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Impact of Organizational Injustice on Employee's Performance: A Mediating Role of Organizational Commitment

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ABSTRACT

Organizational commitment is very basic and important factor that has been researched from many years. This study is aimed at the assessment of the impacts of organizational commitment on the performance of employees for which different variables were measured.

Thus, both the Qualitative and Quantitative methods were adopted to meet the objective of the study. The study was done on the performance of the health sector workers at the civil hospital of Shaheed Benazirabad (old Nawabshah). Almost 222 respondents containing 197 medical and whereas 25 administrative staff were taken for filling out the questionnaire. The respondents were both genders including 135 male and the rest of them were their female counterparts.

The findings of the study have brought to the surface that there was a negative relationship between organizational injustice, employees' performance and mediating role of organizational commitment. Mostly organizations compensate employees on the basis of favoritism, managers and supervisors treat their subordinates unfairly, unfair decision making and abusive behavior cause organizational injustice that impacts totally negative on employees' performance and organizational commitment. The study findings showed that unethical behavior with employees declines performance and damages an organizational commitment. So, it is very important that organizations should treat their employees with positive and fair attitude, organizational justice is very important factor that can motivate employees to be loyal towards their job.

It is recommended that there is a dire need of this type to be executed more within the health sectors of Sindh (very great if in Pakistan) in the upcoming days, so the health sector may have the greater chances of being refurbished at the best.

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KEYWORDS: *Organizational injustice, Employees' performance and Organizational commitment.*

INTRODUCTION

Organizational injustice can also impact on the external people as clients, stakeholders and public so it damages the soft image of organization and create conflicts in the relationships among organization and stakeholders.Organizational injustice can impact on personal wellbeing of stakeholders, public and investors as termed ofthird parties. (Skarlicki & Kulik, 2004). Theoretical results recommended that there are various constituents that impact on the response of third parties to organizational injustice.

(Cremer & Van Hiel, 2006) organizational environment is the basic element which can be the reason of organizational injustice. Among all the most notable thing is characteristic of event. (Ryan, 1993) The organizational justice or fairness are interesting topics that helps to extend back at least as far as Plato and Socrates. Philosophical system should be defined in organizations to colloquially, the term justice not meant ought or a righteousness of organizational science, justice is considered righteousness.

Thibaut & Walker, (1975) said that organizational justice has been studied by many theoretical as well as practical approaches to find the relation between performance and justice. Each study has different empirical results, procedural justice included to conceptualizing justice.

Furthermore, innumerable studies have revealed relation between organizational justice and organizational outgrowths, including job satisfaction, organizational commitment and citizenship behave Organizations should focus on the practice to integrate justice, diversity of empirical approach has suggested to carry out such integration. Organizational mistreatment and organizational injustice are a complicated issue, it generally develops from organizational practices. Harlos and Pinder (1999) discussed a distinction study of employees who have claimed of having been dealt unjustly and felt organizational mistreatment. Organizational mistreatment contains interactional injustice, interpersonal mistreatment by managers and systemic injustice, perspective of unfairness including the many organizational circumstances within which work relationships are authorized.

Zeitz (1999) Posthuma, Maertz, & Dworkin, (2007) et al. researched in current years, healthcare centres have concentrated on research, and the study particulate hospital care. Surrounded by health care professional nurses became visible to be conversed about an organizational justice.

Distributive justice can be assessed by organizational outcomes, comparison between employees past performance with present reveals his/her satisfaction level. Furthermore, this study has found association between job performance and justice. (Hubbel & Chory-Assad, 2005). Employees' perceived justice whether organization compensates them according to their desires. They associate compensation with their expectation to measure organizational justice.

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Further illustration has defined that organizational justice also cares about employees' feelings and emotions to fulfil their need, time to time rewards and appreciation motivate employees to done their job more effectively (Price et al., 2006).

As per the study of Farzin Farahbod, ET. al. (2013), organizational justice refers to ethical behaviour and fairness within an organization. It builds trust among the employees and managers and it can cost control of production. According to Robert H Moorman, Brian P Niehoff (1993), there is relationship between justice and organizational commitment. Stefanie k, Courteny L, Holladay, Mighuel A, Quinones (2009) discussed that employee's perceived justice as fairness, treat the employees fairly effect the organizational and job performance as well.

(Tyler & Bies, 1990), revealed that interactional justice is about how and when the authority make decision whether the procedural justice helps to look overall organizational performance and procedures. (Cropanzano & Greenberg, 1997).

Thus this study is aimed at assessing the performance of healthcare workers of civil hospital of Nawabshah.

OBJECTIVES

1. To assess the performance of healthcare workers
2. To judge the organizational justice of the respondents

LITERATURE REVIEW

The literature of this study is based on two bigger elements i.e. organizational justice, performance of the workers and organizational commitment. The studies done on these elements are hereby given. Thus, literature is divided into these three aspects of this research.

JOB PERFORMANCE

According to a famous business-related press articles and business expert estimate that employees who work hard and often remain busy in work create competitive advantage for organization. (Corporate Leadership Council, 2006; Gallup Management Journal, 2005), have made huge struggle from decades to find the relationship of engagement (e.g., Harter, Schmidt, & Hayes, 2002; Schaufeli & Bakker, 2004, Made some empirical examination to identify the role of engagement, how it works to develop competitive advantage in organization.

Arnold B Bakkar, Maria Tims, Daantje Derks (2012), discussed that employees with proactive personality can do their jobs more effective and efficiently, they have skills to craft their own job. According to Maslach & Leiter, (1997). Lake of information about engagement can be perceived, many concepts are stated in past researches (e.g., despites, Kahn 1990) specified motivational concept, furthermore they have revealed that physical, cognitive and emotional feelings are linked with performance.

