire for different items to get the proper response from respondent. Factor analysis for checking KMO standard minimum value should be  $\geq 50$  and maximum value should be  $\geq 80$  and its significance P-value should be  $< 0.005$  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. Cronbach’s alpha Coefficient value ( $\alpha$ ) ranging from  $0.70 \leq 0.80$  is Acceptable, (ii) Cronbach’s alpha Coefficient value ( $\alpha$ ) ranging from  $0.80 \leq 0.90$  is Good and (iii) Cronbach’s alpha Coefficient value ( $\alpha$ ) shows  $\geq 0.90$  is Excellent as discussed by previous author respectively (George and Mallery, 2003).

Thus, results obtained for Cronbach’s alpha coefficient ( $\alpha$ ) of 0.84 showed that 20 Items on Organizational Justice has relevant internal consistency, results obtained for Cronbach’s alpha coefficient ( $\alpha$ ) of 0.83 showed that 16 Items on Trust and also results obtained for Cronbach’s alpha coefficient value ( $\alpha$ ) of 0.84 showed that 19 items on Work Commitment has also relevant internal consistency which finally showed that the questionnaire data formulated is relevant. Therefore, the reliability which was checked by using Cronbach’s alpha Coefficient value ( $\alpha$ ) showed that the value of Cronbach’s alpha Coefficient value ( $\alpha$ ) lies between the range as shown above that is from  $0.80 \leq 0.90$  is Good as discussed by previous author (George and Mallery, 2003).

### IV. 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.

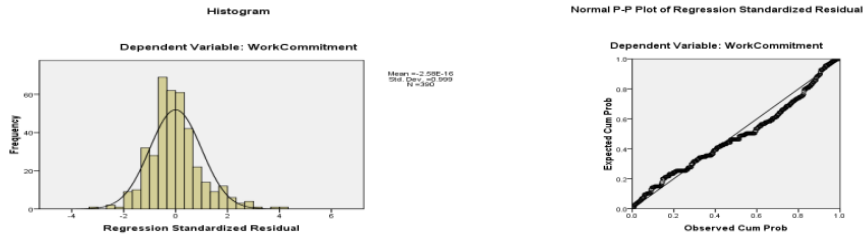


Fig. 1 Graph for Regression Standardized Residual using SPSS technique Fig. 2 Graph for Model fit Indices obtained using SPSS technique

Further, the test was also conducted using AMOS graphics software.

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

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

Source: Data calculated using AMOS graphics software.

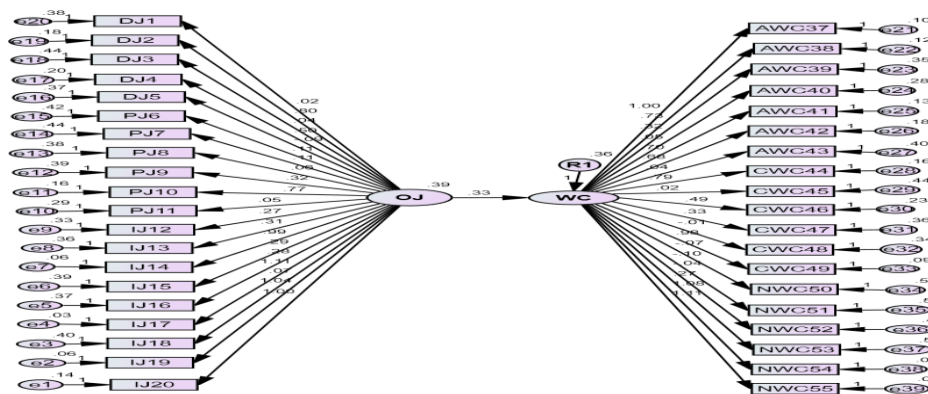


Fig. 3: Relationship model is finally developed for Step-I by using AMOS Graphic Software

The result obtained by using Multiple Correlation Coefficient (r) for Trust is 0.839\* which also showed the positive result. Further it showed the result that there is an also significant relationship between Organizational Justice and Trust. After introducing trust as mediating variable, between organizational justice and work commitment, the result for Multiple Correlation Coefficient (r) is 0.944\* which also showed high positive result.

TABLE 3: Multiple Regression Analysis: ANOVA

Hypotheses	R	R <sup>2</sup>	ANOVA		Coefficients		Hypothesis
			F	$\beta$	S.E.	p	
OJ	0.945 <sup>a</sup>	0.892	1.595E3	0.09	0.030	0.769	H2: Proved that Trust as a mediating variable successfully shows Full Mediation
T				0.937	0.036	0.000	

a. Predictors: (Constant), Trust, Organizational Justice

Source: Data calculated for Multiple Regression Analysis using SPSS technique.

