

HRM: Effect on Mediating Trust with Organizational Justice towards Working Police Personnel in (J&K), India

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ABSTRACT

Organizational effectiveness depends on fair and justice organizational policies implemented by the employers. Organizational justice at work place is a prime focus of organizational commitment for present day organizations (Adams, 1965). Similar studies it has been mentioned that it is necessary to conduct future research on development of trust between employee and employer for attaining high productivity (Sousa et al., 2017; Lau et al., 2014). Employer needs to explain the proper code of conduct in employee's working conditions. Dirks and Ferrin (2002) also suggested that research should be conducted to examine the mediating effect of trust which can help in increasing organizational efficiency. The research study highlights on introduction, objectives, hypotheses, data analysis, findings and conclusions. Priyamvadha & Sindhumol (2018) are of view that police officers who sacrifice their life for the country should be treated at par with the officers of armed forces. Recognizing their services in the form of memorials and providing their families with adequate funds are important component of organizational justice. These perceptions of organizational justice will encourage young officers to develop trust in the system and remain committed to their duties. Therefore, future research is necessary to conduct on the perceptions of organizational justice among police employees in Indian context (Qureshi et al., 2017).

Keywords: Mediating Trust; Organizational Justice; Working Police Personnel; (J&K) India

INTRODUCTION

Organizational justice at work place is a prime focus of organizational commitment for present day organizations (Adams, 1965). Job assurance provided by employer at initial stage of joining service has a strong positive impact on maintaining trust. This aspect of job security given by employer to employees thus enables them to work with a strong commitment. Mutual trust among co-workers within an organization at workplace helps to attain good relationship between employer and the employee. Employer should make provisions for appropriate work designs and for creating harmonious working conditions. Participation in important aspects like planning and decision-making process can further enable employees to achieve effective results by effective work commitment. Trust among various stakeholders successfully can mediate the pro-active relationship between fair play and commitment to work (Haas et al., 2015). It is evident from various research findings that trust as a mediating variable plays an important role in building positive relationship among employees within organization.

LITERATURE REVIEW

Studies with regard to policing by Skogan et al. (2015) concluded that training given to police personnel during initial stages enables to maintain significant relationship by developing trust. VanCraen (2016) suggested in the study that police employees should be treated fairly within and outside the Police Department by police officers which will enable them to maintain positive correlation with trust. In the present context, Sousa et al. (2017) concluded in their study that trust can be maintained in organization by using technological equipments. Research studies in police department show that implementation of systematic procedure for reward and punishment regularly can enhance efficiency and professionalism among police department (Gupta, 2016). Delivering services effectively to public, promoting a business scenario reinforcement of trust in government, etc., is based on integrity framework of any organization (Hayat, 2016). Introduction towards latest technological equipments like computers could help police functions towards their scientific advancement and research outcomes effectively which further can enable them to translate police professionalism to modern time era (Gupta, 2016).

Further it is highlighted that positive approach towards philosophical behaviour, healthy culture, occupational commitment, modernization, etc., can enhance to improve and motivate police professionalism service (Gupta, 2016). Using latest technological tools like e-governance, e-procurement, e-processing, reverse auction, etc., can improve by ensuring the transparency, equity, fiscal integrity and high competition for achieving substantial justice in department (Hayat, 2016). Studies in Indian police departments reveal that existence of a direct and inter dependence relationship between work and human rights persists among police personnel within any department (Dahiya, 2016). In this line, it has been reported that specialized training skills given to police personnel could enhance their inner ability to honor up their innovative skills and keep them constantly upgrade in their work regularly (Kumari & Sharma, 2016). Sun et al. (2018) in their research on Taiwan police officers concluded that officers perception of internal and external organizational justice build trust between officers and organization, which in turn lead to high level of organizational commitment and impartial conduct with the public.

RESEARCH METHODOLOGY

In view of number of research studies, it was found that trust in employer helps employees to receive fair justice which enables them to fulfill requirements of work commitment in an organization. Trust among employer and employee leads to development of positive relationship realizing attaining organizational justice. These studies have determined two types of trust which are mentioned below: (i) Cognitive Trust: This trust can be attributed to managerial abilities which show positive impact on work commitment of employees working at different hierarchical levels and transparent mentoring by peers. (ii) Affective Trust: It has been observed that employee's warm interpersonal relationship with employer stimulates work commitment. Effects of cognitive and affective trust can be better understood through categorization of the working conditions. In J&K State police personnel are facing very tough challenges and unexpected risks while working. Such type of multiple challenges can be overcome by creating mutual trust among all ranks of employees. This effort under such trying conditions will enable them to accept challenges for completing the work.