Kahn's research explained that why individual and organizational factors influence the job performance. Study has been defined that how cognitive, emotional and physical effect

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individual's performance, engagement is important as well when work to be done. Whenever organization focus on job performance an employee's engagement comes first to achieve organizational goals, it simply describes by organizational annual results can be defined that how employees doing their job either best or not. Furthermore, the study has clarified engagement is a mediating variable, engagement shows dedication and loyalty towards job and it also refers job satisfaction. According to Ashforth, Harrison, & Corley, (2008). Many researches have contemplated to upgrade and comprehend of variability about performance. It must be focused on the employees themselves to bring betterment in work. This study has conceptualized different dimensions of different factors that effected the performance.

Kahn's (1990) studied that engagement narrates for concomitant of employees' performance because work requires cognitive and physical energy. Engagement avail a wide information about job performance. It helps to understand the things deeply than a single concept do. Parker and Ohly (2008) have discussed that workers can perform more alertly when they privileged by choosing tasks, employees can better perform when job description has given to them so they can design their performance by own themselves. Assigning tasks after negotiation with employees is a best way to crafting a job performance.

(Wrzesniewski and Dutton, 2001) have argued that job can be crafted and it can be defined as cognitive and physical skills. Crafting help to change the ways to accomplishment of tasks and individuals can perform fearless and confidently. Cognitive skills associated with mental activities so individuals need cognitive energy to keep themselves active whether physical energy associated with tasks. V. Berg et al. (2010) illustrated that they have interviewed from a technician and they have asked some questions about physical tasks, as per the answers of technician he craft his job by making an extra effort to achieve goals.

Tabibnia, Satpute, Lieberman (2008) Employee has been affect by organizational decision making either it is fair or unfair.it impacts job behaviour, attitude at workplace. (Brown & Leigh, 1996; May, Gilson, & Harter, 2004); researchers haven't work to examine the relationship among perceived value. Kahn's concept about engagement defines the achievement of job included organizational technical core. Engagement make an employee competitive and mentally prepare for any task. Motowidlo et al., 1997) Kahn (1990) discussed that employees perceive their job as composition and distinction that help to design criteria which can easily understand by psychological. Psychological emotions have directly impact on desires to engagement at workplace.

ORGANIZATIONAL COMMITMENT

Richard M Steers (1977), found that job characteristics, personal characteristics and job experience strongly influence to organizational commitment. According to Seyfettin sulu, Adnan Ceylan, Ramazan kaynak (2010), organizational justice highly influences employee's performance, attitude, turnover intention, job satisfaction and organizational commitment. According to Lori Francis, Julian Barling (2005), the psychological issues created by

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organizational injustice. Mentally stress and insecurity issues are raising by injustice, furthermore employees who has faced injustice at workplace, reported a high degree of strain.

According to Tallman, Phipps and Matheson (2009), when employees are treated fairly at workplace, they show the positive attitude towards the organization. Greenberg (1990), has researched to investigate that how employees react with downsizing circumstances, and what its effects on the organizational commitment. Procedural and distributive justice have same effect on individuals who are connected with organization so environmental and decisional change highly influence on employees' performance and organizational commitment as well. (e.g., Folger and Konovsky 1989; McFarlin and Sweeney 1992).

Absolutely, research proved that procedural justice can be forecast and it carries more tasks and work behaviour involving organizational commitment. Distributive justice has also effective for organizational commitment but it has negligible effect as the comparison of procedural justice. The influence of downswing on employees are well maintained (for review, see Kozlowski et al. 1993). Managers kept record of employees' job and their pay for the security season, it seemed as their job and pay both are decline.

(For review, see Kozlowski et al. 1993) employees who privilege to get better resources and better work environment can react positive to job performance and increase organizational commitment. (See Kozlowski et al. 1993) this is the reason to being hopeful towards job and stay positively ready about future plans, these employees are more loyal and concern about their job. (Payne and Jones 1987). Downsizing is very serious issue may organizations think upon it. The biggest effect of downsizing is on employees' expectations who are performing well and have good will for future. (Kozlowskiet al. 1993). In fact, Cropanzano and Prehar (2001) have argued that downsizing develop an essential psychological bond among employees and authority. Furthermore we have observed that downsizing states the same importance of over employees' current organizational commitment.

Researches have resulted an important connection among commitment and employee turnover, large number of employee turnover make negative impact on organizational commitment. (Ferris and Aranya, 1983; O'Reilly and Caldwell, 1980; Stumpf and Hartman, 1984; Weiner and Vardi, 1980). Job satisfaction and organizational commitment constant variables that not refer turnover and purpose to leave the organization. (Arnold and Feldman, 1982; Bluedorn, 1982; Hollenbeck and Williams, 1986) have found positive relationship between organizational commitment and job satisfaction.

According to Bluedorn (1982), research has focused to conceptualise the model of organizational commitment. Commitment linkup with several components such as psychological factors, job performance, job experience, interpersonal characteristics and employee turnover. These all factors are directly connected with organizational commitment. Job satisfaction is one of the factors linked with organizational commitment and it can influence commitment by many ways.Mobley (1977) has discussed the model of organizational commitment. This model

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revealed that attitude and satisfaction are both related with each other. There is causal relevancy among commitment and job satisfaction, study has hypothesized relationship of these two variables.

Mueller and Price (1990) have offered exactly for pay policy commencement defined, hospital executives dedicatedly pretend that salary or bonus would highly influence turnover intend, self-governing of any influence over job satisfaction. The present research on organizational commitment evidently distributed in two suppositions one is behaviour the second is attitude.