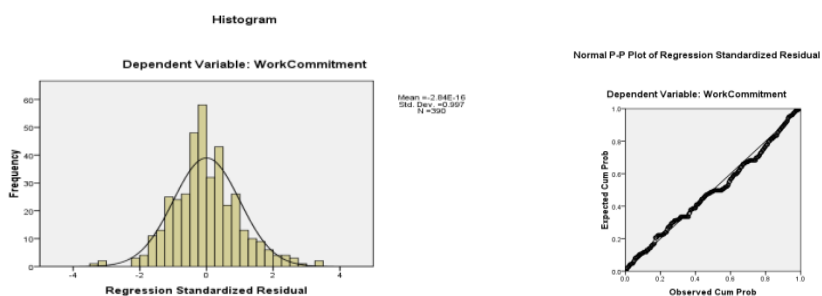


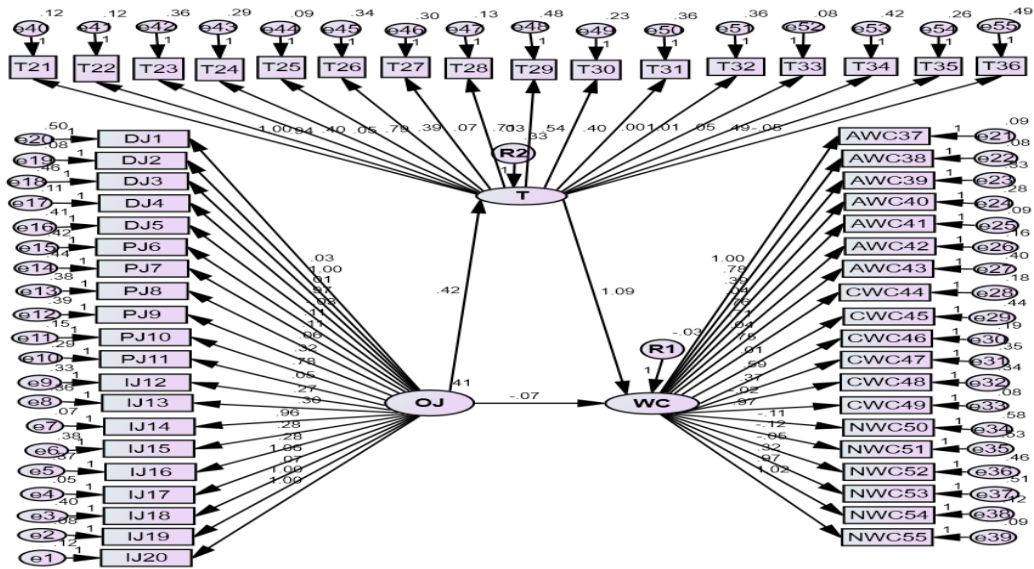
Fig. 4 Multiple Regression Standardized Residual Graph using SPSS technique Fig. 5 Model fit Indices: Graph using SPSS technique

The test was also conducted using AMOS graphics software which is given accordingly in the below table.

**TABLE 4 Summary of estimates for indirect effect between Organizational Justice and Work Commitment through Trust**

	Variables	$\beta$	S.E.	C.R.	p	Result
Trust	←== Organizational Justice	0.424	0.51	8.245	0.000	Significant
Work Commitment	←== Organizational Justice	-.071	0.10	-7.258	0.000	Significant
Work Commitment	←== Trust	1.087	0.36	29.823	0.000	Significant

Source: Data calculated is shown by using AMOS graphics software.



**Fig. 6 Relationship model finally developed for Step-II by using AMOS graphics software**

The test was conducted for various parameters using Multiple Regression Sobel Mediator test for (Baron and Kenny, 1986) method approach.

**TABLE 5 Mahalanobis Distance Test**

N	df	C.V.	Maximum Mahalanobis Distance
390	2	13.82	12.91

Source: Data calculated using SPSS technique.

Thus, this proves that there are no outliers in the data and also has not been violated regarding Mahalanobis distance.

**TABLE 6 Durbin Watson Test**

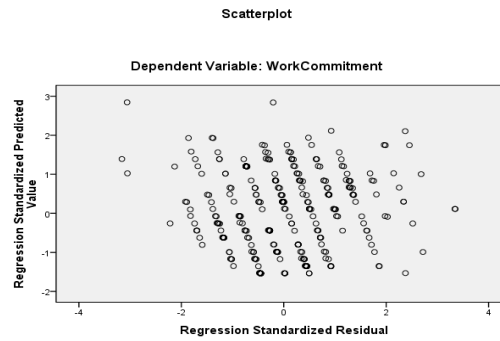
Model Summary <sup>b</sup>				
Model	R	R <sup>2</sup>	S.E.	Durbin-Watson
1	0.945 <sup>a</sup>	0.892	2.10619	1.952

a. Predictors: (Constant), Trust, Organizational Justice

b. Dependent Variable: Work Commitment

Source: Data calculated using SPSS technique

Thus, now as we observe from above table 6, the calculated value for Durbin- Watson is 1.952 which lies between 1.5 to 2.5 and which is nearest to 2.0 indicates that result has not been violated. Further, Homoscedasticity test results obtained accordingly is given below.