The information circulated through any medium including written, oral, telecom, online messaging, etc. has different challenges of proper comprehension by receivers. Participation in important aspects like planning and decision-making process can further enable employees to achieve effective results by effective work commitment. Organizations which regularly impart training normally discuss the new rules and policies with employees of the organization so as to achieve targeted result and as well develop mutual trust with in an organization (Hunter et al., 2013). Problems of miscommunication can be overcome by ensuring transparency and ensuring flow of genuine information across all the employees in order to avoid misunderstanding among employees. Employer who provides precise communication and receives effective feedback creates and develops trust in the organization (Mukherjee & Nath, 2003). Trust among police employees plays important role in performing the given committed work (Sun et al., 2012). Innovative policies to encourage fair distribution of work prompts the employees to work longer duration in same organization. Regular motivational practices provided by the organization enables the personnel to make correct and accurate decisions on spot in carrying out their assigned task. Work performed within department generates positive impact which in turn creates a harmonious environment to perform effectively. Employers, who maintain transparency in work processes achieve organizational justice and are successful in gaining employees trust towards organization (VanDijke et al., 2010). Thus, it leads to developing trust towards employer and attains organizational justice and work commitment.

The objectives is to comprehend the variables of Organizational Justice, Work Commitment and Trust. To study the mediating role of Trust between Organizational Justice and Work Commitment. Whether the mediating effect of trust is observed on organizational justice and work commitment among Police Personnel working in Police Department? Sharon & Bart (2006) also highlighted in their study that trust mediates the relationship between distributive justice, procedural justice and organizational commitment. Thus, on the basis of above discussions we can formulate hypotheses as: Trust mediates the relation between organizational justice and work commitment among Police Personnel. Trust has been tested as an intervening variable between Organisational Justice and Work Commitment. The data was collected with the help of the structured modified questionnaire from Head Constables and Constables. The method of Simple Regression technique was used by calculating the data using SPSS as a statistical tool to find the actual percentage of variable or constructs between organizational justice and work commitment among Police Personnel. The method of Multiple Regression technique was used by calculating the data using SPSS as a statistical tool to find the actual mediation effect of the variable or construct that is Trust as a mediating variable between organizational justice and work commitment among police working in Police Department.

DATA ANALYSIS

The correlation analysis was applied to find out the relation between organizational justice, trust and work commitment among Police Personnel. The correlation analysis has been applied to find out exact relationship with trust as a mediating variable. Positive correlation was seen between organizational justice and work commitment with trust as a mediating variable. The following results were obtained by using SPSS technique.

Table 1- Multiple Correlation Coefficient (R) Analysis For Trust As Mediating Variable

Dimensions	Method	OJ	T	WC
Organizational Justice	Karl Pearson Correlation	1	0.839*	0.795*
	Sig. (1.tailed)		0.000	0.000
Trust	Karl Pearson Correlation	0.839*	1	0.944*
	Sig. (1.tailed)	0.000		0.000
Work Commitment	Pearson Correlation	0.795*	0.944*	1
	Sig. (1.tailed)	0.000	0.000	

**Correlation is significant at the 0.01 level (1-tailed)

After introducing trust as mediating variable between organizational justice and work commitment, the result for multiple correlation coefficient (r) is 0.944* which show a high positive correlation. Thus, it was found that there exists a positive correlation between organizational justice and work commitment with trust as a mediating variable among Police Personnel. Now further, the Hypothesis (H2) can be tested by applying multiple regression technique using SPSS tool. Thus, Hypothesis testing for multiple regression analysis was carried out. The multiple regression analysis results for Hypothesis-2 state that trust mediates the relationship organizational justice and work commitment among Police Personnel. The results of the same were generated through SPSS and are presented in tables below:

The Multiple Linear Regression analysis was applied to find out whether trust mediates the relation between organizational justice and work commitment among Police Personnel. The results are given below:

Table No. 2 Multiple Regression Analysis: Anova

Hypothesis	R	R ²	Adjusted R ²	ANOVA	Coefficients			Hypothesis
				F	β	SE	Sig.	
OJ	0.944 ^a	0.892	0.891	1.595E3	0.09	0.030	0.769	H2: Proved that Trust as a mediating variable shows Full Mediation
T					0.937	0.036	0.000	

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

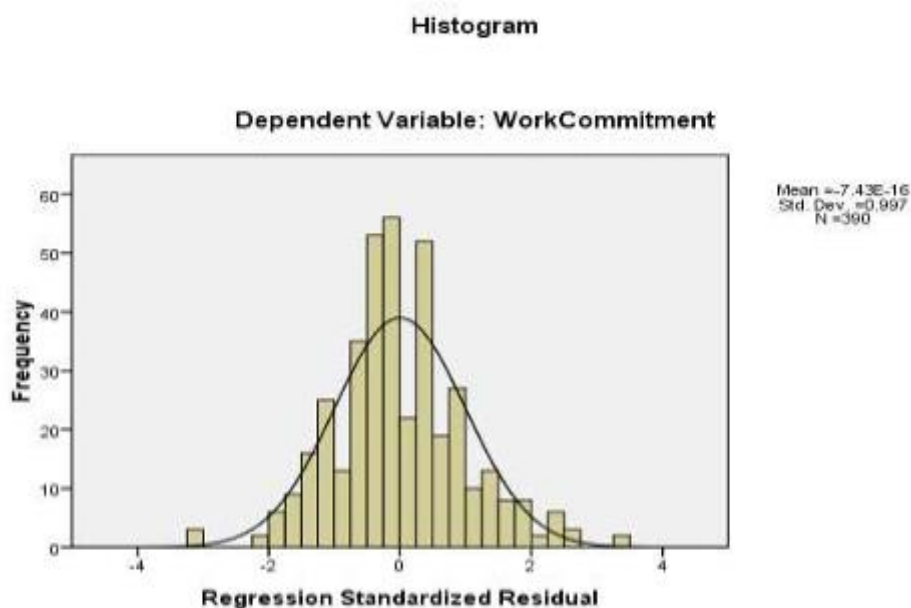


Figure 1 Graph For Multiple Regression Standardized Residual

Normal P-P Plot of Regression Standardized Residual

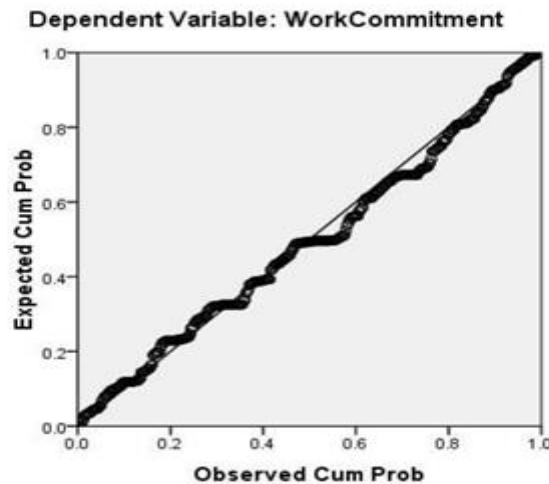


Figure 2 Model Fit Indices: Graph

FINDINGS AND CONCLUSIONS

Providing opportunity to police personnel for getting higher educational qualifications will enable them to upgrade their status and image during service tenure in Police department. It is observed from demographic analysis that more focus among police personnel is to be given during junior level of service period from the date of joining their duty in Police department for getting higher educational qualification. The employers acts of providing fair treatment leads to attaining work commitment are in concurrence with studies by Qureshi et al., 2017. Also, results obtained for trust as a mediating variable showed that trust fully mediates the relation between organizational justice and work commitment. The study is in coherence with studies of Haas et al., (2015). There exists strong positive significant correlation between organizational justice and work commitment. The results are concurrence with authors studies (Qureshi et al., 2017). Time bound promotion helps to motivate police personnel to accept new challenges. Promotion given to police personnel on the basis of extra ordinary performance will encourage other newly joined police personnel to perform their work with sincerity, commitment and pride. Thus, promotion to next higher position will help to create involvement of police personnel in work (Mazerolle & Terrill, 2018). The results arising out of Hypotheses 2 after statistical analysis have also shown full mediation effect of trust between organizational justice and work commitment. Thus, suggestions given regarding the development of trust by employer are in line with study by other authors (Guest, 1999).

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