([Porter, Steers, Mowday, & Boulian, 1974; Steers, 1977]) Have discussed that organizational commitment highly depends upon behaviour and attitude, such as purpose to keep work in organization, to stay loyal with organization or to make strong relation with organization and achieve organizational goals wield extra trials. These are substantial job experiences, individual characteristics and outcome intentions which define organizational future stability that how organization will decline absenteeism, enhance job performance and change employees' turnover intentions. (Steers, 1977) And (Staw, 1977) have recommended a theory model which helps to understand that how employees show positive attitude toward rewards and what are their expectations from organization.

Gouldner, (1957), this is an important to make investigation to address the problem before assessment. According to Ritzer and Trice, educational administration show more predilection towards job and enhance quality of work so the organizational commitment automatically increases with this process. This study has conceptualized that if organization invest in other areas like administration rather than commitment because work directly impact on commitment, so it can be increased with work and can be declined with less performance.

Berkowitz & Daniels (1964), Goranson & Berkowitz (1966), Levinson (1965), have discussed that no examination can directly proof the validity of commitment in organization. Further they have recommended more research that would be based on employees' gain, an advantage because their expectation from organization can make them feel satisfied. Friedman and Havighurst (1954), have revealed that work is a significant factor that helps to identify the status of employees.

Buchanan (1974), Porter et al., (1974) Sheldon (971). This study has conceptualized that organizational commitment as a strength leads consistency of performance, this concept has defined that this procedure can enhance organizational commitment. Concept of commitment as a force leading to consistency of action, it seems reasonable to view identification as a process that increases commitment.

THEORETICAL FRAMEWORK

The theoretical framework is the "blueprint" for the whole thesis analysis. It helps as the director on which to develop and support your research, and make available the structure to describe how you will theoretically, epistemologically, methodologically, and analytically method the thesis as

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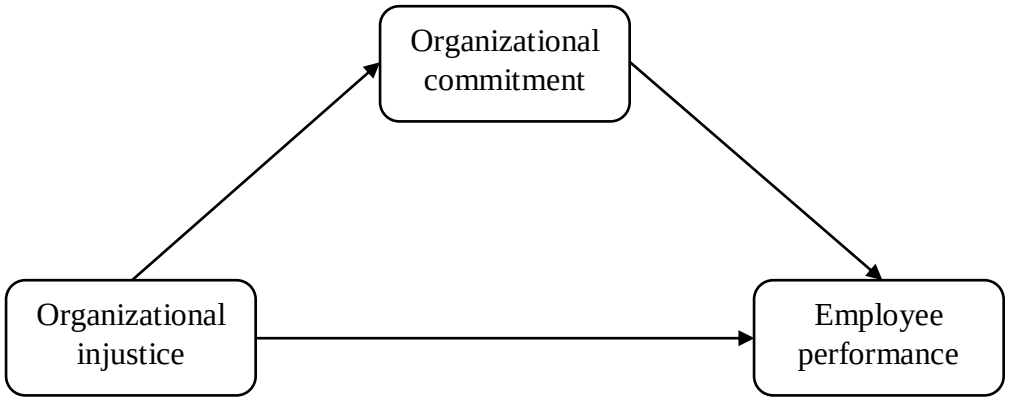
entire. Eisenhart well-defined a theoretical framework as "a structure that controls study over believing on a official concept built through by means of a recognized, intelligible clarification of certain phenomena and associations" (1991). Therefore, the theoretic framework involves of the nominated concept (or theories) that undergirds your intellectual about how to understand and plan to study your subject, also the ideas and explanations from concept that are related to your subject. Lovitts (2005) empirically describes principles for applying or emerging concept to the thesis that must be suitable, rationally understood, well understood, and bring into line with the query at point. We state that pupils must choice and explain a theoretic framework beginning the time thesis subject is primarily abstracted.

Researchers such as Dooyeweerd (mentioned in Sire, 2004) have even disappeared so far as to demand for "pre-theoretical promises" via the scholar to exactly classify individual's "worldview of the emotion rather than the cognizance." We admit that the scholar's excellent of concept must be evidently specified and openly stated primary in the lettering of the thesis. Mertens recognized that the theoretic framework "has inferences for every choice made in the study method" (1998), which helps our confidence that the theoreticframework for a research must be acknowledged at the beginning of study work. We have faith in overall study is hypothetical. The position of theory-driven thoughtful and substitute should be highlighted in comparative to the assortment of a subject, establishment of research questions, concentration of the literature review, the strategy method, and analysis strategy for the thesis study.

Anderson, Day, and McLaughlin (2006) detention the requirement of involving a comprehensive theoretic supporting in a dissertation study with a quotation from a dissertation manager who specified, "I don't see how you can do a good piece of work that's a theoretical". Likewise, Sarter (2006) talked the "limited usefulness of findings and conclusions" when a research cannot defensible through a theoretic framework. Indication across disciplines is strong that the clear documentation andpresence of a theoretic framework is requirement of comprehensive research.



As shown (figure) research framework, there are three variables used in amount our study.

- Independent variable (organizational injustice)
- Dependent variable (employee performance)

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- Mediate variable (organizational commitment)

RESEARCH DESIGN

This section defines the methodology used in the present research that examines the associations among organizational injustice, employees' performance and mediating role of organizational commitment among the administrative and medical staff of Civil hospital of district Shaheed Benazir Abad, this section details the study project designed by the researcher, population and sampling, sampling dealings, arrangement, paraphrase of questionnaire, pre-test of questionnaire, tool consistency and rationality, data collection and data analysis of the research.

Generally, there are two research approaches used by researchers, one is qualitative and another is quantitative. Qualitative research is concern. Quantitative: As for as the study under taken is concern.Quantitative approach was used to fulfill the objective of this study.

DEPENDENT VARIABLE

On 09 items to measure organizational injustice (Q1-Q9) these items were adopted from the study on the topic of "An attribution analysis a counter productive work behavior (CWB) in response to occupational stress" conducted by (Goh, 2006).