**Fig. 7 Scatterplot indicates maximum black dots show equal random distribution by conducting Homoscedasticity test using SPSS technique**

**TABLE 7 Model Fit Indices**

Model Summary <sup>b</sup>				
Model	R	R <sup>2</sup>	S. E.	Durbin-Watson
1	0.944 <sup>a</sup>	0.892	2.11258	1.952

a. Predictors: (Constant), Trust, Organizational Justice

b. Dependent Variable: Work Commitment

Source: Data calculated using SPSS technique

Now, by observing from table 7, the results obtained it is found that the value of R<sup>2</sup> is 0.892 which indicates that the results obtained regarding regression model has not been violated.

**TABLE 8: Regression Model**

		ANOVA <sup>b</sup>				
Model	S.S.	df	M. S.	F	p	
1	Regression	14239.666	2	7119.833	1.595E3	0.000 <sup>a</sup>
	Residual	1727.177	387	4.463		
	Total	15966.844	389			

a. Predictors: (Constant), Trust, Organizational Justice

b. Dependent Variable: Work Commitment

Source: Data calculated using SPSS technique

Now by observing from table 8, the results obtained it is found that the regression model is significant that is p-value is 0.000 which indicates that it is statistical significant.

**TABLE 9 Multicollinearity test**

		Coefficients <sup>a</sup>					Correlations		Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficients	t	p	Zero-order	Partial	Tolerance	VIF	
		B	S. E.								
1	(Constant)	2.237	0.517		4.328	0.000					
	Organizational Justice	0.009	0.030	0.009	0.296	0.767	0.795	0.015	0.005	0.297	3.369
	Trust	1.096	0.036	0.937	30.527	0.000	0.944	0.841	0.510	0.297	3.369

Source: Data calculated using SPSS technique

Thus now as we observe from the above table 9, the tolerance value is 0.297 and VIF is 3.369 which indicates that results obtained for multicollinearity test values has not been violated.

**TABLE 10 Sobel Mediator Test**

Input		T.S.	S.E.	p	
a	0.706	Sobel Test	26.8292	0.02907	0
b	1.105	Aroian Test	26.8325	0.02907	0
S <sub>a</sub>	0.023	Goodman Test	26.8359	0.02907	0
S <sub>b</sub>	0.020	Reset All	Calculate		

Source: Data calculated using table format getting results for Sobel Mediator Test.

Thus, the calculated Sobel test statistics value is 26.8292 and its P-value is 0.000 which indicated that it is statistically significant.

**TABLE 11 Alternate T-test Statistics**

Input		T.S.	p	
t <sub>a</sub>	30.913	Sobel Test	26.6122	0
t <sub>b</sub>	55.561	Aroian Test	26.6089	0
		Goodman Test	26.6155	0
	Reset All	Calculate		

Source: Data calculated using table format getting results alternate t-test statistics for checking similarity in Sobel Mediator Test conducted.

Now, by observing the above table 11, we can here observe that test conducted on alternate t-test statistics also showed similar results with indicating test statistics value to be 26.6122 and P-value that is 0.000 which means that it is statistical significant as per test conducted above on Sobel mediator test respectively which proves that the test results for the data has not been violated. Thus, Hypotheses 2 which was tested using sobel mediator test for (Baron and Kenny, 1986) method approach, showed that trust mediates organizational justice and work commitment among police personnel working in police department situated in the state of Jammu & Kashmir.

### FINDINGS AND CONCLUSIONS

The test results for factor analysis on KMO value and its significance P-value were as per standard value which further indicated that data were appropriate are in line with previous researcher (Kaiser, 1960). The findings of research are in line with the previous researchers (Sholihin & Pike, 2010), who concluded regarding employees who trust each other feel positive correlation ship among police employees within department. Further, the results obtained for finding the actual effect of mediation are in line with previous researcher (Baron and Kenny, 1986). The results obtained for getting exact mediation effect by conducting sobel mediator test for (Baron and Kenny, 1986) method approach are in line with previous researcher (Sobel, 1982). The findings of the results obtained for Hypotheses 1 in order to check the existence of correlation ship between organizational justice and work commitment are in line with previous researchers (Turban and Greeting, 1996). Also, the findings of result for Hypotheses 2 regarding mediating trust which shows full mediation effect successfully between organizational justice and work commitment are also in line with previous researchers (Morgan and Hunt, 1994). Thus, results obtained by conducting data analysis on various parameters showed that there exists positive correlation ship towards work completion within given period of time among police personnel working in police department situated in the state of Jammu and Kashmir.

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