INDEPENDENT VARIABLE

0n 10 items to measure job performance (Q10-Q19) these items were taken from the study on the topic of "Training and development strategy and its role in Organizational Performance" conducted by (Niazi, 2011).

MEDIATING VARIABLE

On 06 items to examine organizational commitment (Q20-Q25) these items were selected from the study on the topic of "The measurement and antecedents of affective, continuance and normative commitment to the organization'' conducted by (Natalie J. Allen and John P. Meyer 2009).

POPULATION AND SAMPLING METHOD

Fundamentally, the primary section of this segment deliberates the population of the research. Another, this units' particulars the sample, component of examination, sampling frame, sample size and sampling design.

SAMPLING

The population of a research study is a group of potential participants to whom you want to generalize the results of the study‖ (Salkind, 2003). Another way of saying, population refers to the entire group of people, events, or things of interest that researcher wishes to investigate (Sekaran and Bougie, 2010).

The population for this research involves around 222 respondent's civil hospital Shaheed Benazir Abad, including 197 medical staff and 25 administrative staff. Specified that element is a one person of the population. Every respondent is an element for this research. The medical staff and

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administrative staff are selected for the reason of that they are the Government's main representatives to whom can communicate directly with customs or the community. Hence, they hold heavy duties and play very important roles in formed public perception of the public sector or government generally.

SAMPLING TECHNIQUE

As each hospital has different kind of population like administrative staff and medical staff so, cluster sampling technique was used to fulfill the objective of study. Keeping in the mind the concept of cluster sampling we have selected the administrative and medical staff of civil hospital Shaheed Benazir Abad as our population sample.

DATA COLLECTION

Primary data have been used in this study, we have collected data from civil hospital Shaheed Benazir Abad. The secondary data is generated through interviews and questionnaire.

DATA COLLECTION AND FIELD EXPERIENCE

As per the time period of this study, data collected within two weeks. Throughout the data collection, face to face survey technique were used to meet with respondents individually. While meeting with to the respondents briefly explain the objective of this study and motivate them to give response honestly, recent information and requirement of this study.

DATA ANALYSIS

GRAPHICAL REPRESENTATION NATURE OF JOB

Table 1: Tabular Representation of Nature of Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Admin	25	11.3	11.3	11.3
	Medical Officer	197	88.7	88.7	100.0
	Total	222	100.0	100.0	

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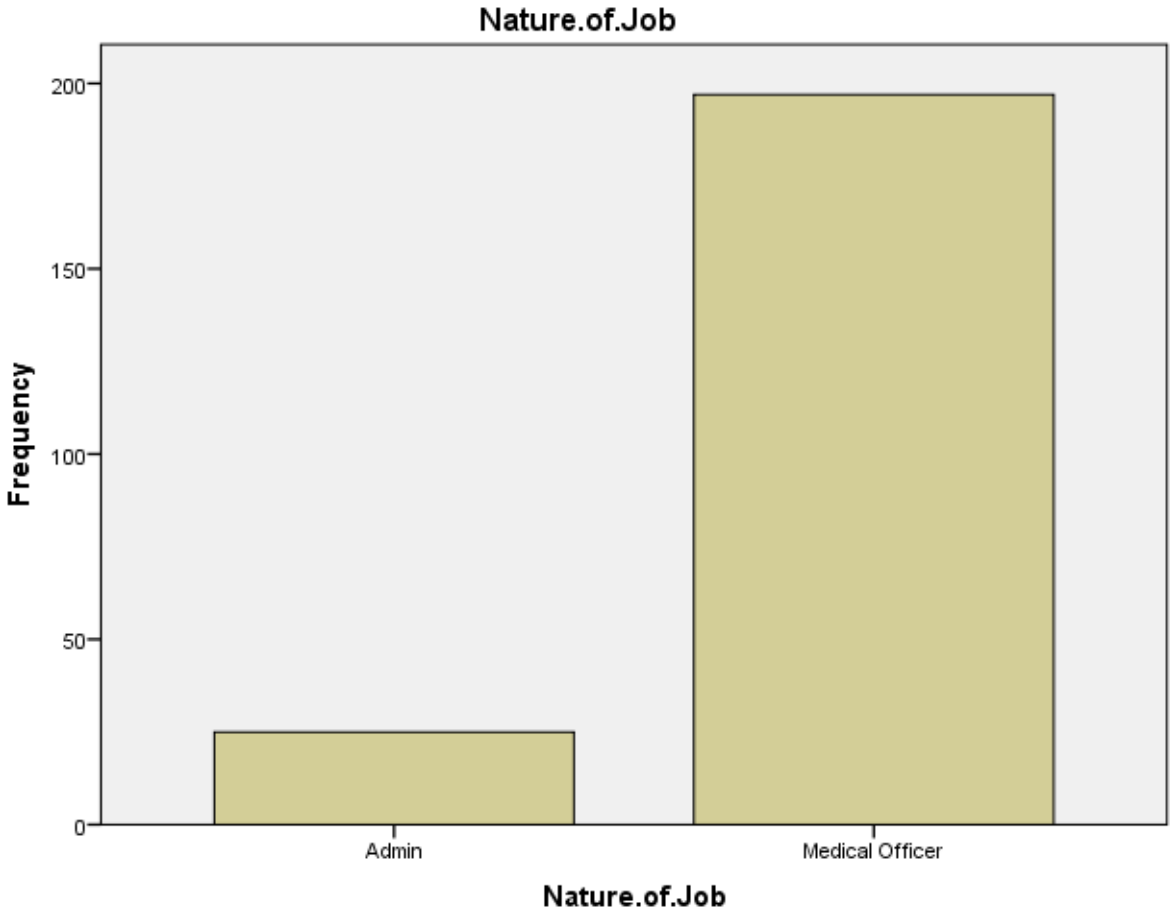

Figure 1: Graphical Representation of Nature of Job

Results Drawn by Researcher

As shown in table 1, 25(11.3%) are administration staff and 197(88.7%) are medical staff, the total number of respondents are 222.

GRAPHICAL REPRESENTATION OF GENDER

Table 2: Tabular Representation of Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	135	60.8	60.8	60.8
	Female	87	39.2	39.2	100.0
	Total	222	100.0	100.0	

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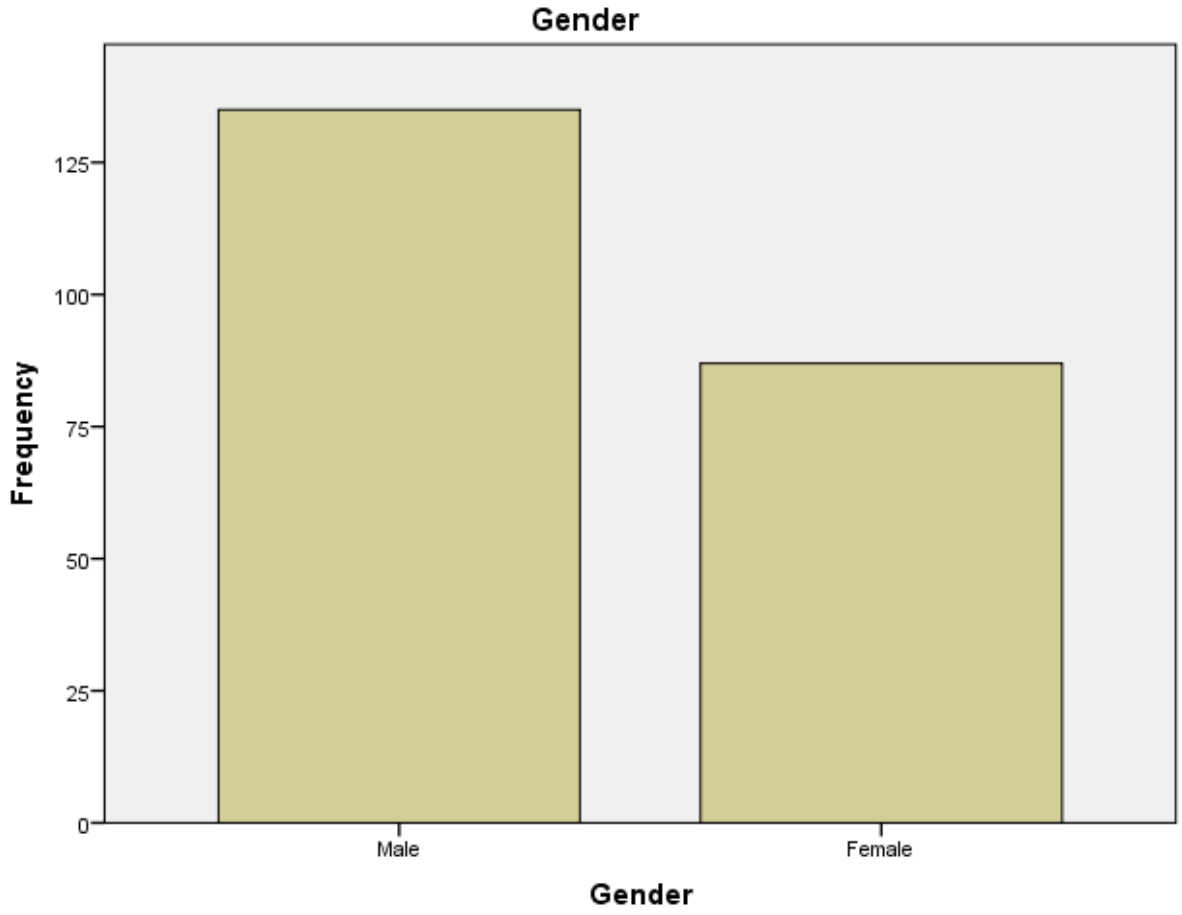

Figure 2: Graphical Representation of Gender

Results Drawn by Researcher

As shown in table 2, 87(39.2%) are female respondents and 135(60.8%) are male's respondents, the total number of respondents are 222.

GRAPHICAL REPRESENTATION OF AGE

Table 3: Tabular Representation of Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 years	23	10.4	10.4	10.4
	31-40 years	136	61.3	61.3	71.6
	41-50 years	63	28.4	28.4	100.0
	Total	222	100.0	100.0	

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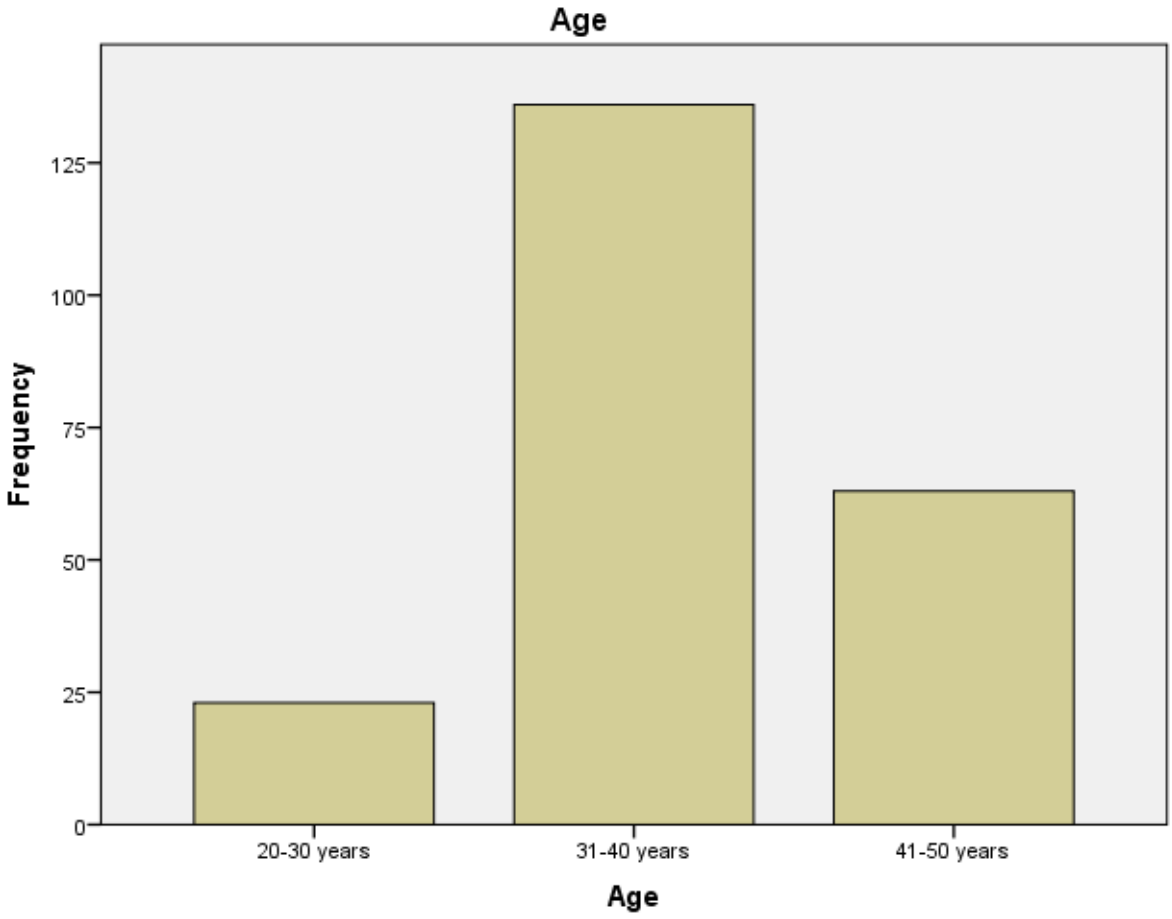

Figure 3: Graphical Representation of Age

Results Drawn by Researcher

As shown in table 3 that 23(10.4%) respondents are belong to age 20-30 years, 136(61.3%) respondents belong to age 31-40 years and 63(28.4%) belong to 41-50 years.

GRAPHICAL REPRESENTATION OF QUALIFICATION

Table 4: Tabular Representation of Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduate	3	1.4	1.4	1.4
	Graduate	96	43.2	43.2	44.6
	Master	123	55.4	55.4	100.0
	Total	222	100.0	100.0	

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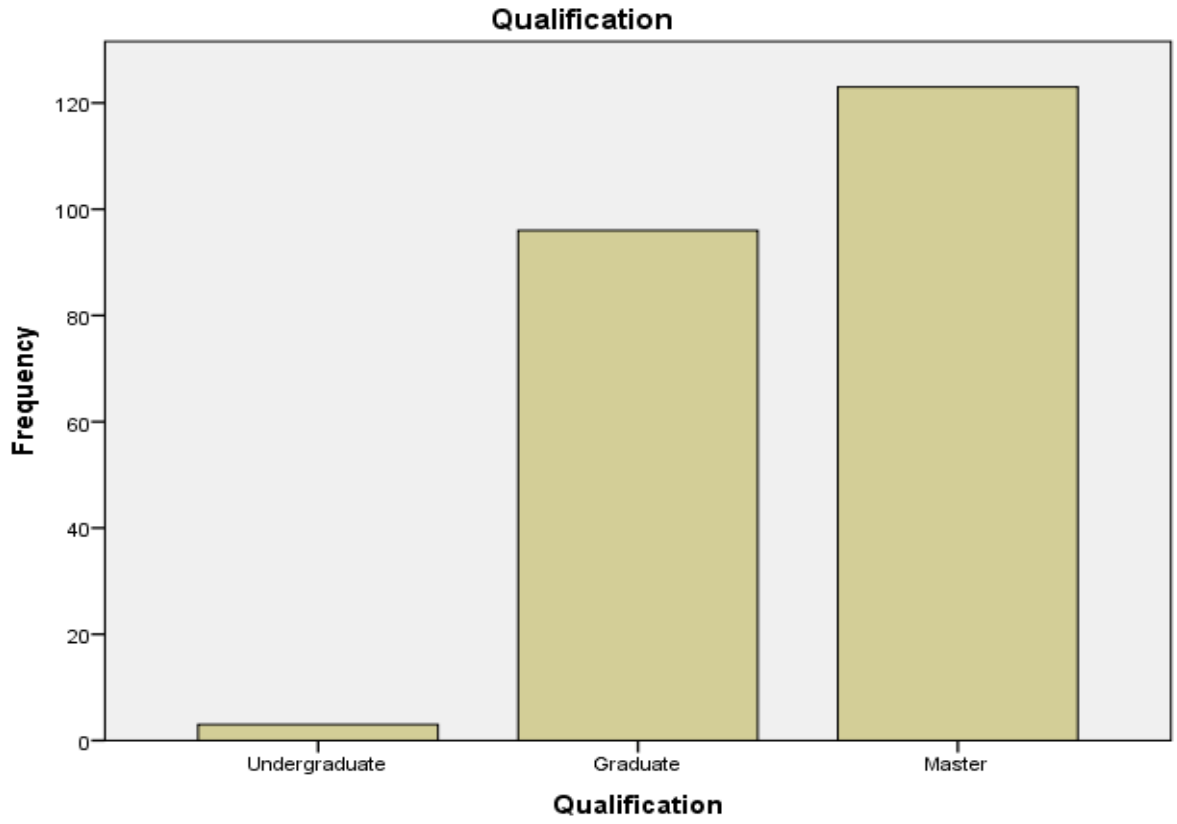

Figure 4: Graphical Representation of Qualification

Results Drawn by Researcher

As shown in table 4 that 3(1.4%) respondents are under graduation, 96(43.2%) respondents are graduated and 123(55.4%) respondents are Masters, total sample size 222.

GRAPHICAL REPRESENTATION OF EXPERIENCE

Table 5: Tabular Representation of Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	7	3.2	3.2	3.2
	2-5 years	39	17.6	17.6	20.7
	6-10 years	36	16.2	16.2	36.9
	11-15 years	67	30.2	30.2	67.1
	16-20 years	42	18.9	18.9	86.0
	Above 20 years	31	14.0	14.0	100.0
	Total	222	100.0	100.0	

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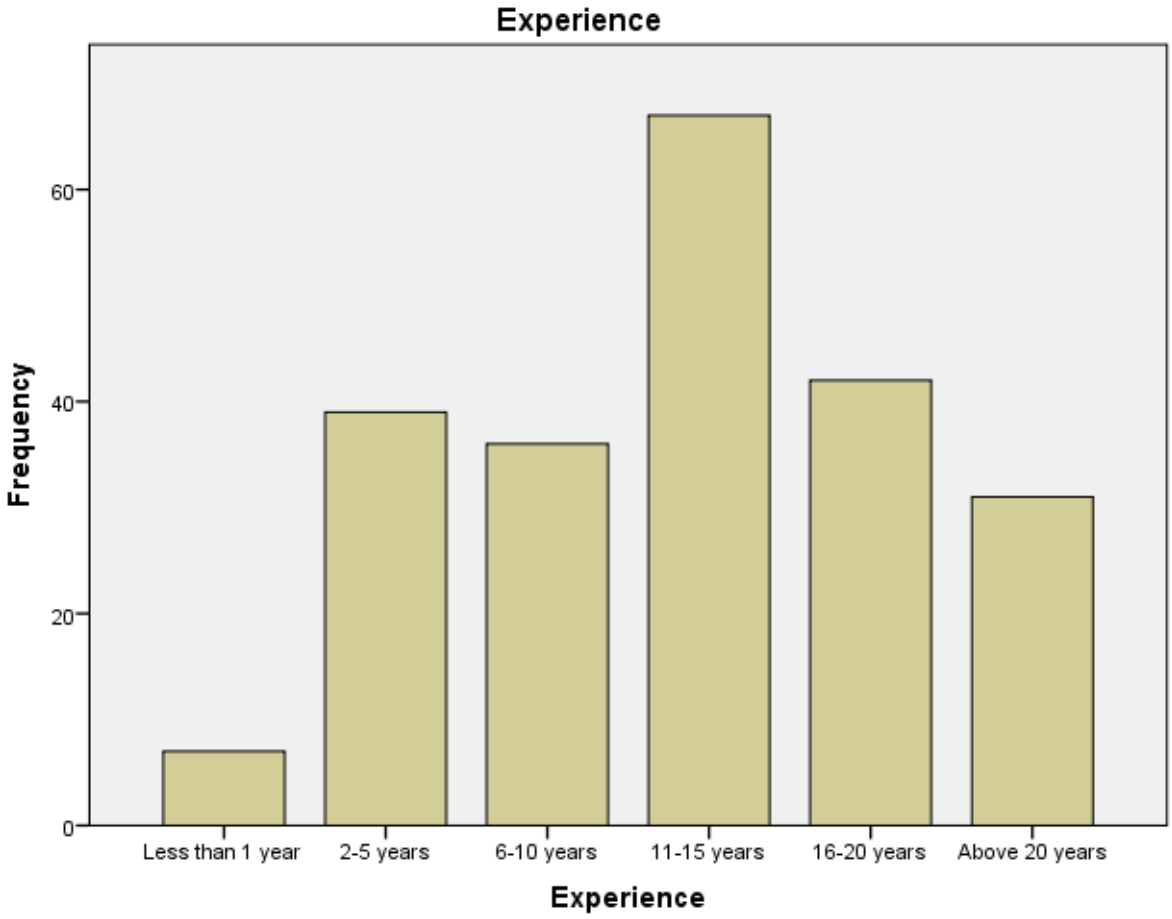

Figure 5: Graphical Representation of Experience

Results Drawn by Researcher

It shows in table 5 that 7(3.2%) respondents had less than 1- year experience, 39(17.6%) respondents had 2-5 years' experience, 36(16.2%) had 6-10 years' experience, 67(30.2%) had 11-15 years' experience, 42(18.9%) had 16-20 years' experience and 31(14.0%) had more than 20 years' experience.

RELIABILITY TEST

Reliability contains the degree to which a phenomenon calculation results in a stable and consistent manner. Alpha reliability is most often considered the best over 0.70 when measuring a large survey amount is used. In this case, the instruments used as part of basic research have a reliability of about 0.70 or better (Nunnally, 1987). Below is the alpha of the Cronbach's questions about the different variables in current research. We used SPSS 20 for the study to assess reliability of data.

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RELIABILITY TEST OF ORGANIZATIONAL INJUSTICE

OI is an independent variable of study. In order to measure this variable, the questionnaire contains ten (Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q8 and Q9) questions. As presented in table 4.6, the Cronbach's alpha of this variable's questions is 0.749, which is extremely good.

Table 6: Reliability Statistics of Organizational Injustice

Cronbach's Alpha	N of Items
.749	9

RELIABILITY TEST OF JOB PERFORMANCE

JP is a mediating variable of study. It also contains eight questions in a questionnaire (Q10, Q11, Q12, Q13, Q14, Q15, Q16, Q17, Q18 and Q19). The alpha of this variable 0.758, which is good, is shown in table 4.7 of the Cronbach.

Table 7: Reliability Statistics of Job Performance

Cronbach's Alpha	N of Items
.758	10

RELIABILITY TEST OF ORGANIZATIONAL COMMITMENT

This is the research's dependent variable. And it comprises the six questions (Q20, Q21, Q22, Q23, Q24 and Q25) questions about this variable. As demonstrated in table 4.8, for this variable, the value of Cronbach's alpha is 0.835 which is good.

Table 8: Reliability Statistics of Organizational Commitment

Cronbach's Alpha	N of Items
.835	6

REGRESSION ANALYSIS

Regression analysis indicates the extent to which the independent variable affects the dependent variable. This analysis tells us mainly about the complexity of how the degree of the parameter criterion varies provided that the variance occurs in one or more independent variables. Finally, in a given framework as stated above, it clarifies the causal relation between the variables. The regression process uses various statistical tools and methods and in this study we used macro process tool for regression analysis introduced by Prof Hayes (2012) to check the mediating role of workplace politics between workplace conflicts, productivity and employee retention.

ANALYSIS OF MEDIATING VARIABLE

To investigate the mediating role of any variable, generally we have to perform the analysis in following ways.

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- Organizational Injustice (IV) to Organizational Commitment (M)
- Organizational Injustice (IV) & Organizational Commitment (M) to Job Performance (DV)
- Organizational Injustice (IV) to Job Performance (DV)
- Mediating Effect (Indirect)

Table 9: Variables Model

MODEL			
X = Independent Variable(Iv)	Y = Dependent Variable(DV)	M = Mediator(MV)	Sample size
Organizational Injustice	Job Performance	Organizational Commitment	222

Results Drawn by Researcher

Table 4.18 indicates X=Organizational Injustice (IV) independent variable, Y=Job Performance (DV) dependent variable and M=Organizational Commitment (MV) mediating variable.

i. Organizational Injustice (IV) to Organizational Commitment (M)

Table 10: Macro Process Test of Regression

IV(X) to Mediator(M)				
	Coeff	Se	T	p
Constant	5.2068	.2657	19.6003	.0000
OI	-.7807	.0720	-10.8384	.0000

Results Drawn by Researcher

According to table 4.19, macro process tool for regression analysis was used to investigate the first step of mediation analysis. In which the researcher wants to check the effect of organizational injustice on organizational commitment. The result shows that organizational injustice is a significant indicator of organizational commitment as, b=-.7807, se=0.0720, $p<0.05$.

ii. Organizational Injustice (IV) & Organizational Commitment (M) to Job Performance

Table 11: Macro Process Test of Regression

Effect of Independent Variable(IV) &Mediator(M) On DependentVariable(DV)			
Coeff	Se	T	p

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Constant	1.6800	.2405	6.9860	.0000
OI	-.1571	.0487	-3.2227	.0000
OC	.5134	.0368	13.9407	.0040

Results Drawn by Researcher

The hypothesis that organizational injustice (IV) and organizational commitment (M) effect the macro test on productivity. The result shows organizational injustice is a significant predictor of productivity, b= -.1571, se= .0487, p<.05 and organizational commitment is a significant predictor of productivity, b=.5134, se= .0368, p<.05 which help this study.

iii. Organizational Injustice (IV) to Job Performance (DV)

Table 12: Direct Effect of X on Y

Direct Effect Of X On Y				
Organizational Commitment	Effect	SE	T	P
	-.1571	.0487	-3.2227	.0015

Result Drawn by Researcher

According to the table 4.21, we used to examine the hypothesis that Macro system research mediated organizational commitment relationship between organizational injustice (IV) and job performance (DV). Table 4.21 displays the important organizational injustice (IV) predictor and the direct effect of job performance (DV) on organizational commitment, influence negatively to the productivity. B= -.1571, se= .0487, p<0.5 which support the analysis.

iv. Mediating Effect (Indirect)

Table 13: Indirect Effect of X on Y

Indirect Effect Of X On Y				
OC	Effect	Boot SE	BootLLCI	BootULCI
	-.4008	.0512	-.5008	-.3025

Results Drawn by Researcher

We used to investigate the hypothesis, according to table 4.22, that or mediates organizational injustice (IV) and job performance (DV) by Macro system test. Table 4.22 indicates a significant indicator of organizational commitment as the indirect effect of organizational injustice (IV) on job performance (DV). B= -0.4008, se= 0.0512, endorsing the analysis with p<0.5. The hypothesis that organizational injustice mediates the relationship between organizational injustice (IV) and job performance (DV).

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So, these analysis validates that organizational commitment expressively mediates the association between Job Performance.

CONCLUSION

The aim of this research was to examine the relationship among organizational injustice, employees' performance and mediating role of organizational commitment. Data was collected among executive level employees of hospitals located at Shaheed Benazirabad Division. In this study 222 respondents contribute and share their opinions about impact of organizational injustice on employees' performance and mediating role of organizational commitment. According to detail findings of this study, it is concluded that there is negative relationship between organizational injustice, employees' performance and mediating role of organizational commitment. Mostly organizations compensate employees on the basis of favoritism, managers and supervisors treat their subordinates unfairly, unfair decision making and abusive behavior cause organizational injustice that impacts totally negative on employees' performance and organizational commitment. The study findings showed that unethical behavior with employees declines performance and damages an organizational commitment. So, it is very important that organizations should treat their employees with positive and fair attitude, organizational justice is very important factor that can motivate employees to be loyal towards their job.

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